



ADDA – Agricultural Development Denmark Asia

**Empowering Agricultural Cooperatives and Civil Society in Siem Reap
(EASY)**

Implemented by ADDA & READA

Project Evaluation

July 2019

Disclaimer

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

Acronyms

| | |
|-------|---------------------------------------------------------------------|
| AC | Agricultural Cooperative |
| ADDA | Agricultural Development Denmark Asia |
| CACU | Cambodia Agricultural Cooperative Union |
| CIP | Community Investment Plan |
| CISU | Civilsamfund i udvikling |
| COCIS | Cooperative and Civil Society Development in Siem Reap, Cambodia |
| CDP | Community Development Project |
| DF | District Facilitator |
| MoI | Ministry of Interior |
| PDA | Provincial Department of Agriculture |
| READA | Rural Economic and Agriculture Development Agency |
| SHG | Self-Help Group |

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Executive Summary

Description of Project

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

The project “Empowering Agricultural Cooperatives and Civil Society in Siem Reap (EASY)” was initiated in June 2017 with a grant of DKK 3,5 million by CISU “Civilsamfund i udvikling” (CISU Ref. No. 17-1984-UI-mar). The initiative is carried out in partnership with local organization Rural Economic and Agriculture Development Agency (READA). The action builds on prior experience in previous interventions in Siem Reap province by ADDA and READA. EASY develops the capacity of the Cambodian Agricultural Cooperative Union (CACU), along with strengthening Agricultural Cooperative lobbying, management and business abilities.

Immediate objective 1:

- By 2020, one CACU have built democratic and organisational capacity to efficiently support 10 Agricultural Cooperatives representing at least 3,000 members

Immediate objective 2:

- By 2020, 10 out of 12 Agricultural Cooperatives (ACs) have enhanced capacity to operate viable cooperative businesses and deliver appropriate services to members (agricultural and business training, credit lines)

Immediate objective 3:

- By 2020, 155 SHGs, 12 ACs, the CACU and READA understand agricultural and rural development policy issues and they influence local and national decision making on rural development.

Objectives and Methods of Evaluation

The evaluation reviews the implementation and impact of project actions. The evaluation examines the relevance, effectiveness, impact, and sustainability of the project. Data was collected from focus groups and key informant interviews. Meetings were held with 4 SHGs, 7 ACs, CACU, representatives from the PDA, ADDA and READA staff (including management and field staff), and village chiefs /commune council representatives in the visited areas.

Relevance, Effectiveness & Impact

The CACU has developed over time through a progression of farmer trained in Farmer Fields Schools, who formed self-help groups, which formed agricultural cooperatives, who now have members sitting on the Cambodia Agricultural Cooperative Union (CACU). Trained farmers are both directly targeted, and themselves responsible for building the groups, leading to cohesive development. IDPoor families, who have been a target through previous phases, are incorporated into the growing group structure. Groups have a very high percent of female membership / leadership (often 90% or more). Women felt they were the economic and social backbone of the committees.

The project has established priority trainings, incorporated women leadership, increased membership, and created strategic plans, AC performance evaluation, and household benefit of membership through loans. Business capital reach 235% of target expectations, while female participation reached 163%. Not all areas have reach targets as of yet, however the project still has another 12 months until completion. Areas that are still approaching targets include computerization of accounting and double-entry book-keeping at the AC level. However, at the CACU level, accounting is done by a full-time professional accountant. Targets have been surpassed for membership strategy, assessing new ACs, creating strategic development plans, operation according to guidelines, evaluating AC performance, AC business implementation, improving input prices, and increasing AC capital. Of particular importance is the increase during project progression of trust, evident from ever-increasing willingness to buy shares and invest and re-invest money. The project has also reached or exceeded expectation on obtaining SHG benefits from AC loans, integration of priorities into government planning, and project management participation of duty-bearers.

The development objective “Poor people in rural areas in Siem Reap have increased livelihood, because strong civil society organisations have developed in their local communities”. There has been a year-on-year drop in the level of poverty in target districts through the course of the project.

Poverty Change in Siem Reap Province 2015-2019

| Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------------|-------------|-------------|-------------|-------------|-------------|
| ID Poor (%) | 23.4 | 21.5 | 19.4 | 16.8 | 13.9 |

Poverty Variability by district in target area of project 2015 to 2019

| District | 2015(%) | 2019(%) |
|-----------------|----------------|----------------|
| Chikreng | 25.2 | 15.6 |
| Sort Nikum | 23.5 | 13.4 |

| | | |
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| Prasat Bakong | 19.4 | 9 |
| Pouk | 22 | 12.8 |
| Bantey Srei | 27.2 | 14.6 |
| Angkor Tom | 27.5 | 16.8 |

The overall impact has seen a contribution to economic empowerment, with the ability of ACs and SHGs to cooperate and speak to duty bearers on their concerns and priorities. The internal impact assessment showed that of the 10 ACs that participated in public forums, 100% of them engaged at a district level. Knowledge of policy and law has had a wider reach in the community. Overall impacts to the community include community members have become more active, both in group activities and civic participation.

Changes in CIP Integration Year-on-Year

| Prioritized needs, integrated & realized | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|----------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| Number of problem of poor raise | | 280 | 404 | 502 | 412 | 565 |
| Number of prioritized needs of the poor submitted during the CIP processes | 30 | 401 | 404 | 848 | 621 | 842 |
| Number of proposals integrated in to investment plans by commune councils | | 95 | 308 | 653 | 422 | 659 |
| Realized proposals (incl. external support) | 28 | 79 | 211 | 207 | 231 | 291 |
| Beneficiaries (families) | 15500 | 22096 | 46667 | 46800 | 49939 | 60320 |

Overall impacts include the establishment of a strong CACU and ACs. Representatives from grassroots levels are motivated to influence leaders, including those who are elected. ACs have a democratic membership base, with dynamic, young leaders. Advocacy of ACs has contributed to economic empowerment. For ACs, of a total 147 SHGs (total 2352 members), 116 (79%) are considered strong¹, with an overall CIP participation rate of 72%. There has been a substantial build-up of capital; income (2019) is \$37 530 (July 2019), capital is \$367 172, and total loans are \$298 193. Refer to Annex 7 for a complete breakdown.

AC groups have successfully increased total shares held from 2013 to 2019 from 284 to 19 638 (with a corresponding increase in ACs from 3 to 12). Membership

¹ ADDA internal review

has increased from 178 to 3 859, with the total profit increasing from \$1 387 to \$69 154 (as of 2018). MFI loans are currently at

CAC finances indicate share buy-in of \$102 250, current assets of \$836 396 (including rice paddy and fertilizer inventory)². Revenue for 2019 is 60 697, direct costs \$34 052, with a gross margin of \$26 644, and final earnings after interest, depreciation and tax of \$22 527.

Access to finance include ACs obtaining \$170 00 USD from MFIs, with 3 more applications for a total of \$200 000 underway. Repayment of loans from AC members is high (currently at 99.76%), one of the key reasons the project can work with the Japanese MFI to allow lower-interest loans. EASY advocacy has lobbied for lower and maximum interest rate which was reached by a new governmental instrument maximizing interest to 18 % per year.

Cross-cutting issues incorporate gender (including disaggregated gender reporting), address poverty through safety net procedures, reduce loan terms, and improve productivity leading to increased profits. Advocacy is built directly into the project and ties in on several levels, including allowing direct participation at village and commune level in planning and prioritizing community needs, working with external stakeholders through the ACs for issues such as securing inputs (and in the longer term coordinating and securing business deals), and in the longer term engaging at a national level. This engagement not only supports individual farmers (eg by working to improve financing loans, inputs, and for some ACs, contract farming terms), but allows local authorities to be able to respond directly to needs of poor families.

Sustainability

The project has created strong ACs and a strong CACU. Committee members are democratically elected, and composed of young, dynamic leaders who are able to motivate members. Sustainability is supported through providing a management and services package allowing ACs to engage paid service providers depending on their specific need. This allows them getting used to hiring services rather than being provided for free, and examining the value of the service vs the cost. During this period, some set aside a portion (eg 3%) of capital as a pool for future services³. Committee member and leader commitment is high, a good sign

² 20190430Financial report for CACs (as of 30.04)

³ Tany Samaki Meanchy Reaskmey Satri Angkor AC reported setting aside 3% reserve for capacity building/training, and 5% for staff (building funds in preparation for the management package funds being finished, not currently paid out)

for the future of the groups. CACU requires more capacity to take on the equivalent leadership role READA currently plays in linking to external partners and guiding overall strategy, however, READA is capable of supporting the transition.

Recommendations

CACU management strengthening, and extending support from ACs as a whole to farmers

- Hiring of a CACU Executive Director / General Manager with business management skill, who is paid full time, to run CACU as a high-level professional business, to support long term planning in terms of accessing support and coordinating skills needed (in discussion)

CACU expansion

- Reduce the percent of dividend payout, but ensure reasons for this are clear to all stakeholders; overall dividend amounts should focus on and increase through profit increase

Increasing AC capital & commercial sustainability

Policy advocacy of the CACU to MAFF to lobby companies for reduced prices on inputs to allow competitive advantage over other countries

- Further internal promotion of the benefits of contract farming, along with an assessment of ACs on commitment of farmers, commitment of committee, and potential capacity

Influence and advocacy

- Continued strengthening of CACU advocacy at national level with ongoing focus on interest rates, irrigation schemes, infrastructure, and similar farmer support issues beyond services to include policies; for next phase of advocacy, the strategy should be adapted to more result based advocacy strategy to raise issues of national policy, not limited to rights advocacy
- Coordination with other unions (ultimately through a federation at the national level)
- Increased level of ownership of leadership among ACs (also leading to more sustainability); READA can promote a message of ownership by sending CACU directly to national engagements to promote their own direct communication

1. Background

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

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Overall Development Objective of Project:

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

Immediate objective 1:

- By 2020, one CACU have built democratic and organisational capacity to efficiently support 10 Agricultural Cooperatives representing at least 3,000 members

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Immediate objective 3:

- By 2020, 155 SHGs, 12 ACs, the CACU and READA understand agricultural and rural development policy issues and they influence local and national decision making on rural development.

2. Objectives

Objectives of report

To obtain an objective and independent analysis of the project Empowering Agricultural Cooperatives in Civil Society in Siem Reap (EASY), in terms of its relevance, effectiveness, efficiency, impact and sustainability.

Relevance – does the project design fit with priorities of the donor, ADDA, and government approach? Does the project address those identified as needing intervention?

Effectiveness – are the planned benefits of the project delivered? Are the crosscutting issues of poverty, gender and advocacy issues are being addressed?

Impact – are expected project impacts likely to occur?

Sustainability – will the flow of benefits to the beneficiaries continue, and what further support would be required?

3. Methodology

The evaluation was carried out in July 2019. Relevant questions and themes for project approach and outcomes, relevant, effectiveness, impact, and sustainability were developed, along with questions on project design and impact and partner analysis. Each outcome was assessed to identify areas of success, challenges, and lessons learned.

Figure 1 Data type and sources

| Data Type | Source |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project objectives and deliverables | project proposal |
| Activity data and quantitative report against logframe targets | Progress Report Cumulative Reporting from June 2017 to end of Feb 2019 |
| Outcomes, impact, sustainability, successes, challenges, lessons learned | Project beneficiaries (SHG members, AC members/committee, CACU committee), implementing and management staff (ADDA, READA), village and commune chiefs, Department of Agriculture |

Data was reviewed from

- Progress Report Cumulative Reporting from June 2017 to end of Feb 2019
- Project Proposal Application
- Project logframe matrix
- Baseline Survey
- Internal Impact Assessment
- Advocacy Roadmap
- Internal Impact Assessment Report
- Baseline Survey

Direct interviews were held with staff, partners, and stakeholders, including separate meetings with, ADDA management, READA management and implementing staff, District Facilitators, Community Professionals, village and commune council chiefs / representatives, self-help group members, agricultural cooperative members and leaders, and Cambodia Agricultural Cooperatives Union (CACU) committee members (refer to Annexes 2&3 for field schedule and stakeholders visited).

4. Evaluation Findings

4.1. Project Design and Impact

4.1.1. Relevance

The EASY project developed the Cambodian Agricultural Cooperative Union (CACU) to support existing and new Agricultural Cooperatives (ACs). The ACs were set up from prior ADDA/READA self-help groups (SHGs), which were set up from Farmer Field Schools. This has allowed cohesive units to develop and grow over time, and has meant many beneficiaries have been involved long-term (some SHGs have been in place since 2007). This has allowed coverage of poor farmers. The Provincial Department of Agriculture, Fisheries and Forestry (MAFF) acknowledge well-functioning farmer cooperatives have potential to improve farmer livelihood. MAFF also encourages weaker ACs to strengthen, rather than further weak ACs to be created, which matches the focus of this project. ACs supported in this project were formed during COCIS (along with 3 external ACs incorporated in to the CACU). Part of the CACU role is to strengthen AC management, business skills, and networking. Strengthening ACs, SHGs, and local partners is also the key foundation step to the Advocacy Roadmap. The project is also relevant in addressing constraints to opportunities for women within the agriculture sector (see Impact section). IDPOOR are targeted for the

project, and group members work openly to support them. ACs work with commune council on specific support cases for families in need.

4.1.1. Efficiency

Key achievements⁴ include reaching output targets for Objective 1 include 100% achievement of establishing and registering CACU, establishing the curriculum for training and agreement with ADDA/READA –MAFF, and including women leadership of at least 50%. CACU has taken on 141 of the 155 pre-established SHGs, and 15 ACs (10 from previous ADDA projects). Not all SHGs were included due to geographical reasons, and other village members are welcome to join AC membership. The target for information updates between CACU and MAFF/PDAFF, and defining business plans for at least 50% of AC members (and 50% of these female) has been exceeded (116% and 193% respectively). Repayment of loans from AC members is high (currently at 99.76%), one of the key reasons the project can work with the Japanese MFI to allow lower-interest loans. Targets have also been fully met for establishing priority trainings and services, delivering prioritized trainings, services delivered and paid, and professional service packages applied for and delivered. It should be noted this has been achieved after only 15 months, with a further 12 months remaining in the project. The weakest areas are computerization and double-entry book-keeping (60%), CACU leaders with regular communication with national networks, and CACU leaders understanding of government policies. These weaknesses correspond to feedback during focus group / KII discussions. Groups uniformly identified book-keeping as an area that requires more support, particularly if their businesses expand, CACU acknowledged that advocacy is primarily focused on services, and that their knowledge of government policies is strong and the local to sub-national level, but requires more at the sub-national to national level. On the strengths side, CACU and AC feedback indicated strong involvement of women, and a good management framework in place. SHGs have very high female membership (often close to 100%), and there are numerous strong female leaders in place.

Key Achievements for Object 2 include reaching or surpassing targets for membership strategy, assessing new ACs, creating strategic development plans, operation according to guidelines, evaluating AC performance, AC business implementation, improving input prices, and increasing AC capital (households over target by 235%). The target for female participation has been surpassed at 163%. Areas lower than anticipated are the number of SHG members using AC

⁴ Target data from Q3 EASY Progress Report Dec 2018

services, and reaching targets of membership increase. Net profit of ACs is up 33% in 2018 over 2017. A key aspect of strength and trust in ACs in the increase in investments and capital year by year, reflected in feedback from AC and SHG members, who note increased individual investments, and people feeling the AC/SGHs are places where they can immediately put their cash and keep it secure.

Key Achievements for Object 3 include over 4 700 HHs benefiting from loans for cooperative businesses (over the target of 3 000), and over 4 900 villagers participated in local meetings/campaigns (over 1 000 SHG trained in AC concepts and law). Overall, 87% of AC members are female. Targets have been reached or surpassed for SHG benefits from AC loans, female participation, ability of leadership to identify and prioritize issues, identification of national/provincial priorities, and project management participation with duty bearers at a national level. Areas performing lower than anticipated were the number of these issues addressed by duty bearers, address at local levels of issues raised, implementation of Community Development Projects, and the level of understanding of policy issues at the Commune Council (CC) level.

For **cross-cutting issues**, gender is clear incorporated into project design and indicators, reporting data is disaggregated, and the project has met gender targets. The project addresses poverty directly through access to loans, which kick-start business opportunities, act as a safety net, and can reduce interest payments to outside lenders. The ability of groups to run a business allows access to financial resources, and there are additional business benefits including access to inputs at lower prices and on credit. Advocacy is built directly into the project (Obj 3), and ties in on several levels, including allowing direct participation at village and commune level in planning and prioritizing community needs, working with external stakeholders through the ACs for issues such as securing inputs (and in the longer term coordinating and securing business deals), and in the longer term engaging at a national level. This engagement not only supports individual farmers (eg by working to improve financing loans, inputs, and for some ACs, contract farming terms), but allows local authorities to be able to respond directly to needs of poor families.

CACU is becoming increasingly recognized among farmers, which gives the union increased recognition and legitimacy. External stakeholders including MFIs recognise the CACU is a stable organisation to lend to. The cumulative effect is the ability to forge stronger business and advocacy ties, increase member confidence, and ultimately the ability to grow.

4.1.2. Impact

The overall development objective is “Poor people in rural areas in Siem Reap have increased livelihood, because strong civil society organisations have developed in their local communities”. The key areas targeted by the project to improve to reach this is active AC/CACU representation in provincial and national policy dialogue and the benefits from this, improved income of members, and higher spending of households on school, healthcare, and non-food items.

Advocacy of ACs has contributed to economic empowerment. Representatives from grassroots levels are motivated to influence leaders, including those who are elected. ACs have a democratic membership base, with dynamic, young leaders. Access to finance include ACs obtaining \$170 00 USD from MFIs, with 3 more applications for a total of \$200 000 underway. EASY advocacy has lobbied for lower and maximum interest rate which was reached by a new governmental instrument maximizing interest to 18 % per year.

ACs and SHGs now have a platform to speak with one voice, which is effective for cooperation with stakeholders, in particular at the commune council level. Of the ten ACs that participated in public forums, representation at the district level is 100% (Figure 2). AC members find it challenging to ‘put into words’ the role and benefits of advocacy, but feel more capable in engaging with stakeholders and communicating at local levels. They identify tangible benefits from requests made, including roads, electricity, wells, ponds, and small-water infrastructure. CIPs integration included 842 PVDP priorities, 659 projects selected, and 291 currently supported. Health care access has improved through meetings with the health provider chiefs, and provision of school breakfast has increased the hours schools can provide lessons. ACs have coordinated for housing for the poorest residents. Members work with each other informally to help out poorer members (eg. assistance through personal loans to get them started in SHGs). CACU advocacy has created links to input suppliers, contract buyers (AMRU rice), MFI loans, and engaged MAFF in farmer priorities.

Meetings have been held with the CC to ensure there is no private encroachment of public ponds. Refer to Annex 6 for overall CIP changes year-on-year.

When looking year-on-year, the number of problems raised has increased from 280 to 565, proposals integrated into CIP has increased from 95 to 659, and beneficiary families from 15 550 to 60 320 (Table 1).

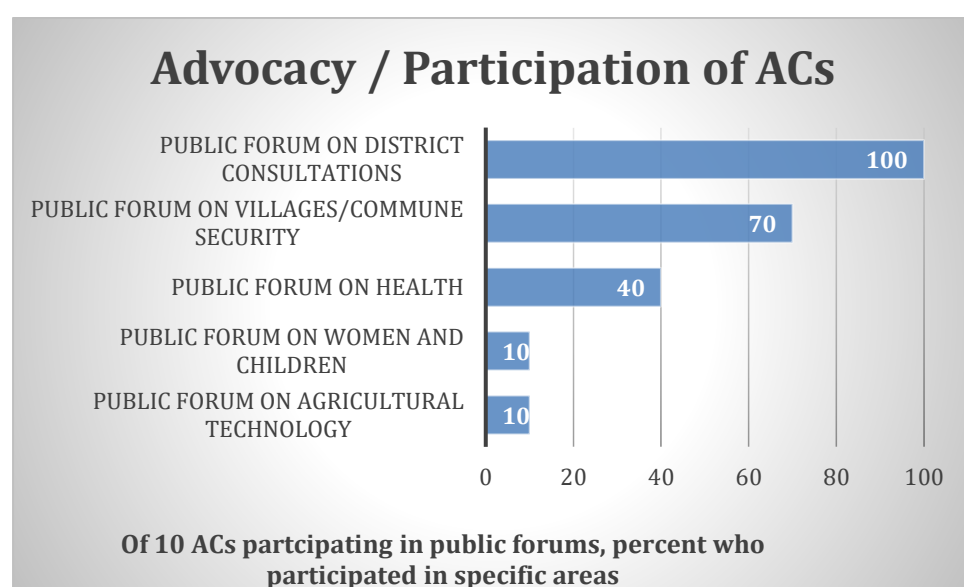
Table 1 Changes in CIP Integration Year-on-Year

(source: provided by ADDA)

| Prioritized needs, integrated & realized | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|----------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| Number of problem of poor raise | | 280 | 404 | 502 | 412 | 565 |
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| Beneficiaries(families) | 15500 | 22096 | 46667 | 46800 | 49939 | 60320 |

Forums have included district consultations, and forums on health, women and children, and agriculture (Figure 2).

Figure 2 AC Advocacy / Participation in Public Forums



Source: EASY Internal Impact Assessment Report, May 2019

Legal rights and advocacy training also has a household level impact on members. Other cases of applying training for community advocacy include asserting rights with community leaders and police (eg rights

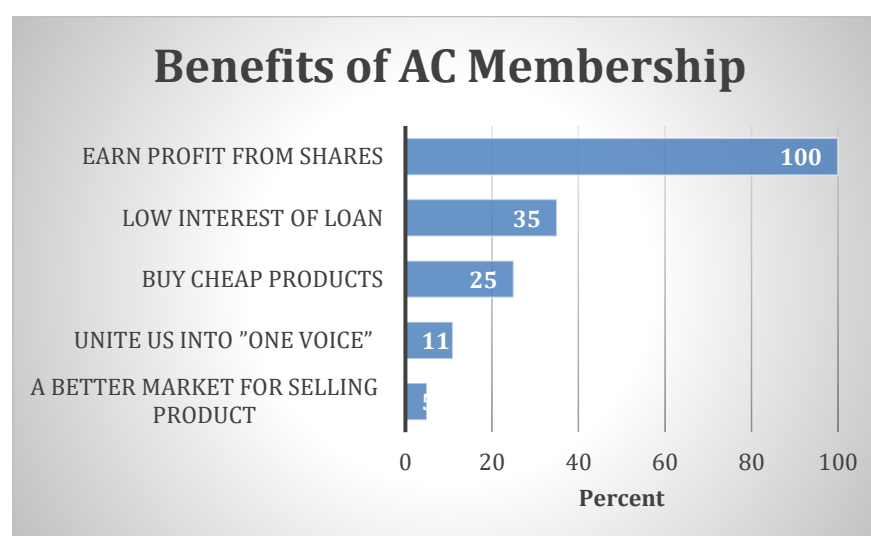
“[I] UNDERSTAND ADVOCACY TRAINING AT A MEMBER LEVEL, BUT USE IT MORE AT A PERSONAL LEVEL. [WHEN PEOPLE SAY I CAN OR CAN’T DO SOMETHING], I CAN STAND UP FOR MYSELF, EVEN IF I DON’T FORMALLY ADVOCATE SOCIALLY”.
-SVEY CHECK AC MEMBER

of parties for minor traffic accidents with domestic animals). Knowledge of policy and law has had a wider reach in the community. Without legal knowledge community members tended to be scared, and would back down from any arising issues. One CP applies training in the community in a way akin to social workers, talking to youth who are out ‘late at night like gangsters’, and their parents, as the parents don’t have the capacity to talk to the youths themselves, working on reuniting the families. The CP also works together with husbands and wives who have conflict to come together to discuss.

Overall impacts to the community include community members have become more active, both in group activities and civic participation. Prior to the project (including prior to COCIS), community members were more passive, in particular in engaging in community planning.

Tangible profits in the form of savings and improved agriculture techniques/opportunities are impacts seen at a household level, with families having a higher sense of security in the ability to access a loan without collateral. Loan money is typically used for small-business start-up/expansion (eg small cakes, grocery). The project has contributed to poverty alleviates, as project participants have noticed an improvement in the general standard of living, (for the Puok AC, the number of poor families has gone from 150 in the village to 50, with more families being able to afford household items such as motorbikes & TVs). AC members also note they have access to more food (through growing and purchase, leading to less worry about food).

Figure 3 Benefits of AC Membership According to Members



Source: EASY Internal Impact Assessment Report, May 2019

Benefits have particularly applied to women, who make up a high percent of members (eg Svey Check AC has 80% female membership). Stakeholders interviewed for this evaluation consisted of 90% female respondents, without a bias of selection towards either gender in meeting stakeholders, reflecting the very high percent of female membership and leadership (the only stakeholder area that was not overwhelmingly female were commune council representatives). Women stated they were the economic and social backbone of the committees.

There has been a year-on-year decrease in the IDPoor rate in Siem Reap Province from 2015 to 2019 (Table 2), and decreases have been seen in each district over the same time period (Table 3). While the change is cumulative from all organization, government, and private sector, combined project interventions are designed to reduce poverty, and will have a contribution.

Table 2 Poverty Change in Siem Reap Province 2015-2019

| Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------------|------|------|------|------|------|
| ID Poor (%) | 23.4 | 21.5 | 19.4 | 16.8 | 13.9 |

Table 3 Poverty Variability by district in target area of project 2015 to 2019

| District | 2015(%) | 2019(%) |
|----------|---------|---------|
| Chikreng | 25.2 | 15.6 |

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|---------------|------|------|
| Sort Nikum | 23.5 | 13.4 |
| Prasat Bakong | 19.4 | 9 |
| Pouk | 22 | 12.8 |
| Bantey Srei | 27.2 | 14.6 |
| Angkor Tom | 27.5 | 16.8 |

Source: Sub-national poverty rate in 2019 (provided by ADDA)

Of a total 147 SHGs (total 2352 members), 116 (79%) are considered strong⁵, with an overall CIP participation rate of 72%. Total income (2019) is \$37 530 (July 2019), capital is \$367 172, and total loans are \$298 193. Refer to Annex 7 for a complete breakdown.

AC groups have increased total shares from 2013 to 2019 from 284 to 19 638 (with a corresponding increase in ACs from 3 to 12). Membership has increased from 178 to 3 859, with the total profit increasing from \$1 387 to \$69 154 (as of 2018). Refer to Annex 6 for a full breakdown of AC membership, profit, and loans from 2013 to 2019.

CAC finances indicate share buy-in of \$102 250, current assets of \$836 396 (including rice paddy and fertilizer inventory)⁶. Revenue during the first months of 2019 is 60 697, direct costs \$34 052, with a gross margin of \$26 644, and final earnings after interest, deprecation and tax of \$22 527.

4.1.3. Sustainability

CACU and AC have interim support to build capacity in the form of the 'professional service and management package'. This allows ACs who apply to get a grant (typically about \$1500 for ACs, plus a computer; CACU received a higher amount), with the cash to be used towards capacity building and training. It covers, depending on needs, specialized business planning from READA specialist, CACU training, and/or external training/support. This plays a two-fold job; ACs become used to paying for services required (including the associated budgeting and accounting, and analysis of benefit of service vs cost), and allows a transition period where services are covered adequately until businesses pay directly (most can pay themselves, but at a reduction of profit). Tany Samaki Meanchy Reaksmei Satri Angkor, for example, sets aside a 3% reserve as a fund to take over these costs once the management package has been used, and 5% for staff. They currently have over 1 million riel in reserve for training. Several ACs have discussed the idea of hiring a recent university graduate to do

⁵ ADDA internal review

⁶ 20190430Financial report for CACs (as of 30.04)

finance/accounting, both to increase the skill level of the AC, and to introduce younger members.

CACU also aims to use funding for paying for services, including financing committee members (some who spend up to 30% of their time on CACU management), and ultimately hire a full-time manager. A crucial position with CACU is the finance manager, who does accounts for all CACU transactions (including business, shares, and loans), and reconciles AC finances. This position is currently partly paid for by the CACU management package. CACU and ACs realize the importance of increasing their capital (it is uniformly reported as a key priority), and are working to do so through increased membership and increased business profitability.

AC members show high commitment to operate independently. Monitoring committees are in place to verify and cross-check reports, however, ACs note they still require READA to cross-check financial transactions.

Areas ACs would like to improve in terms of management while there is READA support includes regular involvement from other institutions / departments for back-stopping; ACs still feel weak overall as a recognized entity and in terms of independent leadership, and feel the backup support of another organization (eg ADDA/READA, PDA) is still required to guide overall direction/monitoring, and ensure recognition from external parties. READA is very active in linking to external partners, as is PDA (to a lesser extent). CACU wishes to take on this role but require more leadership capacity in order to do so.

The structure of the Community Professional (CP) means someone from within the community is directly integrated into the project. CPs receive project training from READA, and in turn provide on-the-ground support to beneficiaries, from training them to monitoring accounting. Some CPs are using their skills in dispute resolution to help community members (see Impact section). Some CPs are members of ACs, and are increasingly paid by ACs. There is fairly high turnover for CPs, and the remaining CPs typically pick up the workload. Turnover is due to a combination of factors. Due to skills training, they are often in demand for other projects in the area. It is common that they take up positions within the local government (eg commune council) or other projects, so tend to remain in the community, and continue applying their skills. At least one CP member is a member of an ADDA/READA AC committee, has had a request from an external committee, and sits on CACU. CPs are also skilled to take up paid positions to support the ACs once ACs pay for services directly.

ID Poor families receive encouragement from other group members, including giving advice and small personal loans to assist families in starting to save. SHGs have flexible contribution plans for people to contribute at the level they are able to. Those with small land access are able to participate in growing, however some families, even when receiving subsidized seed, and the same training as

other families, don't follow through. Poverty is not only about physical access, but mindset. Part of this is due to the need for day labour and/or migration pressure. In addition, access to farming activities for those with no land is very difficult. However, for those families that are able to follow through, there are positive effects on lifting them from poverty. For those that do not have land access, there is scope for the commune to assist them to access a small piece at an affordable cost. For families not able or willing to take up farming practices, other approaches may be more appropriate.

EASY has developed CACU and the ACs to the point where they have a strong organisation structure, and are well-functioning AC. The project can be considered highly sustainable based on the design and implementation of actions, and has a solid foundation for future steps.

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

There are no issues identified with the inherent logic of the Logical Framework (LFA) which is sound. The LFA has an overall objective of increased livelihoods for poor people in rural areas of Siem Reap through strong civil society. The combination of service delivery and building advocacy is a strategy implemented (and reinforced by the advocacy roadmap) to achieve this. The CACU play multiple roles, including capacity building to ACs (to facilitate or provide services to members and SHGs), service delivery to ACs (direct or through facilitation), and play an advocacy role. This umbrella group providing services to the ACs, and allowing the ACs to further provide services to their members, along with CACU advocacy at a national level, are the core objectives of the LFA. The combined approach of service delivery and advocacy to increase representation through national policy dialogue, along with improved income, is directly addressed at the objective level.

Project risks identified at the outset include conflict and difficulty to work during election periods, violence or threats, lack of support from local authorities, lack of resources of local authorities, and lack of leadership support in SHGs, ACs, and CACU. The project mitigation plan during the election was to limit advocacy during election periods and ensure meetings had local authorization. There were no overall negative effects towards the project in this regard, although timing of activities may have had some impact. There were no issues of violence or threats, and local authorities met with during the evaluation were highly supportive of the project and the advocacy methods used. Committee members showed high leadership skills, although are not yet compensated. An additional risk is climate change. Crops this last year have been poor due to drought. There was a particularly long and extended hot season. The government warned ahead of time to minimize planning, and those that planted vegetables saw poor

performance (some ACs have no vegetable products at the moment). Mitigation can include continued work with PDA on climate-appropriate seeds, further communication between stakeholders on climate warnings, and water infrastructure.

Market constraints include peak production (over-production of crops at the same time, leading to market flood and low prices), lower levels of coordination on which are the most suitable crops for market, price fluctuation, and high input/transport prices. EU import taxes will create a very big issue for farmers if human rights issues are not addressed (and the EBA agreement is withdrawn from Cambodia). Input prices can be addressed through CACU negotiation for wholesale input, which is easier for them as membership grows and high quantities are required for CACU purchase. This can also ensure standardized products are purchased. Where ACs purchase produce directly from members, they are able to transport a higher amount of goods at once.

4.3. Partner organisations' general qualifications, experiences and capacity; project management set-up

READA have a long-standing partnership with *ADDA*, and have worked to implement multiple projects together. The *ADDA* strategy and project management style/tools have been transferred to *READA* over the years (Farmer Field School, social development, community development projects), including throughout this project. *READA* follows the key strategies of delivery service to farmers, forming these to SHGs, then into higher level ACs, to cooperate between villages for loans, credit, and assessments, ultimately to the union level.

CACU/ACS show strong representation at the CC level, raising their own issues (for example income generation). Key AC (and SHG) strengths include having their own rules that are practical for members to follow (not externally imposed), good participation (for economic empowerment) for meetings and trainings, and commune councils note that meetings that ACs participate in are more active compared to those without AC participation. Commune councils feel AC management strength is high, with dynamic leaders and motivated committee members who are active on a daily basis and constantly in communication with the CC. ACs are considered transparent by members and commune councils, with clearly reported profit, open general assemblies, new members, and current members purchasing more shares.

CACU is currently engaged at a provincial level, and are looking at working with others to come together at a national level. Linkages within the province are strong, but less so between provinces. There is a need to further capacitate other ACs to join *CACU*, in order to grow, and ultimately join with other unions. *READA* facilitators are not directly involved in AC internal issues, but play a facilitation role (capacity building, introductions to stakeholders). The union requires their

own package for management, and members (particularly new incoming members) need to be further aligned with similar styles (management styles, finance procedures).

Commune councils see their role as improving participation and cooperation between ACs and CCs through personal contact. ACs regularly participate in CC meetings, with discussion on community needs, what CC can respond to, and exchange advice on proceeding based on legal framework / CC procedure. Capacity at the village and commune level (commune council) has been increased as local government partners are included in training. There is improved community coherence but still a need to reinforce laws. For example, for land law training, while training has been given, land boundaries are not always demarcated, and stream boundaries (10 m) are not always clear to the public and/or respected. Some communes (eg Svey Chek) would like more support from NGOs in overall 'strategic direction' of commune (eg should commune promote more agriculture and target becoming a major farming area, or supply skilled labour, or other ideas). Overall CC members actively support the project and agree with the approach, and find the approach is beneficial to the council as well as to residents, as those that come with ideas have prioritized them and discussed solutions prior to presenting them.

4.4. Result 1

Result 1 one is *"By 2020, one CACU have built democratic and organisational capacity to efficiently support 10 Agricultural Cooperatives representing at least 3,000 members"*. The outputs are i) By the End 2018, one CACU in Siem Reap is operating according to the guidelines and best practice CACUs in Cambodia, ii) By 2020, the CACU is able to analyse AC context and supervise ACs on further cooperative development e.g. how to operate and maintain viable cooperative businesses, and iii) By 2020, the CACU have become an efficient service provider for ACs.

Operation according to the guidelines and best practice CACUs in Cambodia / analysis of AC context

The vision of the CACU is based on farmer problems, including access to credit, access to fair trade, and technical support and solutions. In their own words, "CACU comes together with a vision for CACU to facilitate or coordinate solutions... by becoming an umbrella association, we can use this as leverage in terms of looking for problems, and dealing with potential business entities as equals."

The project has supported CACU to form, with an initial 10 ACs created under the COCIS project, and 5 additional ACs. Part of the role of CACU is to develop

training and services meeting the needs of the ACs. CACU both gives direct training, and facilitates training from other stakeholders (eg PDA).

AC's (not individuals) purchase shares from the CACU. Shares are 1 000 000 each (\$250), with a current dividend of 179 000 (about 18%). The CACU run a credit business, fertilizer input business, animal feed, pesticides, and rice purchase. Total invested capital at the end of 2018 is 700 000 000 (about \$175 000). AC members also pay a membership fee. Target capital needed based on 5-year plan is 235 million riel annually (CACU is currently at 444 million, less than two years in). Strategies CACU has in mind to increase capital include higher membership (bringing in more member fees and share purchases, in addition to input sales), expanding existing business to fulfill demand, and to consider new business subjects for profit.

The CACU **strategic plan** includes actively supporting AC leaders in terms of leadership, building their capacity and management skills, providing training for increased skills in AC book-keeping, and to increase ACs in business related communication. Each AC in turn has own strategic plan.

ACs have varying levels of accounting ability (some manual, some computerized), and at times methodology is not always standardized (eg invoicing style). CACU is currently consolidating accounting practices, and aligning to PDA format. AC accounts are compiled by a full-time CACU accountant, and all CACU business and credit transactions are done in Quickbooks

CACU as an efficient service provider for Agricultural Cooperatives

Training given directly by CACU to ACs is dependent on the specific needs of each AC. Training given includes more complex accounting, providing orientation and training on loan negotiation with formal MFIs, working with officials, training on how to deal with big companies, strategic planning, logistics, product re-selling, business advocacy, and market access understanding, along with support study tours to successful AC and unions in three other provinces (Kampong Cham, Kampong Chhnang, Kampong Speu) and Thailand.

CACU Training to ACs:

- 1- Benefits from legal registration of AC
 - Legalization for business operation
 - Mobilizing forces and capital
 - Clear finance management
- 2-Business development
 - Assessing internal resources for business
 - Risk calculation and reduction and risk management
 - Leverage as group for business advocacy and negotiation
- 3-Monitoring and evaluation
- 4-Leadership

Members have been excited to travel around country to learn about expanded business potential. CACU has provided training based on strategic plan development and M&E plan to track the progress of the strategic plan.

In the role of providing **direct services** to ACs for input supply, CACU can build on economy of scale to get better terms from larger companies. This is room for better terms than currently obtained, as input supply is currently from the district depo level (a second or third tier supplier), rather than the wholesale level. As CACU expands further ACs and supplies to more ACs, bulk purchase becomes more attractive to wholesale suppliers. The CACU has access to a Japanese MFI, and can access loans directly from them, which in turn can be given to individual ACs. This streamlines the loan process for the MFI, and allows a percent to go to CACU. Over time, with successful repayments, interest rates will be reduced. CACU also provides **indirect services (facilitation)**, including linking one AC with a contract buyer (AMRU Rice), and linking ACs to PDA for training and information.

The support CACU provides to AC is primarily to support AC development and business as a whole. There is less capacity at the moment to support individual farmers through ACs (eg, individual farmer business plans and support for commercial operation). CACU plans to integrate this into their strategic plan, as they learned from study trips to other successful cooperatives how support to boost individual production can contribute to the ACs/CACU as a whole. There are plans to incorporate M&E services to track loan use and services of individual farmers (for example, if farmers receive a loan for chicken raising, the monitoring system will track how the loan is used, species raised, purchases required, and where inputs such as animal feed are purchased from the AC, track this as well). CACU will provide training and ACs towards this. The CACU suggest the M&E system can also incorporate tracking training needs of ACs, to better increase communication (eg, information flow between PDA, AC members with specialty training such as vets, and other sources, on identifying skills and transferring information).

CACU platform is designed to absorb as many ACs as possible, and CACU don't foresee this as a constraint, as it is part of the strategic plan. New ACs go through an evaluation prior to acceptance to identify weaknesses. CACU identifies (through visits to successful unions) that leadership management, including financial management, as one of the most important steps in moving forward.

Successes

- CACU provides support to 15 ACs to better coordinate among them, build capacity, align interests, connect to business opportunities, and strengthen advocacy positions

- ACs and members of a high level of trust in CACU finances and shares, with confidence in putting in their money
- Implementation of consolidated book keeping in Quickbooks (at CACU level) with dedicated paid accountant
- AC input at MAFF national congress to represent farmer interests
- Good understanding among committee members on strategic plans and directions of other successful unions, both in and out of the country, through on-site visits; strong will of committee to strengthen strategic direction and replicate success of others
- Facilitation of links for ACs (eg AMRU rice, training), skill-need identification, and provision of training services (direct or facilitated)
- High level of learning through visits to other cooperatives

Challenges

- Bookkeeping at AC level still to a large extent manual, and operation procedure not always aligned between ACs; not yet full alignment with PDA guidelines
- Limited engagement to date in national level policy engagement
- Limited understanding of CACU members of national level government policy
- Less visibility and recognition of CACU than committee members would like; primarily known at local levels

4.5. Result 2

Result 2 is “By 2020, 10 out of 12 Agricultural Cooperatives (ACs) have enhanced capacity to operate viable cooperative businesses and deliver appropriate services to members (agricultural and business training, credit lines)”. The outputs are i) ACs have efficient internal leadership, structures, procedures and protocols and have a broad and democratic membership base, ii) ACs are operating viable cooperative businesses increasing their self- reliance and the income of their members, and iii) ACs are delivering appropriate services to support farmer group/ SHGs, and their members

Internal leadership, structures, procedures and protocols, membership base

Committees have a high percent of female membership. Rolour Meanchy Raksmei Satrei Angkor Agricultural Cooperative for instance has all-female leadership. The committee feels having female representation is working better than the previous male-led committee, as see women as being more committed and active. They felt the

male mindset was on being the main income-maker for the family, not to be involved in social groups, while the women realized the need to work together to improve

“We want to highlight the achievement of developing AC members that every member has full trust in. We can see more willingness to join [the AC], and those who join are willing to buy more shares.”

- Tany Samaki Meanchy Reaskmei Satrei Angkor AC Leaders

livelihoods. They also felt women were less likely to dominate individual roles, and work as a team. Men area still involved in the group, and lend labour when needed (eg fertilizer transport). Husbands are also starting to be more open to women’s involvement, including attending field trips, and help to care for the household while they are away. This combination has supported the ability to encourage female leadership within the committees, and as an extension, to the community in general.

AC staff have clear TOR and follow, with READA/ADDA staff following-up to check. Each AC has a multi-member monitoring committee to verify transactions and stock movements, check book keeping, logistics of procurement, ensure transparency, checking cash withdrawals, quality of procurements and stock, expiry dates, proper packaging, and so forth.

Viable cooperative businesses increasing self-reliance and the income

Investment of money into ACs is considered a way to prevent ‘money leakage’ (eg loss of interest, as it stays within the group). The AC platform allows farmers to get loans, benefit from interest, and work together for support. Members and SHGs have a high level of trust in investing money into AC groups (example, on group has gone from a start-up of 92 shares to a current 1769, at \$12.5 a share).

Study visits have been essential to AC member understanding of expansion potential. Prior to study visits, AC members felt training seemed to be ‘too much’. After the visits, they were able to understand the reason behind the training, and additional things needed to learn. For example, the potential for working with high value-added products is now clearer, the benefits of contract farming, which requires rules and discipline, and the need for multi-business enterprise management (business manager in place).

Typical business run by ACs include credit, fertilizer supply, and rice purchase. One AC⁷ estimated they were at 40% now of their potential capacity (refers to future potential, not reaching current targets); they intended to expand to more members, and increase capital (capital has expanded from 5 million riel upon start up to 200 million riel, with a target of 1 billion riel), and expand from three businesses to 4-6 businesses. Credit businesses contribute the most to capital build-up. Droughts this year have meant fertilizer supply needs have dropped (government warnings on water shortage led to less planting), but previous year's sales have been strong.

Two ACs, with the coordinated support of Habitat for Humanity, have started running water bottling facilities. Local market surveys have been carried out to determine interest and pricing points. The facilities have been built and are operational in the two locations, with production just in the start-up phase.

CACU is responsible for identifying services and skills ACs require, and ACs identify services needed for members / SHGs. Stronger ACs have a good understand in of current strengths and weaknesses, and can prioritize themselves growth potential they would like to work on (usually stemming from field trips). Weaker ACs on the other hand are unclear where they need support, and tend to be 'waiting' for intervention from CACU and/or ADDA/READA. In these cases, they are not clear themselves if it is their role to initiate need requests (eg asking for specific help), or if support will be provided automatically based on CACU initiated assessments.

ACs are delivering appropriate services to support farmer group/ SHGs, and their members

The ACs were created from existing SHG along with other village members, and they maintain their links. SHGs were the initial step in organising community members, and to form a base of discipline and awareness. Shares are sold by the AC to both AC members and to SHG members. SHG members have the option to take loans from the SHG, and from the AC, and as SHGs get stronger, the amount they can borrow and the pay-back terms are not fixed. Some groups offer a higher percent of interest when more money is saved. The loan system is considered important in the community, and members rely on it for business loans, and to a lesser extent, for emergency loans.

Some ACs provide rice-buying services to members, where rice is purchased at an agreed rate. This means farmers know they will be able to sell what they've produced, and know the price they would get from the AC if they are bargaining

⁷ RMRSAAC

with middlemen. The farmers therefore can use the ACs to protect from losses, and use the leverage for private sector negotiations (they are not forced to undersell). Farmers that sell vegetables direct to the AC don't need to worry about transport to the market.

Three AC's are currently in talks with AMRU rice for contract farming. Not all ACs are strong enough to consider contract farming, realize the potential, or grow the crops needed by buyers (some are content to grow general varieties accepted by the wider market, rather than specialty varieties).

AC and SHG members and leaders agree if there is expansion of individual business (eg chicken farming), commercial farming skills (technical, marketing, company links) are required. ACs currently focus on group AC business rather than individual farmer business support. Some ACs have suggested they could take up more of a role in collecting products from members to sell. In terms of the wider picture of the market, PDA knows which communes have potential for what, while ACs have 'on the ground' awareness of who is doing what.

Training on value chain helped to increase agricultural activity, with more families planting, and improved productivity for farmers. There are still difficulties with market timing (peak production bottlenecks and price fluctuation). ACs work on internal coordination on this, but there is a high external influence. Farmers get high quality seed from PDA; the department coordinates the seeds needed, and the AC purchases from PDA, and passes them on to members, keeping a small profit for themselves. This ensures seeds are high quality and available at right time of year. Female group members feel techniques learned (vegetables) is less labour intensive; time and money is also saved by buying inputs directly from the AC. Additional changes seen by farmers as a result of training includes knowing which season to plant, rotating crops on a seasonal calendar (although there are still peak production issues), identifying best varieties for climate conditions, and obtaining high quality seed.

Repayment of loans from AC members is high (currently at 99.76%). This is one of the key reasons the project can work with the Japanese MFI to allow lower-interest loans.

Success

- Ability of members to put in higher amount of savings and flexible amount of savings, and to vary the payback terms, and an increased capacity of groups to manage flexible funds
- 99.24% repayment of AC loans
- Strong ACs are pro-active in identifying weaknesses and areas to build capacity, along with potential areas of expansion

- Services are available to farmers, including technical input and crop coordination, cheaper inputs / inputs on credit, and loans
- Value chain training increased number of farmers in individual productivity

Challenges

- Lack of clarity among some group members of rules / regulations in regards to interest rates owed when members want to cash out
- Competition with private sector (eg fertilizer business)
- Weaker ACs have a 'sit and wait for help' approach to starting/expanding businesses, and tend to not initiate themselves business implementation/expansion ideas and requests
- Water is a major constraint, and if access to water is improved, weather fluctuations will have less impact

4.6. Result 3

Result 3 is “By 2020, 155 SHGs, 12 ACs, the CACU and READA understand agricultural and rural development policy issues and they influence local and national decision making on rural development.” The output are i) Committees of the CACU and ACs have strengthened their knowledge on agricultural and rural development policies as well as governance frameworks, which is utilised in their direct dialog with relevant authorities to address the needs of the farmers, ii) End of 2020, 125 out of 155 SHGs and 10 ACs are efficiently advocating-/participating in policy dialogs at local levels (village, communes, districts), and iii) End of 2020, the CACU and READA are efficiently advocating/ participating in policy dialogs at provincial and national levels.

Committees of the CACU/ACs knowledge on agricultural and rural development policies and governance frameworks, and dialogue utilization; Advocacy / participation in policy dialogue at provincial and national levels (CACU/READA)

The CACU is a well-accepted institution to advocate and raise issues. CACU has access to a lawyer for any legal issues. They have been active in engaging in MAFF during annual conferences, where farmer priorities are discussed, including access to credit. CACU actively support ACs to engage in commune and district level community planning. CACU is a social business enterprise, and most advocacy is towards business and services for AC. There is scope to expand to policy advocacy at a national level (although this would be better supported through a farmer federation composed of unions), including areas such as CACU / AC committee and member pensions, insurance, and social security schemes. CACU members are trained in the project advocacy roadmap, and have good

understanding of laws and policy at a local and sub-national level, but require further training in policies at the national level.

CACU want to position themselves to be more visible with national level stakeholders (including businesses) to make themselves recognizable ('branding') in terms of networking, as they currently find difficulties in connecting to business partners. Areas where CACU can engage in national policy for member impact includes working with MAFF to reduce input supply prices, which are currently not competitive with Thailand and Vietnam.

READA has actively supported CACU in national policy dialogue participation, and there have been tangible successes seen. The READA approach has been through soft advocacy (avoiding confrontation) and collaboration to support good governance. The project acknowledges that pure advocacy work has shown less success in Cambodia. The approach used by READA combines advocacy with delivery of services, along with support to duty bearers to ensure accountability and transparency. Emphasis is given to letting people talk and share their voice, and working on community capacity to do so. READA has a history of using this approach, most recently during the CISOM II project. READA is also working to maintain closer ties with the central government ('be close to the decision makers'), including inviting ministers for discussions, to ensure the proper message is sent to the national level, and working with the CCC for networking strengthening behind the scenes.

Addressing financial capacity has been one area of successful dialogue intervention. Project partners participated in negotiations that successfully capped the maximum loans interest rate at 18% (national policy). In addition, ACs have access to Japanese bank credit supply at a rate of 1% to 1.1% a month. Credit supply for inputs is available without interest.

The project has also actively engaged with other NGOs to work with the government to understand challenges in implementing work, and identify common goals. MoI agreed to conduct a national forum to dissemination information and develop activities. It is no longer required to inform local authorities when holding local events in target areas.

Advocacy / participation in policy dialogue at local levels (SHG/AC)

There is cross-over participation between ACs and local authorities. ACs attend Commune Councils meetings. During training, the district governor and provincial representatives were invited. AC members meet internally to summarize requests, and the committee leader will meet with local authority members, either during monthly meetings or forums. AC members feel they

don't only speak for the AC, but all village members. AC chiefs also meet with PDA, but there is less communication back to committee members on topics and results of discussion. PDA helps with coordinating meetings with companies on behalf of the ACs.

CIPs integration included 842 PVDP priorities, 659 projects selected, and 291 currently supported. To date there has been road infrastructure beneficial to farming (reaching land, transport), and electricity access. Some ACs have obtained community space (old pre-school) for an office, and some CCs have stopped charging ACs for administration services, and set prices for public services for villagers are clear and displayed. Communities have also received water wells, latrines, canals, and small irrigation systems.

Table 4 CIP Implemented Results

| Item | Number of projects implemented/supported |
|-----------------------------|------------------------------------------|
| Ring wells | 10 projects |
| Pump wells | 2 projects |
| Toilets | 17 projects |
| Water purification | 18 projects |
| Animal vaccinations | 58 projects |
| Fish raising ponds | 2 projects |
| Road construction/repair | 13 (26 980 m) |
| Sluices | 2 projects |
| Canal Renovation | 1 (2000 m) |
| Salary support kindergarten | 6 persons |
| Food for students | 38 projects |
| Scholarship for students | 14 projects |
| Vegetable seeds | 22 projects |
| Hygiene materials | 10 projects |

| | |
|---------------------------------|-------------|
| Agricultural technical training | 34 projects |
|---------------------------------|-------------|

Benefits towards addressing high costs of agricultural inputs include establishing connections to local depots for better prices, which in turn has led middle-men to lower prices to compete (savings seen on fertilizer is from 25% to 50%). ACs and CACU have worked to access the market for contract farming, and 3 ACs will sign contracts to produce rice and paddy for AMRU rice.

The project has supported improved access to health services through meetings with health center chiefs to clarify roles and responsibilities and frameworks, while discussing issues villagers have had. In addition, the CC has worked with the Department of Education to find funds to support breakfast for students, which has improved teaching service (teacher services were previously limited as there was not enough food in the morning for poor students). Refer to Annex 5 for complete list of tangible advocacy actions.

Successes

- Maximum interest rate capped at 18 % (national policy)
- To date there has been road infrastructure beneficial to farming (reaching land, transport), electricity access, water wells, small-scale infrastructure
- CACU are actively engaged in learning agricultural and rural development policies, particularly on a local and sub-national level. CACU dialogue has also resulted in connections for contract farming, business input deals, and MFI access.

Challenges

- Committee members not always updated on topics and results of meetings their leaders hold (eg with PDA, with CACU) (they are aware of meetings happening, but not always content)

5. Lessons Learned

Study tour visits to other ACs/unions (either in other provinces or in Thailand) have been crucial to ACs and CACU in order to put their activities into a larger context, to understand the value of the background training they have had (where it is leading to), to motive group thinking on expansion possibilities, and realize success potential. This has also helped to motivate groups towards the

benefits of contract farming and increased commercial level farming of members, in terms of seeing what support structures are needed and/or could be available, and what motivation is required for their members.

Strong, dynamic leadership is important for CACU and ACs. This is seen in stronger ACs, who have a more defined vision of where they want to go, more awareness of their own strengths and weaknesses, and are more likely to initiate request for specific help and support from CACU, rather than waiting passively for support. AC – to see contract farming potential, commercial farming potential.

The management and services package that ACs can apply for allows ACs to get used to paying for services rather than receiving them for free, has them examine the benefits of services/training vs the cost to determine what is worthwhile, and allows them in the short term to build up their own funds to take over paying for services once the package has been spent.

The full-time paid accountant for CACU is important due to the high complexity of transactions, and a transition to other full-time paid positions (eg business leadership) will strengthen CACU towards a high-level competitive business.

6. Key Findings and Associated Recommendations

Key findings below are intended to highlight reasons for linked recommendations.

Key Finding – CACU currently *supports ACs as a whole*, including their business implementation, *but not at a farmer level*. ACs are in the process of being trained on M&E for tracking strategic plans, but actual tracking set-up is not yet operational. Such tracking can be an invaluable tool for farmer support for furthering their commercial ventures. CACU have seen this directly through field visits to other unions. CACU also feel strong leadership management, including financial management, is the key to moving forward. Financial management should be internal (CACU provided), while technical support can be external (facilitated by CACU but provided by others, such as PDA). The role of CACU is not always clear to AC / SHG members. They realize there are benefits in general, but are unable to identify what they are.

Recommendations

- Hiring of a CACU Executive Director / General Manager with business management skill, who is paid full time, to run CACU as a high-level professional business, to support long term planning in

terms of accessing support and coordinating skills needed (in discussion)

Key Finding - There is *high trust among shareholders* to contribute to both ACs and CACU to buy more shares. Key priority for both CACU and ACs is to increase capital. Strategies CACU has in mind to increase capital include higher membership (bringing in more member fees and share purchases, in addition to input sales), expanding existing business to fulfill demand, and to consider new business subjects for profit. Dividend shares of CACU and of AC are about 17 to 18% at the moment. JICA has advised MAFF to have ACs reduce the percent of share dividends paid to ensure stability and reduce the need for external loans. Increase in overall business and profit will boost dividends, which will in turn attract more investment.

Recommendations

- Reduce the percent of dividend payout, but ensure reasons for this are clear to all stakeholders; overall dividend amounts should focus on and increase through profit increase

Key Finding – Some ACs are keen to try contract farming and have established links, with one in negotiation with AMRU rice. Some ACs have not put planning into contract rice, while others are not interested (they are satisfied with their current system, and are less interested in producing a specialized variety). CACU is exploring at the moment other private partners, including the potential to work with a drying facility to buy wet rice (as standards are raising, it is no longer feasible to dry on the side of the road). *Improving commercial sustainability* will improve incomes, attract new membership, increase dividend potential (attracting new members), and provide additional social benefits.

Recommendations

- Further internal promotion of the benefits of contract farming, along with an assessment of ACs on commitment of farmers, commitment of committee, and potential capacity

Key Finding – *Input prices are high* compared to neighboring countries, contributing to low competitiveness. CACU is able to obtain some bulk purchases, but mainly at a district depo level (second or third level), not generally at a wholesale level.

Recommendations

- Further leverage of buying power to access cheaper inputs directly from wholesalers. CACU requires higher levels of purchase to obtain this, and can coordinate with ACs for CACU to provide further supplies to (eg sole supplier to ACs). As AC membership increases and farmers become more successful, the demand will also increase.
- Policy advocacy of the CACU to MAFF to lobby companies for reduced prices on inputs to allow competitive advantage over other countries

Key Finding – CACU members have a strong understanding of policy at sub-national levels, but not national levels. There is engagement at national levels on farmer support and priorities, but not for policy. READA have provided strong support in both national level policy advocating and capacity building to CACU to advocacy more independently. There is scope to lobby for farmer insurance plans, social security, and/or pensions for union / AC committee and members, and to work with MAFF on reduced input prices. The project has an advocacy roadmap, but not CACU itself. CACU has noted having an advocacy roadmap would help implement advocacy in a systematic, rather than ad-hoc (as it arises) manner. *Further capacity to influence duty bearers and improved advocacy capacity* can include the following.

Recommendations

- Continued strengthening of CACU advocacy at national level with ongoing focus on interest rates, irrigation schemes, infrastructure, and similar farmer support issues beyond services to include policies; for next phase of advocacy, the strategy should be adapted to more result based advocacy strategy to raise issues of national policy, not limited to rights advocacy
- Ongoing support of READA to backstop CACU advocacy activities
- Coordination with other unions (ultimately through a federation at the national level)
- Increased level of ownership of leadership among ACs (also leading to more sustainability); READA can promote a message of ownership by sending CACU directly to national engagements to promote their own direct communication

Annex 1 Overview of Stakeholders Consulted

| Interviewee | Total number of respondents | Total female respondents |
|-----------------------------|------------------------------------|---------------------------------|
| ADDA Staff | 1 | 0 |
| READA STAFF | 8 | 6 |
| Community Professional (CP) | 2 | 2 |
| AC committee | 20 | 19 |
| AC members | 29 | 27 |
| CACU committee | 8 | 6 |
| SHG members | 44 | 44 |
| CC | 5 | 1 |
| PDA | 1 | 1 |
| total | 118 | 106 |

Annex 2 List of stakeholders consulted

| Date | Interviewee | Position / Location |
|--------|-----------------------------|-------------------------------------------------------------------------|
| June 4 | Ms. So Ry | Deputy Councilor, Rolous Commune |
| June 4 | Ms. Sam Loun | Chairperson (RMRSAAC) |
| June 4 | Ms. Chea sopy | Monitoring (RMRSAAC) |
| June 4 | Ms. Soun Sukoun | Secretary (RMRSAAC) |
| June 4 | Ms. Kong Sokley | Secretary (RMRSAAC) |
| June 4 | Prasat Bakong Savings Group | 13 (f) |
| June 5 | Loek Lon - Commune Chief | Puok Commune Council |
| June 5 | Mr. Peng Poun | Chief financial accountant - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Ms. Mean Poun | Monitoring Committee - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Ms. Phal Sophea | Accountant - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Ms. Sam Someath | Committee Member - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Prah Yeah | Deputy Chief - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Mout Saroun | AC Member - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Kim Chout | AC Member - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Kim Oum | AC Member - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Deay Houn | AC Member - Khum Khnart Samaki ROUNG ROENG |
| June 5 | Mr. Poun Phalla | SHG Member – Krabei Riel |
| June 5 | Ms. Poun Phally | SHG Member – Krabei Rie |
| June 5 | Ms. Peun Leap, | SHG Member – Krabei Rie |
| June 5 | Ms. Srey Luang | SHG Member – Krabei Rie |
| June 5 | Ms. Oun Mao | SHG Member – Krabei Rie |
| June 5 | Ms. Seng He | SHG Member – Krabei Rie |
| June 5 | Ms Leung Tok | SHG Member – Krabei Rie |
| June 6 | Ms. Sar Rene | Deputy Director Provincial Department of Forestry and Fisheries (PDAFF) |

| | | |
|---------|------------------------------------------|-------------------------------------------------------------------------------|
| June 7 | Mr. Lok Sothea | READA Executive Director |
| June 7 | Mr. Buntheun Sopheam | READA District Facilitator Chikreng |
| June 7 | Ms. Boun Siboth | READA District Facilitator Chikreng |
| June 7 | Ms. Sok Sakim | READA District Facilitator Banteay Srei, Bakong, Sour Nikum, |
| June 7 | Ms. Pluok Bopha | READA District Facilitator Chikreng, Sour Nikum Prasat Bakong, |
| June 7 | Ms. Pang Chaiwan, | READA District Facilitator Sour Nikum, Angkor Thom |
| June 7 | Ms. Kai Monika | READA Project Coordinator |
| June 7 | Ms. Leung Soklay | READA Business Specialist |
| June 7 | Ms. Tu Thida | CACU Accountant Officer |
| June 10 | Mr Pou Songrat | Deputy, Monitoring Committee, Prammoey Samaki Svey Check Rongroung AC |
| June 10 | Ms. Chao Sokunthea | Chairman, Monitoring Committee, Prammoey Samaki Svey Check Rongroung AC |
| June 10 | Ms. Hai So | Deputy, Prammoey Samaki Svey Check Rongroung AC |
| June 10 | Ms. Boun Leu | Committee Member, Prammoey Samaki Svey Check Rongroung AC |
| June 10 | AC Members 4 female | Prammoey Samaki Svey Check Rongroung AC |
| June 10 | AC Committee Members 5 female, 1 male | Tany Samaki Meanchy Reaskmey Satrei Angkor |
| June 10 | AC Members 3 female | Tany Samaki Meanchy Reaskmey Satrei Angkor |
| June 10 | Nee Sen | CP, Tany Samaki Meanchy Reaskmey Satrei Angkor |
| June 11 | AC Members 6 f | Chikreng Kouk Thlok Kroum Meanchey Satrey Samaki AC |
| June 11 | AC Leaders 6 f | Chikreng Kouk Thlok Kroum Meanchey Satrey Samaki AC |

| | | |
|---------------|-----------------------------|-------------------------------------------------------------------------------|
| June 11 | Day 6 - CC Plouk Klok Kroum | Cheap Sa, m, chief; Ka Sokoun, m deputy |
| June 11 | AC Members 5 f | Chikreng; Speanthnot AC |
| June 11 | SHG 14 | Day 6 - SHG Chikreng AC; Speanthnot; Satrei Rekrey |
| June 12 | Mr. Chai Charay | Commune Council - Soutr Nikum - Samroung |
| June 12 | Ms. Peaph Soklin | Leader, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Doun Savy | Monitoring Committee, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Ly Som | Deputy Leader, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Mr. Seat Vouth | Deputy Monitoring Committee, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Thoun Sophea | Accounting Committee, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Reakmeay Ha | Member, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Sang Mao | Member, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Sat Soun | Member, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | Ms. Mo Socheum | Member, Samroung Sameki Satrei Reaskmey Rongreaung |
| June 12 | SHG Members 10 f 1 m | Soutr Nikum -SHG Satrei Aphrevaw Reachramran |
| June 12 | Ms. Ree Kanta | CP Sour Nikum |
| June 12 | Mr. Pung Sereth | Chairman - CACU |
| June 12 | Ms. Loung Leath | Deputy - CACU |
| June 12Ms. | Koy Pouth | Chief Finance - CACU |
| June 12 | Mr. Hay La | Deputy Finance -Accounting - CACU |
| June 12 | Ms. Heng Sinoun | Member CACU |
| June 12 | Ms. Yee Soung | Member CACU |
| June 12 | Ms. Ree Kana | Member CACU |

| | | |
|---------|-----------------|----------------------|
| June 12 | Mr. Pich Sophin | ADDA Deputy Director |
|---------|-----------------|----------------------|

Annex 3 - Field Schedule

| 4th | 5th | 6th | 7th | 10th | 11th | 12th | 13th |
|-------------------------------------------------|--------------------------------------------------------|-------|---------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------|-----------------------------|
| day 1 | day 2 | day 3 | day 4 | day 5 | day 6 | day 7 | day 8 |
| AC 1 Prasat Bakong - Rolous Meanchey management | AC 2 Puok - Khum Khnart Samaki Rong Roeng - management | | READA STAFF: facilitators | AC 3 Svey Chek -Kouk Kok - management | AC 5 Chikreng -Kouk Thlok kroum Meanchey Satrey Samaki- management | AC 7 Sort Nikum - Samroeung management | CACU leaders at ADDA office |
| AC 1 Prasat Bakong - Rolous Meanchey management | AC 2 Puok - Khum Khnart Samaki Rong Roeng - members | | director | AC 3 Svey Chek -Kouk Kok - members | AC 5 Chikreng -Kouk Thlok kroum Meanchey Satrey Samaki- members | AC 7 Sort Nikum - Samroeung members | CACU leaders |
| Commune council / chief | Commune council / chief | | specialists | CC | CC | CC | |
| SHG 1 - Prasat Bakong Bantear Russey | SHG 2 - Puok Khnat Prama | PDAFF | ADDA management | AC 4 Bantey Srei - Tani Samaki Meanchey Ruksmey Satrey Angkor - management | AC 6 Chikreng - Speanthnot management | SHG4 - Samroeung Cheng | |
| Community Profestinal (CP) | Community volunteers | | | AC 4 Bantey Srei - Tani Samaki Meanchey Ruksmey Satrey Angkor - members | AC 6 Chikreng Speanthnot members | Community Volunteers | |
| | | | | CC | SHG3 - Chikreng Speanthnot Lech | | |

Annex 4 – LFA Results (source: Progress Report until Fe 28th)

| Nr. | Output | Indicators (2) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------|----------------------|
| 1.1 | End 2018, one CACU in Siem Reap is operating according to the guidelines and best practice CACUs in Cambodia | By 2020, project staff have assisted one CACUs to become certified according to the Cambodian bill/"Prakas" | 1 CACU | handed over certificate to SMUAC by MAFF. | 100% |
| | | Curriculum for the establishment and management of a CACU have been developed before the training | 1 Curricula/ guideline | 1 guideline | 100 % |
| | | MAFF/PDAFF and ADDA/READA have made an agreement outlining cooperation during the establishment of new CACUs. | 1 Curricula/ guideline form 1 Agreement paper | 1 Agreement | 100% |
| | | 50% of the CACU leaders are women. | 4 CACU leader | 10/5F CACU leader | 100% |

| Nr. | Output | Indicators (3) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------|----------------------|----------------------|
| 1.2 | By 2020, the CACU is able to analyse AC context and supervise ACs on further cooperative development e.g. how to operate and maintain viable cooperative businesses | AC, CACU leaders are aware and understand of government policies | 96 | 48 | 50% |
| | | CACU leaders regularly receive information letters from MAFF and PDAFF | 6 (2 times/y) | 2 time | 100% |
| | | CACU leaders meet with PDAFF | 18 times | 10 | 55% |

| | | | | | |
|--|--|-----------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------|---------------------|
| | | at least every second month | | | |
| | | CACU leaders have regular communication with national networks | 6 (2 times/y) | 4 | 67% |
| | | The CACU has defined business plans involving at least 50% of the AC members, half of them being female farmers | 1500/750 F AC Members | Total AC member participate AC GM 1741/1445F | 116 % 193% women |

| Nr. | Output | Indicators (3) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|---------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 1.3 | By 2020, the CACU have become an efficient service provider for ACs | 10 CACU leaders have improved their capacity (e.g. soft skills) | 10 SMUAC leaders | 10 SMUAC trained on procurement communication and negotiation skills, Marketing, Leadership, M&E, new book keeping, and strategy when business partners owe money. | 80% |
| | | Performance of 10 ACs are assessed against a set of standard criteria | 3 times (10ACs) | 2 (12 ACs) | 67% |
| | | A TNA is completed for each AC showing the specific needs of men and women | 1 TNA | 1TNA from have developed | 100% |
| | | A list of priority trainings and services is established in the CACU | 1 List of priority training | 1 list of training have developed and have 12 topics will be | 100% |

| | | | | | |
|--|--|-----------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------|------|
| | | | | strengthening ACs | |
| | | At least two prioritised trainings are developed and delivered to ACs before 2020 by the CACU | 2 prioritised trainings are developed | 4 topic of marketing Leadership ,M&E and new book keeping have updated | 200% |
| | | By 2020, most relevant CACU services are delivered - and paid by ACs. | 10 ACs paid services to CACU | 10 ACs paid services to CACU on training Services | 100% |
| | | An application submitted for "Professional service and management package" | 1 application | SMUAC applied management package. | 100% |
| | | 10 ACs use services of CACUs on computerised double entry bookkeeping and economic reporting | 10 ACs | 10 Computers distributed. 6 ACs Entering AC data every month by AC committee | 60% |

| Nr. | Output | Indicators (2) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------|----------------------|
| 1.4 | By 2020, the CACU is actively expanding their membership basis/include new members. | A guideline for strategic methods for active member involvement is produced | 1 guideline | 1 guideline for strategic methods for active member involvement is produced (not yet final) | 70% |
| | | The CACU has a clear strategy and an action plan to enlarge its membership basis | Action Plan | 3 year and yearly action 2018 developed and followed. | 100% |

| | | | | | |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| | | Campaign is conducted by 10 ACs | 3 times | 2 times | 67% |
| | | By 2020, 40% of inhabitants in 115 out of 115 target villages in Siem Reap province increased their knowledge of the advantages of well organised Agricultural Cooperatives and the CACU and their influence on decision making. | 40% inhabitants of 115 Village | 20% of villager in 106 Villages increased their knowledge of advantages of well organised Agricultural Cooperatives and the CACU through dissemination benefit AC general assembly | 50 % |
| | | 5 new ACs are assessed | 5 ACs | Completed process. | 100% |

| Nr. | Output | Indicators (2) | Total target for EASY | Accumulated achieved | %achieved of target |
|-----|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------|---------------------|
| 2.1 | By 2020, 12 ACs have efficient internal leadership, structures, procedures and protocols and have a broad and democratic membership base | By 2020, 2 additional ACs in Siem Reap are officially registered with MAFF - with at least 100 members each, half of them women | 2 new ACs | 2 new ACs established and official certificate issued by PDAFF | 100% |
| | | All ACs conduct one General Assembly per year | 12 ACs | 12ACs | 100 % |
| | | All ACs produce professional annual report with accounts verified and validated by their members (and EASY staff) | 12 ACs | 12ACs | 100 % |
| | | 2 ACs have a strategic development plan (3 years plan) | 2 ACs | 2 ACs | 100% |
| | | AC promotion campaigns reaches at least 5,000 HHs | 5,000HHs | 4,908/3313F | 98% |

| | | | | | |
|--|--|----------------------------------------------------------------------------------------------|-------------------------------|----------------------------------|------------|
| | | 11 ACs are operating/monitoring according to their guidelines | 11 ACs | 12 | 109% |
| | | The number of members increase by 33 % each year during the project in a gender balanced way | Increase member 33% per years | 2018=1,095/926F 2019=433/394F | 47% 13% |
| | | 10 ACs have listed their members' expectations in establishing an CACU | 10 ACs | 3000/2561F from 10 ACs. | 100% |
| | | 10 AC presentations are updated at least one time during the project | 10 ACs | 10 ACs | 100 % |
| | | 10 ACs have evaluated the performance of their CACU | 10 ACs | 10 | 100% |
| | | 12 ACs applied for "Professional service and management package" | 12 ACs | 10 ACs | 83% |

| Nr. | Output | Indicators (3) | Total target for EASY | Accumulated achieved | % achieved of target |
|------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------|
| 2.2. | ACs are operating viable cooperative businesses increasing their self-reliance and the income of their members | By the end of the project all ACs are operating business activities generating profit | 12 ACs | 12 ACs are operating their business plans with significant profit. | 100 % |
| | | By 2020, 10 ACs have increased profit at least four times | 10 ACs Profit in 2017 (31,783 \$) increase four time 127,132 \$ | 121,154 | 95% |
| | | By 2020, 4000 HHs have better selling prices, credit facilities and/or cheaper farm input prices | 4000HHs | 4,428HHs 4,719 HHs | 111%(2017) 119%(up to February 2019) |
| | | The capital of the ACs has doubled Male and females | 2000HHs | 95% of service users are women (4,719HHs) | 236% |

| | | | | | |
|--|--|---------------------------------------------------------|--|--|--|
| | | participate and benefit equally from the new businesses | | | |
|--|--|---------------------------------------------------------|--|--|--|

| Nr. | Output | Indicators (3) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------|----------------------|
| 2.3 | : By 2020, ACs are delivering appropriate services to support farmer group / SHGs, and their members | By 2020, 125 SHGs (3,000 households (HHS)) have benefited from a loan from an AC for cooperative business purpose. | 125 SHGs 3000HHS | 137 SHGs 4,719HHS (2,559)AC members) | 110% 157% |
| | | By 2020, all ACs have organised at least 1 information campaign among 155 SHGs (4,000 HHS) | 12 AC Campaign 155 SHGs 4,000HHS | 12 ACs 137SHGs 4,908/3313F | 100% 88% 123% |
| | | 2,000 SHG members have benefited from a training organised by their AC | 2,000 SHGs member | 1,062 SHG member use AC service | 53% |
| | | At least 50% of the beneficiaries and participants are women. | 2000 | 3,274 | 163% |

| Nr. | Output | Indicators (3) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------|----------------------|
| 3.1 | Committees of the CACU and ACs have strengthened their knowledge on agricultural and rural development policies as well as governance frameworks, which is utilised in their direct dialog with relevant authorities to address the needs of the farmers | 10 CACU leaders and 100 ACs leaders (min. 50% women) have capacity to identify and prioritise rural development issues that need to be addressed | - 5 women CACU leaders - 50 AC women Leaders | 5 women 76 women | 100% 152% |
| | | At least 40 commune councillors/ district staff (30% of women) have increased understanding about policy issues in agriculture and rural development and knowledge about legal rights | 40 CC | 12 C | 30 % |

| | | | | | |
|--|--|------------------------------------------------------------------------------------------|---------------|---------------|------|
| | | and legal frameworks | | | |
| | | Each AC has identified 3 priorities to be addressed at local level. | 36 Priorities | 12 priorities | 33 % |
| | | The CACU has identified 5 priorities to be addressed at provincial and/or national level | 5 priorities | 5 | 100% |

| Nr. | Output | Indicators (4) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|----------------------|
| 3.2 | End of 2020, 125 out of 155 SHGs and 10 ACs are efficiently advocating/participating in policy dialogs at local levels (village, communes, districts) | 1,000 suggestions/ priorities have been communicated to the authorities | 1,000 | 811 842 | 81 % 84% |
| | | 500 suggestions/ priorities addressed by the duty bearers | 500 | 92 | 18% |
| | | At least 1/3 of the priorities addressed secure the farmers productive assets (e.g. land tenure, natural resources, labour) | 167 | 51 | 31% |
| | | 50 villages have improved their local community with a Community Development project (CDP) responding to the need of the villagers | 50 CDP | 15 CDP | 30% |

| Nr. | Output | Indicators (2) | Total target for EASY | Accumulated achieved | %achieved of target |
|------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|---------------------|
| 3.3. | End of 2020, the CACU and READA are efficiently advocating/ participating in policy dialogs at provincial and national levels | Senior managers of READA and/or the CACU Committee members participate in meetings with duty bearers at provincial and national levels on behalf of poor farmers. | 3 | 8 | 267% |
| | | 10 suggestions / priorities have been communicated to | 10 | 7 | 70% |

| | | | | | |
|--|--|---------------------------------------------------------------------------------------------------|---|---|-----|
| | | the authorities at provincial and/or national level | | | |
| | | 5 suggestions / priorities are addressed by duty bearers at provincial and/or national level | 5 | 2 | 40% |
| | | At least 1 priority secure the farmers productive assets (land tenure, natural resources, labour) | 1 | 0 | 0 |

| Nr. | Output | Indicators (2) | Total target for EASY | Accumulated achieved | % achieved of target |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------|----------------------|
| | By 2020, the positive outcome from ACs and the CACU as well as READA involvement in the planning process and policy dialogs at village, commune provincial and national level has been communicated to a wider range of civil society organisations | 2 workshops are organised with 100 participants each. | 2 WS 200 Participant | 1 project launching. 116 Participants | 50 % 58% |
| | | At least 50% of the participants to the workshops are women. | 100F | 73 Participants | 73 % |
| | | 1 mid-term internal assessment report | 1 | | |
| | | 1 gender analysis (internal assessment) | 1 | | |
| | | 1 final external evaluation report with gender disaggregated information/ analysis | 1 | | |
| | | 10 farmers groups visit one AC/ the project | 10 Visit | 6 | 60% |
| | | 1 radio talk show | | 3 TV channel (CNC) has disseminated the project and CACU establishment in Siem Reap province. | 300 % |
| | | 10 stories/ articles/ posts are published on social media. | 10 Case studies | 5 | 50% |
| | | Elements of EASY project are replicated by READA, PDAPP and reach 75,000 hhs | 75,000Hhs | Project sharing to department water resource and agriculture from 25 provinces | |

Annex 5 – Tangible Advocacy Results Achieved (as of June 2019)

Source: ADDA/READA

| | Problems were identified and subsequently addressed by EASY | EASY tangible results achieved until June 2019 |
|---|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | People have difficult accessed to full health services at health centers | The medical staffs do not pay attention to work as full-time staff and they have used inappropriate words when the villagers have received the service from them. SHGs have discussed the problems that they got from villagers and SHGs members, so SHGs committees have raised the issues to meet the local authorities during Commune council meeting and district forum. After they knew the concern from villagers, district and Commune council have conducted the monthly meeting with chief of health center to clear the roles and responsibilities, frame work. Now the people have satisfied with the health service in all target villages. |
| 2 | ACs pay the money to CC at the time of signature the contract of member loan from AC | All of CC service have been paid according to the type of service. For AC roles, the AC member have got loan from AC if they have received a proof letter of lending from village chief and commune council. In order to help the members, 12 AC committees went to meet CC to well understand all issues and request CC to stop paying for this service to AC members. CC have accepted the requests and they have allowed free of charge for their service to help the villager and AC as well. |
| 3 | Lack of financial capacity | 12 ACs have been established and all ACs have total capital 281,120USD in 2018. ACs have linked with MFI, Depots and AC's members. ACs have received loan 300,000USD from Japanese bank (Interest rate from 1-1.1%/month), ACs have received credit of input supply 62,005USD from depots without interest and received deposits loan from members of 7,875USD with 1% of interest per month for running their businesses to serve all the poor people. CACU have pushed advocacy with MFI and depots to help ACs. 147 SHGs have been running group business smoothly with total capital of 147 SHGs in June 2019 is 364,013USD. |
| 4 | Agricultural inputs are high at local level | Middle-men sold the agricultural input with higher price to villagers before we formed AC and CACU. All ACs and CACU have led with companies and Depots to |

| | | |
|---|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | get the better price for selling to villagers. The middle-men have sold all their products by less make up price because there are many competitors from CACU and ACs, so the members have got cheaper price (before credit 1bags of fertilizer 1USD per month, now 0.5-0.75USD /month). |
| 5 | Price of electricity is very expensive | SHGs committees had discussed with CC and joined district forum about the price of electricity which is very expensive 3500riels/1 KW. Then these issues have been known by government and the price has been set. It is 480riels /1KW for families that use less than 50KW /month and 610riels/1KW for families use more than 50KW to 200 KW/month. It is 780 riels/KW for families who use more than 200KW/month. |
| 6 | The cooperation between local authorities is limited with community, NGO | The association and NGOs have asked for a meeting with government to understand the challenges in implementing of work and show that we have common goals to develop the country. After many requests from association and NGOs, Mol have conducted the national forum with association and NGOs to disseminate instruction work to Sub-national administrations for supporting the developed activities of the association and NGOs. The association and NGOs are able to work without inform to local authorities when they have an event in target area. |
| 7 | The price of public service up on limit by commune officer | It is difficult for villagers to receive the public service because the price of CC services was not limited, so the villagers have raise this problem in the CC forum to get the good information. After that, Mol have set the price of public services to help the villagers when they want to get the better public service and ensure that there is no corruption at the local level. |
| 8 | The real poor farmer cannot receive the health service | The certificates of poor people have been given to the poor people but some people could not receive it, so CC have created a committee evaluation to help poor families to get free of charge for the public health service. |
| 9 | Children did not attend school regularly at primary school | The teachers have not provided teaching service regularly because the management system has been limited and children cannot study full time (4hours /day) because they does not have enough food in the morning for poor students. The parents and SHG leaders have proposed to CC to bring this problem to department of education and find the fund to support breakfast. Now there have breakfast for students at |

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | primary school and teachers have provide better service than before. |
| 10 | Lack of marketing opportunities | AC members have planted the rice but they did not have the contract farming before they have started growing. AC members have joined with ACs and CACU in order to access to market. There are 3 ACs will sign contract farming to produce rice seed and paddy rice with AMRU rice company. |
| 11 | CACU, ACs, SHGs raise issues put in CIP | Plans for 2019, there are 842 PVDPs priorities, 659 projects have been selected in CCs, but 291 projects have been supported such as 10 ring wells, 2 pump wells, 17 toilets, 18 water purifications, 58 of Animal vaccinations ,2 of given the fish raising, 13 roads constructions and repair (26,980m), 2 Sluices, 1 canal renovation (2000m), 4 projects (6 persons) support salary to kindergarten teachers, 38 projects of supporting food to students, 14 projects of supporting scholarship to poor students, 22 projects of support vegetable seeds, 10 projects of support hygiene materials, 34 projects of providing agriculture technical training and so on. |
| 12 | 57 public ponds are restored by 44 families and they occupied the pond without sharing them to other families in the communities. | SHGs committees have informed to CCs in the forum many times. CC prepare a meeting to announce that all ponds belong to all villagers and checked all ponds and invited the relevant families to sign a contract and stop the encroachment. |

(source: ADDA)

[illegible]

Annex 7 – SHG Development Figures

| SHG | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------------------|------|------|-----------|-----------|-----------|-----------|-----------|---------------|
| Number SHG | | | 169 | 158 | 156 | 153 | 151 | 147 |
| Total member | | | 2,338 | 2,342 | 2,337 | 2,284 | 2,325 | 2,356 |
| Total Female | | | 2,190 | 2,178 | 2,180 | 2,146 | 2,186 | 2,219 |
| Total Saving | | | \$125,580 | \$155,913 | \$182,225 | \$207,224 | \$231,611 | \$244,186 |
| Total Interest | | | \$43,518 | \$56,885 | \$59,879 | \$68,324 | \$81,655 | \$85,457 |
| Total Income | | | \$33,980 | \$33,998 | \$33,700 | \$35,321 | \$36,790 | \$37,530 |
| Total Loan | | | \$161,984 | \$202,412 | \$223,592 | \$260,047 | \$288,925 | \$298,193 |
| Total real capital | | | \$203,078 | \$246,796 | \$275,804 | \$310,869 | \$350,056 | \$367,173 |
| Divide interest & saving | | | - | \$22,041 | \$71,896 | \$44,873 | \$75,915 | \$112,461 |
| Number of cases raised by SHGs and Acs(CIP) | | | | | | | | |
| Number problem | | | 280 | 404 | 502 | 412 | 565 | Not yet start |
| Number Demand | | 30 | 401 | 404 | 848 | 621 | 842 | |
| Number project selected bu commune council | | | 95 | 308 | 653 | 422 | 659 | |
| Number Supported | | 28 | 79 | 211 | 207 | 231 | 291 | |
| Number of cases addressed by duty bearers (Forum) | | | | | | | | |
| Number Issues | | | | | | 73 | 41 | |
| Number response | | | | | | 61 | 31 | |

