

CHALD
**Community Based Social Harmonization
and Livelihood Development**

Cambodia, Battambang Province

Evaluation Report 2016


Evaluators:

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Identification form (1 A4 page)

| | |
|---|--|
| Country of implementation: Cambodia | Project sites: Battambang Province |
| Project name: Community Based Social Harmonization and Livelihood Development (CHALD) | Sectoral focus: Agriculture and Livelihood Development |
| Donors: Brot für die Welt – Evangelischer Entwicklungsdienst (BfdW/EED) Diaconia of the Evangelical Church of Czech Brethren - Center of Relief and Development (DECCB-CRD) | Implementer: NGO Krom Akphiwat Phum (KAWP) |
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| The objectives of the evaluation focus on the following aspects: <ul style="list-style-type: none"> • To review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors; • To assess outcomes and impact of project activities on communities that KAWP worked with; • To assess the relevance and effectiveness of KAWP's working approaches and strategies; • To review current support functions and management relevant to program implementation; • To identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation | |
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| Date, signatures: 31 st May, 2016  | |

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Disclaimer

The author's views expressed in this evaluation report do not necessarily reflect the views of the implementing organization KAWP or its international partners – Diaconia and Bread for the World.

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List of abbreviations and acronyms

| | |
|-----------|---|
| AC | Agriculture Cooperative |
| ADB | Asian Development Bank |
| BfdW/EED | Brot für die Welt – Evangelischer Entwicklungsdienst / further on Bread for the World |
| CBNRM | Community Based Natural Resources Management |
| CBO | Community Based Organization |
| CC | Commune Council |
| CDF | Community Development Facilitator |
| CHALD | Community Based Social Harmonization and Livelihood Development (the project) |
| CSI | Collaborative Saving for Investment |
| CZDA | Czech Development Agency |
| DECCB-CRD | Diaconia of the Evangelical Church of Czech Brethren - Center of Relief and Development / further on Diaconia |
| DRR | Disaster Risk Reduction (Committee) |
| EPDET | European Program for Development Evaluation Training |
| FACT | Fishery Action Coalition Team |
| HRFP | Human Rights Focal Point |
| IDEAS | International Development Evaluation Association |
| JICA | Japan International Cooperation Agency |
| KAWP | NGO Krom Akphiwat Phum (KROM) |
| MoU | Memorandum of Understanding |
| NGO | Non-governmental Organization |
| NSDP | National Strategy Development Plan (2014 – 2018) |
| ODA | Official Development Assistance |
| OECD/DAC | Organisation for Economic Co-operation and Development / Development Assistance Committee |
| OSB | Overseas Service Bureau |
| PMT | Project Management Team |
| SRI | System of Rice Intensification |
| ToR | Terms of Reference |
| VSO | Voluntary Service Overseas |
| WASH | Water, Sanitation and Hygiene |
| WB | World Bank |

Summary (max. 4 A4 pages)

• Brief description of the evaluated intervention and context of the evaluation

The project **CHALD – Community Based Social Harmonization and Livelihood Development** (2014 – 2016) is already the 8th project of Krom Akphiwat Phum (KAWP), which is the Cambodian Non-Governmental Organization established and registered with Cambodian Ministry of Interior on 15 March 1995.

The project is focusing on strengthening the existing 12 ACs (Agriculture Cooperatives) and 34 old CBOs (Community Based Organizations) and on creating 8 new CBOs, and capacitates them to introduce good governance practice. It supports building their networking with other external business sectors in order to access public services and attract the investment of local resources, and to enhance ownership and self-reliance by reducing dependency on KAWP's support. The overall objective of the project is poverty reduction and the fulfillment of the rights of citizens - strengthening and supporting communities and civil society organizations to promote and support improvement in the socio economic situation of vulnerable households. The project should reach the following outcomes:

- Better food and economic security by enhanced livelihood activities (suitable agriculture and small businesses);
- ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters;
- Target communities exercise their rights and access to services;
- ACs and CBOs practice good governance and become more responsive to the social needs of their members.

The evaluation of the project was carried out between March and May 2016, i.e. at the beginning of the third (last) year of project implementation. It is designed as formative evaluation that could influence both the project completion and the foreseen follow-up intervention.

• Purpose of the evaluation

The overall goal of the evaluation is to assess achievements and challenges of the project **CHALD – Community Based Social Harmonization and Livelihood Development** (2014 – 2016), and to identify lessons learned from its implementation and suggestions for improvement of project design and implementation in the next phase.

Specific objectives of the evaluation are:

- To review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors;
- To assess outcomes and impact of project activities on communities that KAWP worked with;
- To assess the relevance and effectiveness of KAWP's working approaches and strategies;
- To review current support functions and management relevant to program implementation;
- To identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation

• Identification of the evaluation team

The evaluation was carried out by international team of Mr. Meas Nee (team leader, from Cambodia) and Mr. Daniel Svoboda (senior evaluation expert, from the Czech Republic).

• Key findings and conclusions, clearly related to the ToR

Relevance

The project is in line with the key development strategies and programs of the Royal Government of Cambodia and well complements other development interventions. Grassroots knowledge of the project staff, long-term cooperation on a daily basis and mutual trust is appreciated by the final beneficiaries, while some projects of other international donors are providing a support only on ad hoc basis.

The project solves many priorities of the target groups but does not focus on the key recent problem for livelihood development – the lack of water, nor on the second most important – access to the market for a reasonable price. In this regard, closer relations with local and national government and market actors

could help to address the urgent needs. Until now, there is a limited support for local initiatives as well as limited predictability of governmental investments into infrastructure – irrigation and other water supply systems, roads or bridges, in some cases also electricity.

There are still also internal limits within CBOs and ACs – there are only first attempts to ensure higher quality of joint products, to do joint investments or to negotiate better conditions on the market.

The conclusions respond to the third objective of the evaluation – to assess the relevance and effectiveness of KAWP's working approaches and strategies.

The project corresponds to development strategies in Cambodia and well reflects many priorities of the target groups. Therefore the conclusion on relevance is rating **4 (on 6 point scale) – Rather high** (the intervention brings good results but there are negative external factors – namely lack of water and problematic access to the market).

Efficiency

The respondents appreciated mainly the combination of diverse interventions, transparency, and also some flexibility. Investing in people is considered as the most effective approach. Many respondents mentioned as success animal breeding, quality seeds and better use of fertilizers. New System of Rice Intensification has been piloted only by a few farmers yet, but the results are promising.

The project team is well experienced and their facilitation roles and applied approaches are highly appreciated by the beneficiaries. However, some managerial skills are still missing, in particular for financial management, and for supporting better access to the market. The monitoring and reporting of the project need some improvements. This issue relates to the complex character of the project and to quite large target group (42 CBOs and 12 ACs). The evaluators also recommend double-checking the reported data and simplify the CBO/AC reporting – asking biannual reports instead of monthly reports as the current system leads to mistakes and also to some formalism. The reporting between KAWP and Diaconia has been changed to quarterly reporting in 2015 and to 3 reports per year in 2016.

The conclusions respond to the first objective of the evaluation – to review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors. They also relate to the fourth objective - to review current support functions and management relevant to program implementation.

Although the project does not tackle the key priority of water; and its design, monitoring and reporting would still need improvements (rating between 3 and 4), the rating of efficiency of the field work with target groups can be **5 (of 6) – High** (the objectives are met and there is an overall satisfaction with the intervention). Support for animal breeding and diversification of production and of incomes partially reflect the issue of the lack of water.

Effectiveness

There are some gaps in the project logic (sustainable livelihood development cannot be reached without access to water, and without access to the market), and the logic model is too complicated for proper management and monitoring. The evaluators prepared a revised logic model.

However, the real results in the field have proven irreversible positive behavior changes which concern both the application of new agriculture practices and empowerment of people and their human rights. Unfortunately, the droughts in the past two years have negatively influenced the incomes from agriculture and many families solve the survival problems by illegal migration to Thailand.

The most important behavior changes include applying new techniques, good communication, cooperation and solidarity in the villages and between villages, ability of people to speak out their concerns, increasing savings, decreasing violence, and increasing demand for further education.

In general, the beneficiaries stated that their expectations were mostly met by the project.

Regarding the fulfillment or a probability of reaching the formulated project outcomes, the evaluation results indicate the following:

- Outcome 1: Better food and economic security by enhanced livelihood activities – *most of the respondents mention significant improvements thanks to the project; this can be considered as a big success (however, a lack of water is an important limiting factor);*
- Outcome 2: ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters – *neither project nor ACs/CBOs can effectively control the*

natural disasters, namely the droughts – this outcome cannot be reached without a governmental support; similarly, there is only a limited effect of the workshops on reducing (illegal) migration but several respondents mentioned there is no more need to migrate thanks to the project (and mainly to its outcome 1);

- Outcome 3: Target communities exercise their rights and access to services – *there are very positive results in the fields of recognition and enforcement of human rights, reducing violence, and also ability to speak out the concerns of people and their associations;*
- Outcome 4: ACs and CBOs practice good governance and become more responsive to the social needs of their members – *the project has brought important contribution to this outcome; however, it is important to continue in improving managerial skills and also to establish clear procedures and decision-making criteria for using the Collaborative Saving Systems.*

These conclusions relate mainly to the second objective of the evaluation – to assess outcomes and impact of project activities on communities that KAWP worked with.

Within the formulated objectives, there are significant improvements, including behavior change and increasing demand for further education. The rating of effectiveness can be **5 – High** (the objectives are met and there is a satisfaction with the intervention – investing in people).

However, when considering all aspects of sustainable development (i.e. including limited access to water, infrastructure gaps and market issues), the rating would be **between 2 – Low** (in spite of significant problems or dissatisfaction the objectives are still partly achievable) **and 3 – Rather low** (the procedures, results or assumptions do not fully meet the expectations, mainly due to external factors).

Impact

Most of the respondents stated significant improvements in their lives thanks to the project. However, lack of water, low and unpredictable costs at the market, no jobs and related migration significantly limit the benefits.

It is important that people appreciate that thanks to the project their families can grow, improve from day to day and that the children can go to schools. Some respondents explicitly stated there is no reason to leave to Thailand anymore thanks to the long-term support from KAWP.

The foreseen positive changes (the dreams) stated during the evaluation survey are mainly related to access to irrigation for agriculture production, including family and village ponds. Only a few people mentioned access to drinking water. The second most common dream is better access to the market.

It is also important that most respondents are ready to contribute to the future changes, either financially or by their own work. They are also ready to take the responsibility for maintenance and operational costs.

These conclusions also relate mainly to the second objective of the evaluation – to assess outcomes and impact of project activities on communities that KAWP worked with.

As many respondents confirmed improving livelihoods and also mentioned no more need to migrate, the overall rating of impact is **4 – Rather high** (the intervention brings good results, namely in cooperation in the village and with some other villages, but there are negative external factors – namely missing water for irrigation and insufficient access to the market).

Sustainability

The behavior changes seem irreversible (the people want to continue in using new techniques, in savings, in increasing crop yields, in vegetable and animal production, in close cooperation within AC or CBO). Most of the respondents proclaimed a high probability to use the new knowledge and to continue in applying the new techniques. They are also ready to contribute to further improvements both financially and in terms of own work capacity.

However, a support from the government is urgently needed – survival of people cannot depend on external support from NGOs or donors' projects. The solutions of complex issues concerning namely the access to irrigation and drinking water and improving of infrastructure must be primarily initiated by local organizations and supported by the local authorities and national government. The development projects can contribute by advocacy, capacity building, specific expertise and equipment. External assistance is also still needed for coaching and problem solving (e.g. new diseases of crops or animals), and for a proper management, including financial management and marketing.

These conclusions complement the first objective of the evaluation – to review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors (external assumptions and sustainability issues).

According to the evaluators, the overall rating of sustainability can be **4 – Rather high** (the intervention brings good results, the people want to continue in using the new knowledge, but there are negative external factors – missing water and access to the market, missing non-agricultural jobs, insufficient infrastructure, increasing migration for work).

Visibility

Visibility still needs improvements. This does not concern so much the presentation of the project in the target villages (this is satisfactory in general) but mainly higher visibility at national level (for negotiating with the governmental authorities) and among the donors' community (in order to increase possible synergies and complementarity with other development projects).

The overall rating of sustainability can be **4 – Rather high** (the intervention brings good results, the target beneficiaries are well informed, but there are negative external factors – closer cooperation with authorities, private sector actors and with other development projects is needed).

• Major recommendations:

| Strategic decision | | |
|--|-------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Upgrade the current support and focus on the key priority of water and on nurturing the knowledge, techniques and behavior changes | KAWP and partners | 1 – most important |

| Strategic recommendation related to the future program | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Build on the grassroots knowledge from the target communities and focus on evolving needs (access to water, better use of saving systems, access to market, expert support) | KAWP and partners, donors | 1 – most important |

| Operational recommendation: Enhancing soft aspects of a support | | |
|--|-------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Increase cooperation with schools and youth, continue in socialization events with the youngest generation | KAWP and partners | 2 – important |

| Operational recommendation: Enhancing hard aspects in cooperation with other projects | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Focus on access to water – KAWP could become facilitator of further support for the target villages | KAWP and partners, donors | 1 – most important |

| Operational recommendation: Internal capacity building | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Internal capacity building is necessary for ensuring sustainability and quality of further interventions (donors should support this cluster) | KAWP and partners, donors | 2 – important |

| Technical recommendations for KAWP | | |
|--|----------------|----------------------|
| Recommendations | Main addressee | Degree of importance |
| Simplify the language, identify the qualified experts, improve visibility, improve reporting, do not rely on one source of funding | KAWP | 1 – most important |

| Technical recommendation for CBO/AC | | |
|--|----------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Explain better the cooperation schemes to avoid confusions and overlaps, use the savings for community development | CBOs and ACs | 1 – most important |

1 Introduction

1.1 Evaluation context

The project **CHALD – Community Based Social Harmonization and Livelihood Development** (2014 – 2016) is already the 8th project of Krom Akphiwat Phum (KAWP), which is the Cambodian Non-Governmental Organization established and registered with Cambodian Ministry of Interior on 15 March 1995.

Krom Akphiwat Phum was localized from OSB (Overseas Service Bureau), an Australian International organization, which operated a project called rebuilding local community in Battambang during 1992 to 1995. Since then, KAWP was formally established and has continued its operation only in Battambang Province.

From 1996 till today, KAWP achieved/completed 7 projects, in which each project represents a phase period of 3 years. The 7th project called CBO (Community Based Organizations) Consolidation and Social Enterprise was implemented during 2011 – 2013 and was focusing on creating ACs (Agriculture Cooperatives) and engagement of existing CBO members to allow rural farmers to organize their own developmental activities in a more structured and effective way.

The current phase (8th project) is focusing on strengthening the existing 12 ACs and 34 old CBOs and creating 8 new CBOs, and capacitates them to implement good governance practice. It supports building their networking with other external business actors in order to access public services and attract the investment of local resources, and to enhance ownership and self-reliance by reducing dependency on KAWP's support. The main objective of the project is poverty reduction and the fulfillment of the rights of citizens – strengthening and supporting communities and civil society organizations to promote and support improvement in the socio economic situation of vulnerable households. The project should reach the following outcomes:

- Better food and economic security by enhanced livelihood activities (suitable agriculture and small businesses);
- ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters;
- Target communities exercise their rights and access to services;
- ACs and CBOs practice good governance and become more responsive to the social needs of their members.

The evaluation of the project was carried out between March and May 2016, i.e. at the beginning of the third (last) year of project implementation. It is designed as formative evaluation that could influence the project completion and in particular the foreseen follow-up intervention of the KAWP and its partners. However, a special emphasis was put on identification of reached and potential impacts.

1.2 Purpose of the evaluation

The overall goal of the evaluation is to assess achievements and challenges of the project and to identify lessons learned from its implementation and suggestions for improvement of project design and implementation in the next phase.

Specific objectives of the evaluation are:

- To review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors;
- To assess outcomes and impact of project activities on communities that KAWP worked with;
- To assess the relevance and effectiveness of KAWP's working approaches and strategies;
- To review current support functions and management relevant to program implementation;
- To identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation.

1.3 Brief information about the evaluators

The evaluation was carried out by international team of Mr. Meas Nee (team leader, from Cambodia) and Mr. Daniel Svoboda (senior evaluation expert, from the Czech Republic).

2 Information about the evaluated project

2.1 Objectives and outputs of the project, comments on the implementation

The project CHALD is already the 8th phase of complex interventions focused on community development that started already in 1992. Therefore the implementing organization KAWP has detailed knowledge of the problems faced by farmers and communities in Battambang Province. In 2016, the target groups include already 42 villages and their Community Based Organizations – CBOs (34 old and 8 new ones) and 12 Agriculture Cooperatives – ACs. This project is supported by partner organizations Brot für die Welt – Evangelischer Entwicklungsdienst (Bread for the World – Protestant Development Service, Germany) and Diaconia of the Evangelical Church of Czech Brethren – Center of Relief and Development (Diaconia, Czech Republic), within the trilateral program of the Czech Republic Development Cooperation.

Goal/Overall Objective of the project is to contribute to poverty reduction and the fulfillment of the rights of citizens by strengthening and supporting communities and civil society organizations to promote and support continuous improvement in the socio economic situation of vulnerable households. This should be reached by means of four specific objectives/outcomes and related outputs and activities (see also the reconstructed project logic in Annex 5):

Outcome 1 The target groups have more secured livelihood activities

Output 1.1 Farmers have better knowledge on sustainable agriculture business

Activities 1.1.1-1.1.8 Campaigns, meetings, study tours, trainings, direct inputs

Outcome 2 Cooperatives and CBOs effectively manage natural resources and disaster risks

Output 2.1 CBOs gain knowledge on natural resource management and disaster risk reduction (flood and drought)

Activities 2.1.1-2.1.6 Disaster risk assessment, trainings, campaigns, tree nursery, seeds

Outcome 3 The target groups exercise their human rights

Output 3.1 The communities understand the human rights and public services

Activities 3.1.1-3.1.6 Trainings, social events, support for victims and focal points

Outcome 4 ACs and CBOs are more responsive to the needs of members

Output 4.1 Partnerships and cooperation between and among ACs and CBOs

Activities 4.1.1-4.1.9 New CBOs, surveys, capital investment, trainings, local planning

The original intervention logic was too complex (11-page scheme) and did not sufficiently demonstrate the causal relations. The evaluation team thus reconstructed a simplified scheme both in table format and in a graphic scheme – please see Annex 5, and more explanations in Chapter 4.3 Effectiveness.

In general, there is a good progress in project implementation and most of the foreseen indicators were reached or exceeded. However the project logic includes also activities which were not successfully completed (i.e. tree nursery and fish management) but were replaced by other interventions (e.g. frog breeding). These changes should be described and justified in the Final report. The Final report should also explain the replication schemes related to calves returned to the project (e.g. if the beneficiary receives a cow, he/she should return two calves to the project – to be distributed to other beneficiaries).

2.2 Key assumptions and risks

Key assumptions at activity level included participatory and fair selection of the beneficiaries and active engagement of target groups – these conditions have been mostly met. The most important criterion has been willingness of the beneficiaries to participate, to contribute and to share experience. Some technical conditions have been considered as well (e.g. ownership of land for rice production, experience with and conditions for animal breeding, access to a pond for vegetable production and horticulture). On the other hand, some respondents mentioned that the final selection has been done by means of “lucky draw” (a sort of lottery) – the selection (or election) process should be better explained to the beneficiaries.

Key assumptions at output level included activity of farmers & market demand, technical and financial support from authorities, political support at community level, and interest in commune forum. These assumptions have been mostly fulfilled at community/farmers level, but the project would need more

support from the local authorities, especially the Commune Councils. The local Commune Councils have provided enabling administrative support including their participation in village meetings and in information sharing, but no financial support yet (also for the reason that the commune investment budget was not clearly allocated). At the same time, the project did not receive support from the Department of Agriculture, although this department is an authorized body for supporting the Agriculture Cooperatives (ACs). Market demand is still not predictable either – there are significant variations that negatively influence the incomes of farmers. Middle men usually have the most power.

Assumptions at outcome level included political stability, interest in mutual cooperation and learning, viable business models, collaboration with other stakeholders, support from relevant authorities, and sufficient capacities from local staff. Also in this case, the assumption of sufficient support from the authorities has not been fulfilled – in particular in relation to irrigation and overall access to water. The drought in the past two years is a critical problem that negatively influenced both the traditional agriculture and introduction of new agricultural techniques promoted by the project. Lack of water is also one of the main causes, besides low incomes at local market, for increasing migration for work into other countries, mainly to Thailand, or to big cities in Cambodia.

For the next interventions, the implementing partners should focus more on throughout analysis of real risks and realistic assumptions, and include their monitoring to project implementation. These aspects were not fully reflected in the recent project reports. The project staff should also continue in facilitating communication between the farmers' groups and relevant authorities (namely the Department of Agriculture), experts, and private sector organizations. This communication has brought the first results – in changing the originally negative prejudice by some authorities (see Annex 6.9) and vice versa in reducing some mistrust of authorities at the community level.

2.3 Brief information about the implementer

Krom Akphiwat Phum (KAWP) was localized from OSB (Overseas Service Bureau), an Australian International organization, which operated a project called rebuilding local community in Battambang during 1992 to 1995. KAWP is now the genuine Cambodian Non-Governmental Organization established and registered with Cambodian Ministry of Interior on 15 March 1995.

KAWP is operating in Battambang province of Cambodia. From 1996 till today, KAWP achieved/completed 7 projects, each project represented a phase period of 3 years. The 7th project called CBO Consolidation and Social Enterprise was implemented during 2011 – 2013 and was focusing on creating Agriculture Cooperatives and engagement of existing CBO members to allow rural farmers to organize their own developmental activities in a more structured and effective way.

The KAWP team currently includes 18 motivated staffs; out of them 10 (5 men, 5 women) are working as Community Development Facilitators (CDF) directly responsible for implementation of project activities at village level. Four other people are responsible for overall coordination – Mr. Nhail Reth as the KAWP manager, Mr. Meah Sothea responsible for coordination of educational activities in the target villages, Mrs. Bin Van Hieng, administrative and financial coordinator, and Mr. Lun Ean, main accountant. Other four people are supporting staff - Mr. Nhek Khoeut as driver, 1 cleaner, and 2 people as guards.

KAWP is operating in 42 villages (34 old, 8 new CBOs) within 12 communes of 7 districts of Battambang Province. One Agricultural Cooperative was set up in each commune with a total of 13,440 members of which 2,595 (from 456 families) are direct members (as of February 2016). The CBOs unite 2,181 members from approximately 756 families. The direct beneficiaries in both types of associations thus include 4,776 people (of them 2,914 women, i.e. 61%). The project annual report 2015 mentions 64,174 indirect beneficiaries in the target villages.

| NAMES | POSITION | |
|------------------------------------|-------------------------|----|
| M ^r . NHAIL RETH | KAWP Represent. | |
| M ^r . MEAH SOTHEA | Educ. Vill. Act. Coord. | |
| M ^r s. BIN VAN HIENG | ADM. / Fin. Coord. | |
| M ^r s. KIET THOEUN | C.D.F | 15 |
| M ^r s. HUN LEAKHENA | C.D.F | |
| M ^r . SORN SOEUY | C.D.F | |
| M ^r s. Y GUECHILIM | C.D.F | |
| M ^r . HEM THALIKHA | C.D.F | |
| M ^r . SOEUNG SARLEM | C.D.F | |
| M ^r s. CHHOURM CHHUNLY | C.D.F | |
| M ^r s. NIN. SREYMAO | C.D.F | |
| M ^r . OU. RAVUTH | C.D.F | 10 |
| M ^r . LUN. EAN | Accountant | |
| M ^r . MEAS. SOVANNRY | C.D.F | |
| M ^r s. CHHO. CHHOEUT | Cleaner | |
| M ^r . SAO SUONG | Guard | |
| M ^r . CHHUN. CHEAREAKSA | Guard | |
| M ^r . NHEK KHOEUT | DRIVER | |

3 Evaluation methodology

3.1 Summary of methods used for data gathering and analysis and their justification

The evaluation assignment was implemented in accordance with the requirements of the Terms of Reference (ToR). Design of evaluation was non-experimental, one-shot (situation during the evaluation). Evaluation questions were mainly descriptive (seeking to determine what is). Where indicators are available for the end values (of outputs, objectives), also normative questions were used - for comparing what is with what should be. The key evaluation questions are listed in Chapter 4.

Language used for the evaluation was English (a translation to/from Khmer for the international expert was used during evaluation mission). During interviews and focus groups with beneficiaries, the Community Development Facilitators from KAWP did not participate in order not to influence the opinion and responses of the target groups.

Evaluation triangulated diverse sources of information and combined several methods:

- Desk review of available documentation (project documents, previous evaluation and surveys, national strategies, local statistics)
- Interviews with key informants (KAWP staff, project managers, AC and CBO leaders, members of village committees, Commune Council (CC) leaders and other authorities, staff of complementary international projects, etc.):
 - Briefing with KAWP staff (12 people in total, of them 6 women)
 - 7 interviews with other donors and authorities (VSO, HARVEST, FACT, Commune Council, Office of Agriculture – 6 men and 2 women in total)
 - 10 Interviews with Disaster Risk Reduction Committee, Human Rights Focal Points or Fishery Committee (36 people in total, of them 14 women)
 - Group interviews & Questionnaires with key informants – AC and CBO leaders (Daniel Svoboda: 2 group interviews, 15 people in total, of them 4 women; Meas Nee: 8 group interviews, 73 people in total, of them 31 women)
 - Debriefing with KAWP staff (13 people in total, out of them 6 women)
 - 1 interview with project manager – Diaconia
- Questionnaires (besides the questionnaires used during interviews):
 - 11 questionnaires from KAWP Staff
 - 1 questionnaire from project manager – Bread for the World
- Focus Groups discussions with AC and CBO members:
 - 11 Focus Groups with AC or CBO members (Daniel Svoboda: 127 people in total, of them 89 women, Meas Nee: 8 people in total, of them 4 women)
- Case studies and stories of visited farmers:
 - 8 visits and observations in the families
- Transect walk and observation (and photo reportage)
- Expert opinion

The evaluation followed the OECD/DAC evaluation criteria: relevance, efficiency, effectiveness, impact and sustainability; and also a criterion of visibility. The following scale of rating evaluation criteria has been used:

- 1 Very low (there are critical problems, the objectives cannot be reached, there are negative impacts)
- 2 Low (in spite of significant problems or dissatisfaction the objectives are still partly achievable)
- 3 Rather low (the procedures, results or assumptions do not fully meet the expectations)
- 4 Rather high (the intervention brings good results but there are negative external factors)
- 5 High (the objectives are met and there is an overall satisfaction with the intervention)
- 6 Very high (the objectives are fully met and the applied practices can be further disseminated)

3.2 Identified methodological and other constraints of the evaluation and their solutions; statement about limits of the evaluation (validity of data, etc.)

The main constraint was a time pressure – the field phase of evaluation had to be carried out between 14 and 28 March 2016, just after approval of the evaluation proposal. However, triangulation proved relevance and validity of the obtained data and thus the findings and conclusions are well justified.

There has been also an issue of language barrier – the questions and answers had to be translated to/from Khmer and some information could be lost in translations. However, the triangulation of information sources and verification of the answers helped to minimize potential misunderstandings.

Although some positive impacts were identified, the project's attribution to these impacts (causality) can be hardly proved as no experimental/counterfactual method could be applied – there were no reference groups randomly selected before the intervention (there are also some other interventions in the target villages contributing to the overall impacts). In the last 2 years, there are also significant negative effects of the drought that influence the situation of target groups. However, the situation of the farmers and their associations is improving in general.

3.3 Assessment of the evaluation approaches in relation to adherence to ethical principles during the evaluation and during interaction with respondents and other actors

The evaluation approach respected the IDEAS (International Development Evaluation Association) Code of Ethics adopted in November 2014. The evaluation was implemented in line with the project design and available project documents. It was based on primary and secondary research using mixed evaluation methods. Information on specific questions was gathered from different sources and by different techniques; the data were compared and triangulated for improved validity. Internal and external factors affecting implementation are addressed as well. Reliability of data collection instruments was verified during discussions within the evaluation team.

The main evaluation approach was based on consultations and dialogue. Sources of information are quoted for each finding. Conclusions are clearly linked to findings. Own comments by the evaluation team occur only in the Conclusion chapter.

The preliminary results of evaluation were discussed and accepted during debriefing with KAWP at the end of the field mission and also during the post-mission interview with the coordinator of the Czech partner (Diaconia).

3.4 Brief information about the qualifications of the evaluation team members and division of tasks within the team

Mr. Meas Nee was responsible for desk review of secondary sources in Cambodia, for interviews and questionnaires with key respondents (mainly AC and CBO leaders, representatives of Commune Councils and other national authorities) and for providing inputs for the evaluation report.

Meas Nee has over 15 year experiences in project/program evaluation, research and training, especially in the areas of community development, people empowerment and development education. He also engages in various community activities such as in assisting the community to form their own community based organizations to deal with community issues, helping the community to establish people's networks and taking collective actions to protect their land and natural resources. At the policy level, Mr. Meas Nee have been active in conducting social researches linked to Community Based Natural Resources Management (CBNRM), children education and land management.

Mr. Daniel Svoboda was responsible for desk review of secondary sources provided by project partners, for interviews and questionnaires with key respondents (KAWP staff and project partners, international organizations active in Battambang Province, AC and CBO leaders, Human Rights Focal Points, Disaster Risk Reduction Committees), focus groups with AC and CBO members, case studies with selected farmers, transect walks and observations, for preparation of debriefing with project staff and for finalizing the evaluation report.

Daniel Svoboda specializes on environmentally sustainable development and on management and evaluations of international development projects. Since 1995 he has been working as supervisor and expert for the Czech Ministry of Environment and the Ministry of Finance in the field of contaminated site assessment and remediation. Since 2007, he organizes EPDET – European Program for Development Evaluation Training. Since 2009 he has been working as external monitoring expert of the European Commission for the projects in the fields of Environment and Information within the European Program LIFE+. Since 2011, he is a member of the working group Evaluation of the Czech Council for International Development Cooperation, and since 2014, a member of the Reference Group on Evaluations of the Czech Ministry of Foreign Affairs. He is Chairman of a registered association Development Worldwide, member of the Czech Evaluation Society, European Evaluation Society, and IDEAS – International Development Evaluation Association. He is also member of the Czech Association of Water Managers.

4 Evaluation findings

- Main results from data gathering and analysis, structured according to evaluation criteria and main evaluation questions, defined in the Terms of Reference

4.1 Relevance

(The extent to which the intervention is suited to the priorities and concepts of the target groups, partner country and donor)

The section is structured according to the main evaluation questions related to relevance:

What are the key national or local development strategies relevant to the project? What are the critical problems in target area? To what extent does the CHALD project reflect these strategies, and the critical problems? Are there any complementary projects supported by other donors in Battambang Province?

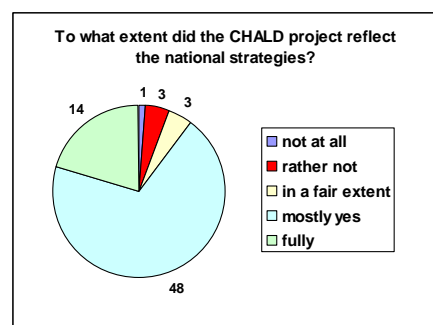
Cambodia belongs to the priority countries of the Czech Republic Development Cooperation (Czech bilateral ODA – Official Development Assistance). The main supported sectors in the bilateral projects in Cambodia are social development (including education, social and health services) and environment. Therefore the project is only partially relevant to the current territorial priorities of the Czech Republic. However, the agriculture sector is the most important sectoral priority of the Czech ODA, with gradually increasing financial allocations from 20% (2015) to 25% (2017) of the total budget for bilateral projects. In agriculture, the Czech Republic focuses mainly on the transfer of know-how, with an emphasis on the use of appropriate agricultural technologies and the cultivation of suitable crops. Water management operations focus on ensuring access to water, the sustainable management of water, and appropriate irrigation technologies. Not least, the Czech Republic supports the development of rural agricultural holdings/cooperatives.

The CHALD project is supported from a special Czech ODA program on trilateral cooperation (i.e. cooperation with other donors), which is more open also to other priorities of partner countries.

The Cambodian development strategies highlight economic and social development (with a main focus on agriculture and rural development), environment protection (including access to water and sanitation), human resources development, good governance, and human rights, including mainstreaming gender equality. The project directly reflects the priority areas set by the Royal Government of Cambodia in the Rectangular Strategy for growth, employment, equity and efficiency, Phases II and III, and in the related National Strategy Development Plan 2014 – 2018. Capacity Building & Human Resource Development and Promotion of Agriculture Sector represent two of six key priorities of these strategic documents (I. Good Governance, II. Overarching Environment for the Implementing the Strategy, III. Promotion of Agriculture Sector, IV. The Development of Physical Infrastructure, V. Private Sector Development and Employment, and VI. Capacity Building and Human Resource Development).

The KAWP staff considers that the project mostly reflects the local priorities (1 in a fair extent, 9 mostly yes, 1 fully – see Annex 6.5). Similarly, the CBO and AC leaders confirmed that the project mostly reflected their priorities (1 not at all, 3 rather not, 3 in a fair extent, 48 mostly yes, 14 fully – see Annexes 6.2, 6.7 and 6.8).

The project partners selected a fair extent and mostly yes rating (see Annexes 6.3 and 6.4). The presence of CHALD has also been welcomed and appreciated by the local constituencies, especially village chiefs and local Commune Councils.



Based on the interviews, focus groups, case stories and observations, there is one critical problem reported in all visited villages: lack of water due to severe droughts and temperature increase in the past 2 years (the floods are not considered such critical) – amid of a strong warning on the increasing temperature, the communities still do not have any functional plan for disaster reduction. Other important problems include:

- Problems with access to the market and low prices for agriculture products
- Due to shortage of labor force, rice harvest has now being replaced by mechanized processes, using heavy equipment, and thus the manual seed purification can no longer be carried out – therefore lack of quality rice seeds becomes a common issue in target villages

- Missing infrastructure – roads and bridges (to access the fields or the market), storages (or driers) for production
- Missing job opportunities (mainly for landless people), no jobs outside the basic agriculture sector in the region (handicrafts and other local products, repair workshops, post-harvest processing, big factories, etc., are missing); in the past years, the people move from agriculture to industry and service sector either in the cities or abroad (the labor forces in agriculture were reported at 86% in 2010, while only 59% in 2015)
- Still needed training & coaching for agriculture production and animal breeding (emerging problems are not properly solved)
- Limited responses from local government

The project has only a limited possibility to respond to the above mentioned problems. On the other hand, the project staff is aware of these problems, and the priorities above are discussed for the future interventions.

The project staff and the beneficiaries are also aware of other development projects in Battambang Province – there is some complementarity with the projects of HARVEST (USAID), VSO (Voluntary Service Overseas), Life with Dignity, World Vision, VSG (Village Support Group), UNICEF (United Nations Children’s Fund), KOICA (Korea International Cooperation Agency), PLAN International, and some others, in the past also with UNTAC (United Nations Transitional Authority in Cambodia) and FAO (Food and Agriculture Organization). The contacts with some of the above organizations and programs are already established and thus there is a potential for further cooperation. The final beneficiaries appreciate support from these programs but also highlight the advantage of KAWP, which is a long-term cooperation on a daily basis, and a mutual trust.

4.2 Efficiency

(A measure of the extent to which inputs were used with respect to actually achieved outputs and objectives. Inputs include time/work plan, technical know-how, administration and management, financial resources, etc. Implemented activities are assessed on their adequacy and rational use of inputs. Alternative solutions to achieving defined outputs and objectives with lesser resources, in a shorter time or with better consideration for local conditions, etc. can also be discussed. It can also be assessed if objectives and outputs were defined realistically. The extent to which least costly inputs were used to achieve required results will be assessed with quantitative as well as with qualitative methods.)

The section responds to the evaluation questions related to efficiency:

What was the key “value” received from CHALD? What was working best? Was there any segment of the project that did not work well at all? Are there any complaints on transparency (e.g. of the selection process)? Did the project incorporate lessons learned/recommendations from monitoring and evaluation?

The project approach combines several interventions: training (on agriculture techniques for crops, vegetable and animal breeding, financial saving systems / CSI – Collaborative Saving for Investment, AC/CBO management, human rights, disaster risk reduction & prevention, migration, fishery law), direct contributions (cows, chicken, frogs, fish, seeds), support for socialization events and support for the poorest people, etc.

Based on national statistic, up to 48% of Cambodian farmers have land with one hectare or less. With this size of land, the farmers cannot rely on rice farming as a main income as it can only support family food security and only in good weather conditions.

Most of respondents of the survey appreciate namely the combination of diverse support models. Many of them highlighted importance of the new knowledge they have received and enhanced cooperation in the community, including saving and small credit system. See also Annexes 6.1, 6.2, 6.7, 6.8 and 6.9. During group discussions, 38 respondents explicitly mentioned the saving system as success, and 42 respondents explicitly mentioned the importance of education (either on agriculture techniques, AC/CBO management, human rights issues, etc., or education of children). Other people usually confirmed the same priorities. The project staff provided similar responses – according to them, the most effective is a support to AC and CBO management, including the saving schemes, and activities focused on changing mindset and applying new approaches in agriculture (including System of Rice Intensification – SRI or partial replacement of chemical fertilizers by organic fertilizers, e.g. from composting).

In this regard, it is also important to mention high quality manuals and posters for farmers prepared by the project partner Diaconia. These manuals explain the System of Rice Intensification and provide advice on

Establishment and Management of Home Gardens (including composting). Similar publications could be prepared in the future also for the schools in order to attract and influence the youngest generation. Such manuals could also include the issues of water protection and hygiene, or the human rights.

One focus group mentioned among other socialization events also an “Open Day” in the school – this can be considered as a good practice supporting better communication among children/students, teachers and parents, and within the whole community. Better life for children is an important motivation for most of the families and, on the other hand, the children and youth are an important catalyst for the required behavior changes and for the further development of the communities and the whole country. On the other hand, it should also be noted that at the time of this evaluation, some concerns were expressed regarding the fact that number of small children, whose parents are working as migrants in Thailand and elsewhere, are left with their grandmothers and relatives. The wellbeing for these children, however, has not yet been closely monitored or cared for.

Most of respondents mentioned as a success also animal breeding (namely cows) which can provide a good alternative for crops or vegetable production highly dependent on (missing) access to water (animals can also be sold in time of emergency). Providing quality seeds and better use of fertilizers were mentioned many times as well. The project also partially supported in some villages the storage building for rice. However, many families (and villages) are mainly dependent on the incomes from migrants. See Annexes 6.1, 6.3, 6.4 and 6.5.

The positive aspect of diversification was confirmed by case stories and direct observations (see Annex 7). The people do not rely on one product anymore and whenever possible they combine rice for example with corn, cassava, cabbage, water or winter melons, tomatoes, cucumbers, pumpkin, eggplant, pea, pepper, garlic, onion, beans, and diverse fruits – namely banana, mango, pommelo, dragon fruit (pitaya) or papaya. Many farmers have also cows, chicken, ducks, goose, in limited cases pigs. Fishery is important namely in rivers as the ponds have not enough fresh water; some alternative can be frog breeding, piloted by the project.

However, lack of water for irrigation is the main constraint for all agriculture production. In the past, there were maximum two harvests of rice per year (in case of enough water, three harvests would be possible). As pointed out by one respondent, one good harvest can provide food for 5 years. In addition, many families in the target villages have sold almost all their paddy rice after harvest because they needed to pay the debts; and as result, they later have to buy rice to eat. In some visited villages, up to 70% of families buy white rice, although they produce a lot of paddy rice. Most of vegetables are produced only in a rainy season (or only by farmers with an access to ponds or irrigation).

An unexpected problem occurred with chicken – some died in 3-4 months for an unknown reason (either due to a disease or to extremely hot weather or to lack of water). This issue must be solved in the coming months and years.

Only a few examples of incomes coming from other sources than from selling agriculture production and from migrants were mentioned during interviews and visits – e.g. a private rice mill (which is however linked to rice production), managing money transfers from migrants (however directly linked to migration), designing and printing wedding invitations, and a herbal medicine produced by one farmer (see Case stories in Annex 7). Other examples included small shops and a repair workshop for tractors and other engines (but not managed by the target groups of the project). No respondent mentioned post-harvest processing or handicrafts, although some people were interested, e.g. in producing the clothes (but they were afraid of a market). Although there is a need for and interest in creation of non-agriculture jobs, the market potential still must be mapped out.

The responses in interviews and questionnaires and also direct observations indicate the lowest success in migration oriented workshops. The workshop can only provide explanations on differences between legal and illegal migration but cannot influence the family decision. The main assumption for staying in Cambodia is a possibility to have sufficient incomes from agriculture (and it depends mainly on access to water). The Disaster Risk Reduction (DRR) Committees then have only a minimum chance to influence the situation. Without support from local or national government the risks (namely drought) can be hardly mitigated. In addition, both the DRR committees and Human Rights Focal Points (HRFP) depend on a voluntary engagement and some people feel frustrated as this work is time demanding and influence their own business (see Annex 6.1). At the commune level, there is a special committee assigned, responsible for disaster relief in time of need. It is a governmental mechanism set up from local to the national level. But this DRR mechanism does not seem to have strong connection with the local bodies.

While the ACs or CBOs work well in general, there is still often confusion on their specific roles (e.g. both organizations are applying the saving and credit systems and there are no specific differences in using the money). In a lot of cases, the members of the AC can also be members of the CBO. During evaluation survey, it was quite difficult to separate between the two. Furthermore, in the case of Tasorn AC, there was no connection between the AC and CBO, and the AC has neither plan nor interest in building this connection. Some people in ACs or CBOs are also busy with their own business and do not have enough time to work for the community. Some members are passive and the decisions are made by the committees or the leaders (see Annexes 6.7 and 6.8).

The marketing network is still missing for both CSOs and ACs; however some attempts to negotiate better conditions for selling the products were done. There is not enough water to use for agriculture, animal breeding, planting vegetable, planting rice, and so on. Knowledge and ability to understand and accept changes of the community are limited and there is still inadequate ability to apply new techniques, skills and to creating jobs. Animal breeding project (chicken) faced many problems due to diseases, fish breeding interventions had to be replaced by frog breeding due to lack of fresh water, and tree nursery failed due to migration of the foreseen managers/experts.

Based on the statistics provided by all 42 target villages (CBOs) and 12 Agriculture Cooperatives (ACs), the situation is improving in general (see Annexes 8 – 11). During the survey, only 2 CBOs stated that the situation has worsened.

In the past 2 years, membership in ACs increased from 2,033 to 2,595 people (with a significant increase in participation of women – from 801 women in 2014 to 1,369 women in 2016). Only in Bay Damran and Bansay Treng communes, the membership decreased. Similar results are reported in increasing the budget from shares and savings: from 204,450,000 to 485,204,900 Riel (approximately from 51,100 to 121,300 USD) in total. A decrease is reported only in Kompong Prieng and Bansay Treng communes. 5 communes have Disaster Risk Reduction (DRR) plans, 8 communes the AC plans. 9 communes already implement these plans and 10 of 12 communes report the progress on a monthly basis. 511 people reported on human rights issues, 15 victims of human rights violence received a support.

The membership in CBOs remains almost the same in the past 2 years (2,138 people in 2014 and 2,181 people in 2016). Also in CBOs there is a significant increase in participation of women (from 1,193 in 2014 to 1,545 in 2016). Although the baseline data is not available for 8 new villages, the total budget from savings increased from 804,347,956 to 1,139,789,300 Riel (from 201,100 to 284,950 USD). Partial decrease of savings is documented in 12 of 42 villages but the situation depends on actual credits provided to members and on the credit return rate. 6 of 42 villages have DRR plans, 13 villages have CBO plans, and 18 plans are already implemented. 23 villages provide monthly reports or have monthly reflection meetings. 322 people reported on human rights issues and 48 victims of violence (37 of them women) received a support – in at least 6 cases a police or Commune Council were engaged.

There is also a complex system of data reporting (see Annexes 10 and 11), providing key information about the progress in each AC and CSO. However, there were some calculation errors in the Excel tables and one of the new CBOs – BLG / Balang was missing on the list (the evaluators corrected the tables provided in the annexes to this report). These tables still do not include data on new CBOs – the data from the end of 2015 should be a baseline for further comparisons.

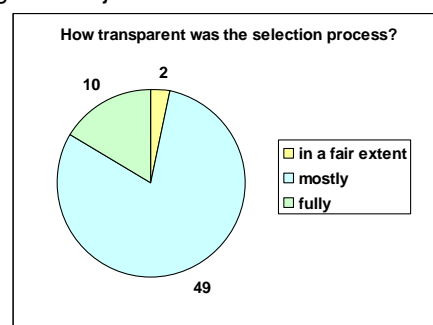
Monitoring of other key indicators is reported in project reports. The recent annual project report states the following results in 2015:

- 20 families received the certified rice seeds and related training (15 families were foreseen)
- 77 farmers received training on rice production
- 94 farmers received training on vegetable production, 37 farmers got a direct support, and 106 farmers apply new approaches thanks to knowledge sharing
- 120 farmers were trained in chicken breeding and 21 farmers received a direct support (10 chicken each) but 13 of them faced a problem with chicken diseases
- 21 farmers were trained in fish breeding and 7 of them received a direct support; however, due to drought, only 2 farmers successfully continue; based on the experience, 15 farmers were trained in frog breeding and 3 of them started this business
- 175 farmers were trained in home gardens and composting, 115 families apply the new techniques
- 52 farmers were trained in producing new crops (e.g. beans, cucumbers, pumpkin, cabbage, corn) and they received a direct support (seeds and finance); the training included also lessons on post-harvest processing
- 113 farmers were trained in creating small businesses

- 24 leaders from all ACs were trained in networking with the aim to increase the quality of products and access to the market
- 9 evaluation workshops (for 294 participants) on natural resources management were carried out for people engaged in fishery, other 172 people participated in special evaluation workshops in 3 selected fishery communities
- Campaign on climate change was carried out in 9 villages and has reached 311 people
- 303 people from 11 villages and all 12 communes were trained in disaster risk reduction
- During 24 workshops on human rights (attended by 948 people), 82 people were selected as Human Rights Focal Points in 41 villages, where other meetings took place
- In 12 communes, the celebration of Women's Day was supported, in 6 communes the Children's Rights Day, and in 9 communes the Human Rights Day, attended approximately by more than 1,500 people
- 11 workshops on safe migration were attended by 570 people
- 7 new CBOs were trained in management, good governance and human rights (210 people), similar training was provided for other 387 people
- 72 meetings between local authorities and AC/CBO leaders took place (105 people in total)
- 34 joint workshops for AC and CBO members took place in 34 CBOs (238 people in total)
- Workshops on fishery law and related issues were carried out in 3 communities (120 people participated)
- At the outcome level, it is estimated that 734 families have improved food security and incomes (455 thanks to rice production, 105 thanks to vegetables and home gardens, 161 thanks to animal breeding, and 13 due to other small businesses)

In general, the overall outreach is impressive, and the monitoring has quite a good quality. However, some summary data from the start of the project is missing (reporting is done on annual basis).

Based on the interviews with the target groups, there are no problems in communication with KAWP, although the provided material support can help only some people. A help with access to water (ponds, local irrigation, wells, reservoirs) or to a market („*Why to produce more when we cannot sell it*“) would help all. According to the KAWP staff, there were several complaints during project implementation in this regard – see also Annex 6.5. However, all respondents consider the selection system mostly transparent. Main selection criteria include priority support to poor people, willingness to join and contribute and share experience, but also some basic assumptions for a success (e.g. access to land or a pond/irrigation, some relevant experience and sufficient workforce, or permanent residence in the village). The mentioned criteria are reasonable but they seem not to be sufficiently explained to the target groups. Several respondents mentioned that the final selection of beneficiaries has been done by some sort of a “lucky draw”, i.e. like as a lottery. On the other hand, most respondents considered the selection process mostly transparent (49) or fully transparent (10). Two remaining respondents rated a fair extent (“*There is no better model*”). See Annexes 6.1, 6.2, 6.7 and 6.8.



Regarding reflection of monitoring or evaluation results, participatory approaches are strongly applied. There are both planning and reflection workshops in the target villages and the project endeavors to respond to the emerging needs and to solve the identified problems. However, the support is limited by available funds and partially also by the procedures of the project's donors.

The project team learns from own successes and failures but still needs some capacity building – in particular in expert issues related to agriculture (e.g. veterinary expertise), and in project and financial management and reporting. More intensive cooperation with local (and national) authorities and with other complementary projects in the region would be appreciated as well. However, in some cases it was reported that cooperation with other projects was mainly supply driven – some other donors (e.g. VSO) offered their trainings which did not fully fit to the needs of the target groups or came in time where the target groups were not fully available. Based on responses from project managers and expert opinion of the evaluation team, two-way communication, mutual coordination and demand driven approaches would be much better (i.e. selecting such external support according to the exact needs of the target groups and not according to availability of trainers or volunteers).

In general, based on the questionnaires distributed during the group interviews, the target groups are mostly (34) or fully (33) satisfied with support provided by the KAWP project staff. Only one respondent selected the response “in a fair extent”.

The similar level of satisfaction was reported also by the respondents in focus group sessions and during the meetings with farmers and their families. Good field work and valuable grassroots experience was also confirmed by interviewed donors.



4.3 Effectiveness

(Theory of Change and the extent to which the objectives of the development intervention were achieved (achievable). Objectives mean changes in behavior, practices or situation at the level of beneficiaries.)

The section responds to the evaluation questions related to effectiveness:

What are the main objectives of the project? What is the most significant change of behavior the project has contributed to?

According to the project document, the project should reach the following outcomes:

- ❑ Better food and economic security by enhanced livelihood activities (suitable agriculture and small businesses);
- ❑ ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters;
- ❑ Target communities exercise their rights and access to services;
- ❑ ACs and CBOs practice good governance and become more responsive to the social needs of their members.

The overall objective of the project is well reflected in its title “Community Based Social Harmonization and Livelihood Development”. Almost all respondents understand that one of the most important aims is community empowerment – to reach self-sufficiency (applying rational approaches), self-reliance and self-organization. According to respondents, the communities should be able to help themselves through adequate community and working structures, and through clear division of concrete tasks.

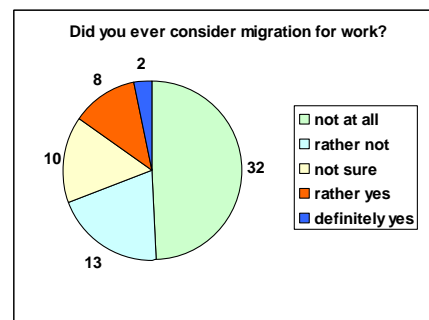
The livelihoods activities are well supported by interventions focused on new agriculture techniques (rice, other crops, vegetable, and animal breeding), and by direct contributions (providing inputs – quality seeds, fertilizers, animals, and finances for special purposes). There is still a little progress in development of small businesses in other sectors. There is also no real possibility to control disasters (droughts, floods). Quite good results are reported in the field of human rights and in reducing domestic and other kinds of violence.

The original project logic model (based on desk-review) is too complicated – the intervention logic cannot be understood from 11-page document. There have also been too many indicators and some of them are questionable:

- Some indicators are repeated under the same objective (e.g. indicator on rice production);
- Some indicators are inappropriate (e.g. “increasing vegetable production from 16 kg/year to 20 kg/year” without any specification of a concrete kind of vegetable, or “incomes from chicken sale from USD 30 to USD 70” without any link to number of chicken);
- Some indicators are incorrectly formulated (e.g. “increasing number of referral cases of human rights violation” in fact means that more violence would be a success);
- Some indicators differ without any explanation (e.g. cows increased “from 60 to 120” or “from 5,820 to 8,140”);
- Some indicators do not have the target value (e.g. “% of 15 households increased their incomes from fish sale” – How many households should increase their incomes?);
- Some indicators are not achievable (e.g. implementing disaster risk reduction plans without any significant support from the government).

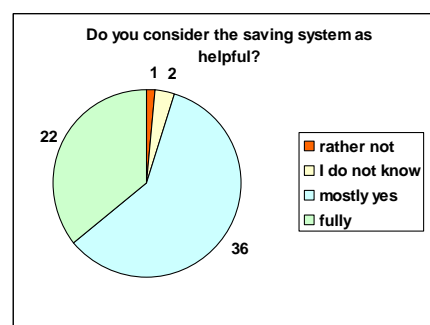
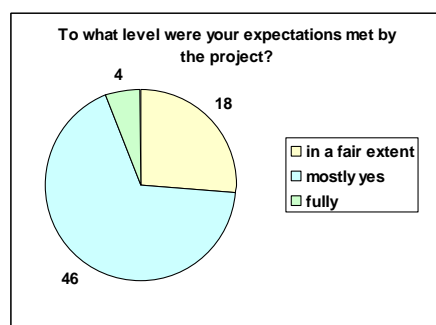
Therefore, the evaluators proposed a revised model (using the main foreseen results and relevant key indicators from the original logical framework) – please see Annex 5, as an example for future projects. This scheme was discussed both with Diaconia project manager and with the KAWP staff during the initial briefing. The findings are also reflected in recommendation 6.5 on internal capacity building.

Some interventions were not successful at all, e.g. tree nursery (the experts left the project and migrated) or fish (due to lack of fresh water). The effect of training on safe migration is questionable. The responses concerning migration are ambivalent as the family decision on migration can be hardly influenced by any project. Most of the respondents did not ever consider migrating (32) or rather not (13), while others were not sure (11) or partially considered it (8) and only 2 definitely considered the migration. Regarding help with practical advice provided by the project on migration, the assessment was rather positive (5 answers no help at all, 3 rather not, 10 not sure, 25 partially yes, and 6 definitely yes) but the relevance of the answers has not been high as most of the respondents did not consider migrating.



Important behavior changes were observed (applying new techniques, good communication, cooperation and solidarity in the villages and between villages, ability of people to speak out their concerns, increasing savings, decreasing violence, increasing demand for further education). However, in all villages, the sustainable development depends mainly on access to water and also on appropriate infrastructure (e.g. the ponds, irrigation canals, roads and bridges). These issues must be primarily addressed by the local authorities. However, even the single projects with limited funds (like CHALD) can contribute through advocacy, awareness raising, capacity building and technical assistance.

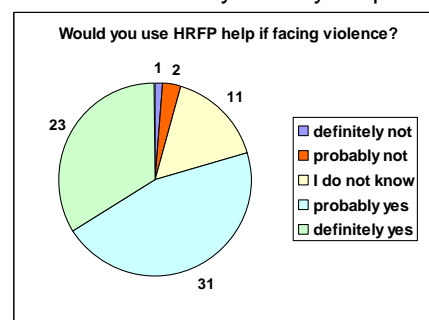
Several respondents reported completely positive change due to new knowledge of the villagers. Only some people from 2 of 12 visited villages stated that the situation has been getting worse (lack of rain in the past two years is a significant negative factor). Many respondents highlighted the positives of money saving systems (the financial sources of ACs and CBOs are increasing). Several respondents mentioned that the farmers changed their mindset in doing agriculture. They try to sell the products for higher price and to find purified seeds. The lack of pure seeds is also a result of the mechanized harvest, where machinery has been used and thus the manual seed purification can no longer be carried out. Moreover, the farmers share their experience. Changing mindset was mentioned also in the community work – in the past there were no women joining in CBO and AC, but now many women can spread up their ideas, talk with braving, and have courage to speak out their concerns (*“Three years ago, I was not used to speak out at the meetings, now I can.”*).



In general, the beneficiaries stated that their expectations were mostly met by the CHALD project (18 in a fair extent, 46 mostly yes, 4 fully). Practical experience was the key – *“Action speaks louder than words”*. Almost all respondents then consider the Collaborative Saving for Investment mostly or fully helpful (1 rather not, 2 do not know, 36 mostly yes, and 22 fully).

All respondents also confirmed that they know who can help them in case of facing or seeing any violence (Human Rights Focal Point). Most of them would probably use such help if needed (1 definitely not, 2 probably not, 11 do not know, 31 probably yes and 23 definitely yes).

The respondents also stated that violence has significantly decreased in the past years thanks to the project interventions. For more details, see Annexes 6.1, 6.2, 6.7 and 6.8.



4.4 Impact

(Proven or likely positive and negative, direct and indirect, intended and unintended consequences of the development intervention for the target group and in the partner country in general)

The section responds to the evaluation questions related to identified and foreseen impacts:

Is there any change in the target villages or cooperatives the people are really proud of? What further positive changes the people want to reach in the next 2 years? What will the target groups concretely do to introduce such positive changes?

Most of respondents stated significant improvements in the past years thanks to the project („There is no more need to migrate“), while some villages are becoming poorer and poorer. In some villages, only the older people and young people stay while other family members are working abroad or in the cities. The financial contributions from migrants are sometimes more important than the incomes from agriculture.

The main problem for any development is a lack of water (mainly for irrigation but also for drinking – only around 50% of rural population have access to improved drinking water). In some villages there are wells (usually 45 – 86 m deep) but many of them without water. More shallow wells (around 10 – 20 m deep) either have no water or water is dirty and cannot be used for drinking. Water-borne diseases mean also a negative factor as the medical treatment/help is expensive and usually far away. According to some respondents, health is more important than money.

Based on the results of focus group discussions (see Annex 6.1), some people appreciate that their families can grow, improve from day to day and that the children can go to schools. However, there is still a problem with secondary and higher education (see the case stories in Annex 7) and some children of migrants (living with grandparents or in poor families) have problems with primary school attendance (see Annexes 6.1, 6.7 and 6.8). Several people added that the improvements are not only personal but improvements of the whole community together, including increase of production, increase of savings (as an example from 2,000 USD to 15,000 USD per year in one visited village, or from 0.25 USD to 2.5 or even 12 USD per months at families in another village), and availability of small loans. Support from and trust in AC or CBO were mentioned several times.

In general, people are proud of the community – that the people work together and can make joint investments. Social events, increasing solidarity and sharing of experience were highlighted as well. Some respondents stated there is no more reason to leave to Thailand thanks to the long-term support from KAWP. On the other hand, some mentioned that nobody can help. One respondent indicated potential causal relations between increasing migration and decreasing violence.

The foreseen positive changes (the dreams) stated during the whole survey (see the set of Annexes 6 and Annex 7) are mainly related to access to irrigation for agriculture production, including family and village ponds. Only a few people mentioned access to drinking water, although the families spend around 25 USD or more per month for bottled or tank water (in one village also for supply of treated water from the river). Some people drink only the rain water or water from the rivers and ponds without boiling or any other cleaning – in these cases diarrhea and other water-borne diseases are a serious problem.

The second most common dream is better access to the market (better quality of seeds, better marketing, better prices for the products, higher incomes). Several focus groups and interviewed people mentioned a need of harvesting machines and tractors (some AC has already bought these machines and apply a reasonable lending system) or a storage house for rice. One village (in Preah Phos commune) still does not have access to electricity (in Cambodia only less than 20% of the rural population still does not have access to electricity).

Many respondents also mentioned need of further professional trainings and continuing education (including English language in several cases). Personal wishes included, for example, own land, own or better houses, houses for chicken, motorbikes, cars, trucks for selling the products, higher education for children and youth, work in big factories (which are missing in the region), or return of family members from Thailand. See also set of Annexes 6 and Annex 7.

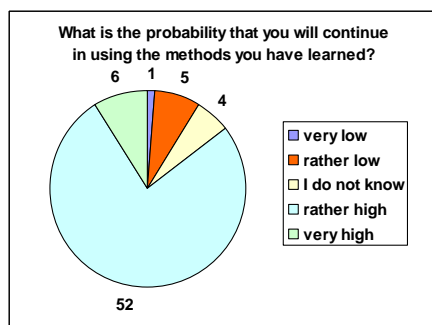
Most respondents are ready to contribute to the future changes, either financially or by own work. They are also ready to take the full responsibility for maintenance and operational costs (e.g. electricity for pumping machines).

4.5 Sustainability and scaling up

(Extent or likelihood of the continuation of the benefits of the project for the target group after donor funding has been withdrawn)

The section is structured according to the evaluation questions related to sustainability:

What is the probability that the target groups will continue in using the methods/techniques they have learned? What should keep doing in the project? What should stop doing in the project? What could be one really important issue that the project should focus on the next year? Do the AC and communities share experience with other farmers?

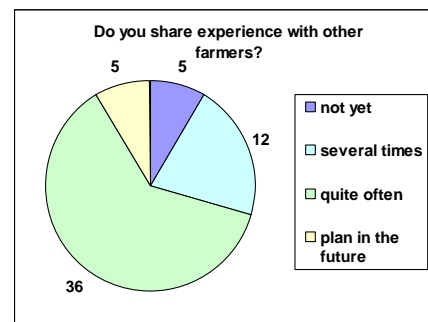


Based on the field survey, most of the behavior changes seem irreversible. The people want to continue in using new techniques, in savings, in increasing crop, in vegetable and animal production, in close cooperation within AC or CBO. Most of the respondents are ready to contribute to the local development (up to 50% financially, by own work, by responsibility for maintenance, etc.).

Most of the respondents (52) during the group interviews stated rather high probability that they will continue in using the methods and techniques they have learned (other responses included 1 very low, 5 rather low, 4 do not know, and 6 very high). Rather

high probability of continuation was also confirmed by project partner Diaconia (see Annex 6.3), while the opinion of the KAWP staff differed (2 rather low, 3 do not know, 2 rather high, and 4 very high) – see Annex 6.5.

Sharing of experience is considered as an important assumption for sustainability and replicability of the results. Most of CBO and AC representatives confirmed that they meet and discuss experience with other farmers and organizations quite often (36), the others mentioned several meetings (12), planned cooperation in the future (5) and only 5 mentioned no sharing of experience so far. See Annexes 6.2, 6.7 and 6.8.



The KAWP staff closely works with all CBOs and ACs but their responses on sharing experience vary from several meetings (4) through often meetings (1) to the foreseen more cooperation in the future (5). They also reported quite often meetings with other projects (5 responses), 1 respondent mentioned several visits and 2 respondents plan to cooperate more in the future. See Annex 6.5.

However, any long-term success depends on access to water and also on own initiatives of villagers, and on the support from local or national authorities (namely the irrigation system and overall water supply). In this regard, some gaps were identified – the individual villages have a little chance to succeed in negotiations with the government and the collective actions of a cluster of villages, that can make their voice stronger and more effective, have just only started. No donor can help, if there is a weak local ownership... The contribution of the CHALD project to empowering the communities via networking within and between CBOs and ACs as well as via facilitation of communication with Commune Councils and other local authorities are important steps in a right direction. However, the advocacy activities have just only started and the donors' support is still needed to nurture these efforts.

External help is also needed for coaching and problem solving (e.g. new diseases of crops or animals) in the target villages and cooperatives. Also KAWP itself definitely needs continuing external financial and expert support. It was mentioned that *"Sustainability of KAWP is also sustainability of CBO/AC"*.

4.6 Visibility of the project

All respondents (except for HARVEST staff at USAID) are well aware of the KAWP interventions and appreciate a long and valuable cooperation. Most of respondents from the target groups also know about the partners of the CHALD project (Diaconia and Bread for the World) and both donor countries – the Czech Republic and Germany.

At some meeting places, the project posters are displayed and they include the logos of all three partners and of the Czech Republic Development Cooperation. However, their quality might be better – very nice posters prepared by Diaconia are used only for special training events. Some respondents explicitly mentioned good personal experience with the Czech experts participated in the project.

Due to a long-term cooperation with KAWP, the respondents can hardly differentiate between different KAWP projects. The name of the current one may be too long and complicated for local people and it is used mainly for reporting in English.

While there is a good visibility in the target villages, higher visibility is needed at national level (for negotiating with the governmental authorities) and among the donors' community (in order to increase possible synergies and complementarity with other international development projects). However, KAWP staff has also joined other national networks, but mainly for cross-cutting issues such as women leadership or gender.

5 Evaluation conclusions

The conclusions are deducted from the interpretation of major evaluation findings, related to the evaluation criteria and to the purpose of the evaluation defined in the Terms of Reference. Each criterion eventually includes a **score** reflecting the extent of fulfillment of the specific criterion. The reasons for the score are briefly explained.

The scale for rate of fulfillment of an evaluation criterion extends from 1 to 6:

- 1 – Very low (there are critical problems, the objectives cannot be reached, there are negative impacts)
- 2 – Low (in spite of significant problems or dissatisfaction the objectives are still partly achievable)
- 3 – Rather low (the procedures, results or assumptions do not fully meet the expectations)
- 4 – Rather high (the intervention brings good results but there are negative external factors)
- 5 – High (the objectives are met and there is an overall satisfaction with the intervention)
- 6 – Very high (the objectives are fully met and the applied practices can be further disseminated)

5.1 Relevance

The project is in line with the key development strategies and programs of the Royal Government of Cambodia and well complements other national or international interventions. Grassroots knowledge by the KAWP staff, long-term cooperation on a daily basis and mutual trust is appreciated by the beneficiaries, while some projects of other international donors are providing a support only on ad hoc basis. This added value of KAWP could be an important precondition for more intensive cooperation with international donors in the region.

The project solves many priorities of the target groups (increase of production both in quantity and quality, strengthening local cooperation in AC and CBO, saving and credit systems, empowering people to speak out their rights and concerns) but does not focus on the key problem for livelihood development – the lack of water for irrigation, nor on the second most important – access to the market for a reasonable price. This can indicate an insufficient flexibility of donors' projects as they need to follow the approved design (logical model). In this regard, closer relations with local authorities, national government and market actors could help to address the urgent needs. Until now, there is a limited support for local initiatives as well as limited predictability of governmental investments into infrastructure – irrigation and other water supply systems, roads or bridges.

There are also internal limits within CBOs and ACs. There are only first attempts to ensure higher quality of joint products (namely rice, including quality seeds and proper use of fertilizers), to do joint investments (e.g. harvesting machines, tractors, municipal ponds) or to negotiate better conditions on the market.

The conclusions respond to the third objective of the evaluation - to assess the relevance and effectiveness of KAWP's working approaches and strategies.

The project corresponds to development strategies in Cambodia and well reflects many priorities of the target groups. Therefore the conclusion on relevance is rating **4 (on 6 point scale) – Rather high** (the intervention brings good results but there are negative external factors – namely lack of water and problematic access to the market).

5.2 Efficiency

The efficiency of the project cannot be measured only by quantitative indicators as some of them were not realistic (e.g. on new villages and CBOs, tree nursery, fish, new rice plots). The respondents appreciated mainly the combination of diverse interventions, transparency, and also some flexibility (e.g. replacing fish by frogs). Investing in people (empowerment, increasing knowledge, learning new techniques, cooperation at community or cooperative level including saving and credit systems, focus on human rights) is considered as the most effective approach. However, some beneficiaries also mentioned a need for a simple language to be used for better understanding during trainings.

Many respondents mentioned as success also animal breeding (namely cows), quality seeds and better use of fertilizers. New System of Rice Intensification has been piloted only by a few farmers yet, but the results are promising (see Report of the Independent External Evaluation, March 2014).

The project team is well experienced and their facilitation roles and applied approaches are highly appreciated by the beneficiaries. However, some managerial skills are still missing, in particular for financial management (proper use of the savings for community development), and for marketing of products (supporting better access to the market). The monitoring and reporting of the project need some

improvements – while concrete results in the field are well visible and usually discussed in detail at the (reflection) meetings with target groups, a summary overview of the activities and of the results reached since the start of the project is missing in the annual project reports. This issue relates also to the complex character of the project and to very large target group (42 CBOs and 12 ACs). During debriefing, the evaluators recommended using a similar monitoring system as used by HARVEST (a matrix linking specific interventions to concrete villages and communes – see Annex 16). The evaluators also recommended double-checking the calculations in data reporting tables (see Annexes 10 and 11). The CBO/AC reporting to KAWP could be simplified – biannual reports would be better than monthly reports (the current system can lead to mistakes and also to some formalism). The reporting between KAWP and Diaconia has been changed to quarterly reporting in 2015 and to 3 reports per year in 2016.

The conclusions respond to the first objective of the evaluation – to review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors. They also relate to the fourth objective - to review current support functions and management relevant to program implementation.

Although the project does not tackle the key priority of missing water for irrigation; and its design, monitoring and reporting would still need improvements (rating between 3 and 4), the rating of efficiency of the field work with target groups can be **5 (of 6) – High** (the objectives are met and there is an overall satisfaction with the intervention). Support for animal breeding and diversification of production and of incomes partially reflect the issue of the lack of water.

5.3 Effectiveness

There are some gaps in the project logic (sustainable livelihood development cannot be reached without access to water, and without appropriate access to the market) and the logic model is too complicated for proper management and monitoring. The evaluators prepared a revised logic model – see Annex 5.

However, the real results in the field have proven irreversible positive behavior changes which concern both the application of new agriculture practices and empowerment of people and their human rights. Unfortunately, the droughts in the past two years has negatively influenced the incomes from agriculture and many families solve the survival problems by illegal migration to Thailand (or moving for work to bigger cities in Cambodia, namely Phnom Penh and Siem Reap).

The most important behavior changes observed during evaluation include applying new techniques, good communication, cooperation and solidarity in the villages and between villages, ability of people to speak out their concerns, increasing savings, decreasing violence, and increasing demand for further education.

In general, the beneficiaries stated that their expectations were mostly met by the project.

Regarding the fulfillment or a probability of reaching the formulated project outcomes, the evaluation results indicate the following:

- Outcome 1: Better food and economic security by enhanced livelihood activities (suitable agriculture and small businesses) – *most of the respondents mention significant improvements thanks to the project; this can be considered as a big success (however, a lack of water for irrigation is an important limiting factor);*
- Outcome 2: ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters – *neither project nor ACs/CBOs can effectively control the natural disasters, namely the droughts – this outcome cannot be reached without a governmental support; similarly, there is only a limited effect of the workshops on reducing (illegal) migration but several respondents mentioned there is no more need to migrate thanks to the project (and mainly thanks to its outcome 1);*
- Outcome 3: Target communities exercise their rights and access to services – *there are very positive results in the fields of recognition and enforcement of human rights, reducing violence, and also ability to speak out the concerns of people and their associations;*
- Outcome 4: ACs and CBOs practice good governance and become more responsive to the social needs of their members – *the project has brought important contribution to this outcome; however, it is important to continue in improving managerial skills and also to establish clear procedures and decision-making criteria for using the Collaborative Saving Systems for concrete social and agricultural investments.*

These conclusions relate mainly to the second objective of the evaluation – to assess outcomes and impact of project activities on communities that KAWP worked with.

Within the formulated objectives, there are significant improvements, including behavior change and increasing demand for further education. The rating of effectiveness can be **5 – High** (the objectives are met and there is a satisfaction with the intervention – investing in people).

However, when considering all aspects of sustainable development (i.e. including limited access to water, infrastructure gaps and market issues), the rating would be **between 2 – Low** (in spite of significant problems or dissatisfaction the objectives are still partly achievable) **and 3 – Rather low** (the procedures, results or assumptions do not fully meet the expectations, mainly due to external factors).

5.4 Impact

There were no control groups to assess all causalities and the project attribution to overall impacts. Most of the respondents stated significant improvements in their lives thanks to the project. However, lack of water, low costs at the market, no jobs and related migration significantly limit the benefits.

It is important that people appreciate that thanks to the project their families can grow, improve from day to day and that the children can go to schools. Some respondents explicitly stated there is no reason to leave to Thailand thanks to the long-term support from KAWP.

The foreseen positive changes (the dreams) stated during the evaluation survey are mainly related to access to irrigation for agriculture production, including family and village ponds. Only a few people mentioned access to drinking water. The second most common dream is better access to the market (better quality of seeds, better marketing, better prices for the products, higher incomes). These two issues should be reflected in any further intervention.

It is also important that most respondents are ready to contribute to the future changes, either financially or by own work. They are also ready to take the responsibility for maintenance and operational costs. The evaluators recommend providing only a partial support from the future development interventions in order to motivate local initiatives and to enhance local ownership, shared responsibility, and long-term sustainability of results.

These conclusions also relate mainly to the second objective of the evaluation – to assess outcomes and impact of project activities on communities that KAWP worked with.

As many respondents confirmed improving livelihoods and also mentioned no more need to migrate, the overall rating of impact is **4 – Rather high** (the intervention brings good results, namely in cooperation in the village and with some other villages, but there are negative external factors – namely missing water for irrigation and insufficient access to the market).

5.5 Sustainability

The behavior changes seem irreversible (the people want to continue in using new techniques, in savings, in increasing crop, in vegetable and animal production, in close cooperation within AC or CBO). Most of the respondents proclaimed a high probability to use the new knowledge and to continue in applying the new techniques. They are also ready to contribute to further improvements both by money and own work.

However, a support from the government is urgently needed – survival of people cannot depend on external support from NGOs or donors' projects. The solutions of complex issues concerning namely the access to water and improving of infrastructure must be primarily initiated by local organizations and supported by the local authorities and national government. Anyhow, even in this field the international development projects can contribute by specific expertise, e.g. in hydrogeological surveys, appropriate water treatment methods and water management in general, and by providing some technical assistance and equipment, e.g. for water storage or for improving hygiene practices. External assistance is also still needed for coaching and problem solving (e.g. new diseases of crops or animals) in the target communities, and for a proper management, including financial management and marketing.

These conclusions complement the first objective of the evaluation – to review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors (external assumptions and sustainability issues).

According to the evaluators, the overall rating of sustainability can be **4 – Rather high** (the intervention brings good results, the people want to continue in using the new knowledge, but there are negative external factors – missing water and access to the market, missing non-agricultural jobs, insufficient infrastructure, increasing migration for work).

5.6 Visibility

Visibility still needs improvements. This does not concern so much the presentation of the projects in the target villages but mainly higher visibility at national level (for negotiating with the governmental authorities) and among the donors' community (in order to increase possible synergies and complementarity with other development projects). The presentation of the project at implementation sites is satisfactory in general, including the project posters with logos of all three partners and of the Czech Republic Development Cooperation – see also Annex 16.

The overall rating of sustainability can be **4 – Rather high** (the intervention brings good results, the target beneficiaries are well informed, but there are negative external factors – closer cooperation with authorities, private sector actors and with other development projects is needed).

6 Recommendations

This chapter responds to the fifth objective of the evaluation – to identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation.

The External Evaluation from March 2014 suggested the following sets of recommendations:

- KAWP should help CBOs to clarify overall direction of CBOs and provide extensive capacity development support to ACs
- ACs should be trained in loan methodology including loan assessment; bookkeeping systems should be simplified; and investing CSI funds in a meaningful business (not just credit)
- New agricultural technique should be further promoted and strengthened; strengthen capacity of farmer groups in production technical skills, small business management skills and networking skills
- KAWP should develop a phased-out strategy for both CBOs and ACs, including tools for assessing capacity needs, providing capacity development and to measure learning performance and progress
- KAWP should clarify its organizational direction, and develop an organizational sustainability strategy that at least consists of further strengthening organizational capacity and professionalism, possible resource mobilization through income-generating projects, and learning from other organizations

The Rice Production Survey in December 2014 stated the following recommendations:

- Improve accessibility of water
- Improve seedling preparation and transplanting
- Improve use of fertilizers
- Improve marketing
- Diversification of production
- Support of animal husbandry

The below recommendations, derived from findings and conclusions of the current evaluation, correspond to a big extent to the above recommendations from the previous surveys.

6.1 Strategic decision

The evaluators suggested that KAWP and project partners must decide between two general options:

- a) Replicate the same approaches in other villages and communes, or
- b) Upgrade the current support and focus on the key priority of water and on nurturing the knowledge, techniques and behavior changes (however, a further replication of some previous approaches could continue in the same villages as only some beneficiaries received a direct support in the past).

The advantage of the first option (a) is a long term experience with establishing ACs and CBOs and with promoting new agricultural techniques, and also a possibility to avoid some problems from the past. On the other hand, sharing of experience between diverse villages and communes is already working even without or beyond the project(s), and establishing of ACs is also supported by the government. There are capacity limits of the KAWP staff – supporting more villages and communes could result in more superficial approaches.

The second option (b) offers an added value of genuine grassroots knowledge of the target villages and already built mutual trust. The future interventions could better learn from the previous experience and adequately react on evolving problems and priorities (e.g. the most critical issues of access to water, access to market, diseases of crops or animals, creating new businesses). KAWP could become also an important facilitator of communication and cooperation between the target groups, experts, authorities, private companies and international development programs.

During debriefing, all KAWP team members agreed that the second option could bring better results.

6.2 Strategic recommendation for follow-up interventions

Addressee: KAWP and project partners/donors

Degree of importance: 1 – most important

The upgrade (option b) can build on using the grassroots knowledge from the target communities and should focus on:

- Water and hygiene/health – at least trainings in the field of water management and prevention of water-borne diseases, and providing a basic equipment for water storage or for water cleaning;
- Better use of saving system for improving agricultural business, cooperation and solidarity (not only increasing the savings but development-driven use of money), including proper financial management, clear criteria and procedures (for investments focused on improved agriculture production, infrastructure or equipment, the people and/or AC/CBO should contribute – these investments cannot be 100% guaranteed by external projects);
- Supporting an access to market (and marketing);
- Facilitating contacts to and support from the government, local authorities, private sector and donors – empowering the people to voice their concerns (and to take own responsibility and own initiative);
- Expert support (coaching) for agriculture production and problems solving (e.g. diseases of crops or animals, quality seeds, quality care, etc.);
- Some support for small businesses beyond agriculture (vocational trainings, some equipment and material, maybe recommendations and technical assistance for post-harvest upgrade of products – e.g. rice storages, production of jam, drying the vegetable or fruits, etc.);
- Continuing support to the poor families (e.g. water tanks, seeds, chicken);
- Support to social events to further promote integrity of the community and to empower people to engage.

This recommendation reflects the findings from the evaluation survey in the target groups and their priorities confirmed by diverse methods and diverse sources of information. The identified topics represent the key assumptions for sustainable development of the agricultural communities in Battambang Province. The recommendation also builds upon the KAWP experience and expertise gained in the target villages and cooperatives. This approach would bring continuous improvements based on mutual learning and also on mutual trust between the KAWP staff and the target groups.

6.3 Operational recommendation: Enhancing soft aspects of a support

Addressee: KAWP and project partners

Degree of importance: 2 – important

The KAWP should also consider adding new soft aspects to the provided support, in particular an increasing cooperation with the schools (and the teachers) and with the youngest generation:

- Prepare and provide some educational materials and educational games for the schools (e.g. on hygiene, environment and water protection, preparedness for disasters, human rights);
- Consider the courses on English (e.g. in cooperation with international or local volunteers);
- Continue in socialization events with the youngest generation.

Social coherence and engagement of children and youth is an important precondition for long-term development of the communities. Education brings better chances for having decent jobs. The parents and families are well aware of this need, as confirmed during the evaluation survey. Focus on youth education and on socialization events could well complement other forms of technical assistance and could bring new impulses and motivations.

6.4 Operational recommendation: Enhancing hard aspects of a support in cooperation with other projects

Addressee: KAWP and project partners/donors

Degree of importance: 1 – most important

Access to water is the key issue to be solved. KAWP should thus consider cooperation with other national and international projects and programs focused on:

- Irrigation systems (at least the local ones – using the water from the river where possible);
- Providing pumping equipment and training people to properly maintain and repair the water supply or irrigation systems;
- Assistance in constructing municipal ponds and other water storage systems (reservoirs);
- Water quality monitoring – identifying the problems and their causes;
- Hydrogeological surveys, constructing new wells or repairing the old wells for safe water, or introducing water cleaning techniques (at family and community levels).

These technically and financially demanding investments are beyond the scope of the recent KAWP interventions. However, they are critical for any further development and also for decreasing the migration for work to other countries, mainly to Thailand. It is also clear that such hard components must be financially guaranteed by local people and/or by local authorities and cannot be solved by single NGOs or donors. The added value of KAWP is a genuine knowledge of situation in the target villages and the created mutual trust with local people. Therefore, KAWP could become a facilitator of further governmental support and a reliable partner for other international projects in Battambang Province. The evaluators thus suggest that the KAWP starts consultations with the government and international donors and strengthens its role as mediator between them and local ACs and CBOs. The project team can also be supported by Czech experts in hydrogeology, irrigation or water treatment.

6.5 Operational recommendation: Internal capacity building

Addressee: KAWP and project partners/donors

Degree of importance: 2 – important

In order to be able to address the evolving needs and for ensuring own sustainability and quality of further dissemination of knowledge and experience, an internal capacity building of KAWP is necessary. This kind of support, which can be provided by project partners or some international donors, should focus on:

- Training/mentoring on project preparation, implementation, monitoring, reporting, and evaluation;
- Financial management skills (in relation to project management and also in relation to systems of Collaborative Saving for Investment);
- Access to experts on vocational training related to developments in agriculture and also for non-agricultural jobs creation;
- Access to experts on market studies and marketing.

At this moment, the technical and managerial expertise of KAWP has probably reached its limits. Further enhancement of internal capacities is necessary for managing (and for providing appropriate advice for managing) the increasing funds and more holistic projects. This recommendation also includes a need of pro-active identification of appropriate outsourcing of external experts. For example, until now using of VSO volunteers has been sometimes built on their offer, not on the real needs of the target groups.

6.6 Technical recommendation for KAWP: Increase own effectiveness and sustainability

Addressee: KAWP and project partners

Degree of importance: 1 – most important

Based on the surveys among target groups and also on direct observations, it is important to focus on higher impact of project activities and also on better promotion of the project and of the added values of KAWP and its partners. The technical recommendations include:

- Use simpler language (some messages and advices were not fully clear to the target groups);
- Identify the qualified experts (some experts used by the project were not able to solve concrete issues, for example a problem with dying chicken);
- Improve visibility and contacts with other actors (KAWP is well known in the target groups but only by a few donors working in the same field);
- Better and timely report the successes and failures and the necessary changes in the project to partners and donors (it is important to follow donors' procedures and requirements);
- Double-check the calculations in data reporting tables and update the data on biannual basis;
- Do not rely on one source of funding (although it is important to have a clear focus and to use the genuine expertise, relying on project-based approach can endanger sustainability in case that funding of such single project fails; program approach, using pool funding from several sources, could bring better guaranties for predictable support and long-term success; co-financing of the running project from Germany and the Czech Republic is a good example in this regard)

6.7 Technical recommendation for CBO/AC: Take advantage of cooperation schemes

Addressee: CBOs and ACs

Degree of importance: 1 – most important

- Better explain the relations and cooperation schemes to avoid further confusion and overlapping;
- Start using the savings for investments into community development.

Many farmers are confused by the overlapping roles of AC and CBO and cannot recognize the differences between savings, shares, interest or dividends. Although the budgets are significantly

increasing in general, only a small part of the money is used for real development investments (good examples include harvesting machine, tractor, or municipal ponds). Both ACs and CBOs have to learn to properly allocate their budget, based on the local priorities and initiatives, rather than just to collect the money and use it for loans. The ACs and CBOs should agree the priorities with their members and prepare clear procedures for using the money for loans and for investments. A different interest rate should be used for investments into agriculture or community development and for personal loans. This approach would help the ACs and CBOs to collect the money for new project activities according to the priorities agreed in a participatory way.

- **A summary overview of recommendations:**

| 6.1 Strategic decision | | |
|--|-------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Upgrade the current support and focus on the key priority of water and on nurturing the knowledge, techniques and behavior changes | KAWP and partners | 1 – most important |

| 6.2 Strategic recommendation related to the future program | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Build on the grassroots knowledge from the target communities and focus on evolving needs (access to water, better use of saving systems, access to market, expert support) | KAWP and partners, donors | 1 – most important |

| 6.3 Operational recommendation: Enhancing soft aspects of a support | | |
|--|-------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Increase cooperation with schools and youth, continue in socialization events with the youngest generation | KAWP and partners | 2 – important |

| 6.4 Operational recommendation: Enhancing hard aspects in cooperation with other projects | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Focus on access to water – KAWP could become facilitator of further support for the target villages | KAWP and partners, donors | 1 – most important |

| 6.5 Operational recommendation: Internal capacity building | | |
|---|---------------------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Internal capacity building is necessary for ensuring sustainability and quality of further interventions (donors should support this cluster) | KAWP and partners, donors | 2 – important |

| 6.6 Technical recommendations for KAWP | | |
|--|----------------|----------------------|
| Recommendations | Main addressee | Degree of importance |
| Simplify the language, identify the qualified experts, improve visibility, improve reporting, do not really on one source of funding | KAWP | 1 – most important |

| 6.7 Technical recommendation for CBO/AC | | |
|--|----------------|----------------------|
| Recommendation | Main addressee | Degree of importance |
| Explain better the cooperation schemes to avoid confusions and overlaps, use the savings for community development | CBOs and ACs | 1 – most important |

7 Annexes to the evaluation report

1. List of reviewed documents and other sources of information
2. Evaluation schedule - List of interviews and Focus group discussions during the mission in Cambodia
3. Map scheme of Battambang Province
4. List of target CBOs and ACs (explanation of acronyms)
5. Revised intervention logic of the intervention
6. Responses to key evaluation questions from specific target groups
 - 6.1 Focus groups with AC/CBO members, interviews with Committees' members (DS)
 - 6.2 Interviews with CBO leaders (DS)
 - 6.3 Interview with project coordinator – Diaconia (DS)
 - 6.4 Questionnaire for project coordinator – Bread for the World (DS)
 - 6.5 Questionnaire for KAWP project staff (DS)
 - 6.6 Interview with VSO and HARVEST (DS)
 - 6.7 Interviews with AC leaders and quantitative results (MN)
 - 6.8 Interviews with CBO leaders and quantitative results (MN)
 - 6.9 Interviews with other stakeholders (MN)
 - 6.10 Number of key informants – group discussions
7. Case stories from site visits
8. Statistics of ACs (members and budget) 02/2016
9. Statistics of CBOs (members and budget) 02/2016
10. Data collection report of ACs 02/2016
11. Data collection report of CBOs 08/2015
12. Presentation from debriefing (28/03/2016)
13. Minutes from debriefing (28/03/2016)
14. Terms of Reference
15. Responses to the comments to the draft evaluation report
16. Selection of photographs from the evaluation mission (illustrating the evaluated intervention)
17. A Khmer summary of evaluation results

List of reviewed documents and other sources of information

CZDA: CHALD Grant decision No. 19/2014/24 for 2014 (June 2014)

CZDA: Field Report Cambodia (August 2014)

CZDA: CHALD Grant decision No. 19/2015/24 for 2015 (June 2015)

Diaconia: CHALD project description 2014 – 2016, Annex to project description, and Annex VI – Logframe CHALD 2014 (February 2014)

Diaconia: CHALD Annual report 2014 (February 2015)

Diaconia: CHALD Financial report 2014 (February 2015)

Diaconia: CHALD Annual report 2015, including annexes (February 2016)

Diaconia: CHALD Financial report 2015 (February 2016)

KAWP: CBO Consolidation and Social Enterprise. Report of the Independent External Evaluation (March 2014)

KAWP: Community Base Organization Consolidation and Social Enterprise – Project No. 20110368 G. Statement of Receipts, Disbursements and Fund Balance for the Period from 01 April 2014 to 30 September 2014. Independent Auditor's Report (April 2015)

KAWP: Data collection report – statistics of CBOs and ACs 2014 – 2016 (February 2016)

Rice production in Battambang, Cambodia. Farmers' survey (December 2014)

Internet sources:

The Development Cooperation Strategy of the Czech Republic 2010 – 2017 (October 2010)

http://www.mzv.cz/file/762314/FINAL_Development_Cooperation_Strategy_2010_2017.pdf

“Rectangular Strategy” for Growth, Employment, Equity and Efficiency, Phase III, of the Royal Government of Cambodia of the Fifth Legislature of the National Assembly (September 2013)

http://www.ilo.org/asia/info/WCMS_237910/lang--en/index.htm

National Strategy Development Plan 2014 – 2018, for Growth, Employment, Equity and Efficiency, to Reach the Status of an Upper-Middle Income Country (July 2014)

http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/genericdocument/wcms_364549.pdf

Evaluation Schedule Plans

| Date | Day/Times | Activities plan | Targets | | Staff responsibilities |
|--------------------------|-----------|------------------------|---|------------|------------------------|
| | Mon | KAWP | PMT | CDF | All staff |
| 15.3.2016 | Thue | Field Visit (Farmers) | Sam Bok Ok / Baeng Veang Villages | Daniel | Mr. Reth |
| 16.3.2016 | Wed | Field Visit (Farmers) | Ansorng Sork / Prek Trorp Villages | Daniel | Mr. Reth |
| 17.3.2016 | Thu | Partners (NGOs) | VSO (Ima4p Mr. Albert, Tel: 015 85 08 74) | Daniel | |
| 18.3.2016 | Fri | | VSO of ICS Mr. Sek Sopha, (012 42 66 07) | Nee | |
| 19.3.2016 | Sat | | ស៊ីស៊ី Keo Sokha (017 56 08 17) | Nee | |
| 15.3.2016 | Tue | | Fact Ms. Nou Sarim (012 43 68 16) | Nee | Srey Mao |
| 18.3.2016 | Fri | | Harvest Yong Yen (077 22 21 97) Afternoon | Daniel | |
| | | | World Vion Bunnhoch | Nee | |
| 23.3.2016 Dinner time | Wed | Goverments institution | PAD, District Agriculture office, Mr. Ponh O'dam 092 23 77 79 | Nee | Lim |
| 21.3.2016 | 08-10 Am | Team 1 | AC leaders (Riang Kessei) All | Nee/Daniel | Thoeun |
| | 08-10Am | Team 2 | AC members (RKS) 8-12 persons | | |
| | 10-11 Am | Team 1 | Commune Council (Mr. Penh Phoeut) | | |
| | 10-11 Am | Team 2 | DRR/HRFP (SCT) | | |
| | 01-03 Pm | Team 1 | CBO leaders (BVG) All | | |
| | 01-03 Pm | Team 2 | CBO members (BVG) 8-12 persons | | |
| | 03-04Pm | Team 1&2 | DRR/HRFP (BVG) | | |
| 22.3.2016 | 08-10 Am | Team 1 | AC leaders (PHP) All | Nee/Daniel | Soeuy |
| | 08-10Am | Team 2 | AC members (PHP) 8-12 persons | | |
| | 10-11 Am | Team 2 | DAO Koh Krolor (Mr. Sok Penhny) | | |
| | 10-11 Am | Team 1 | DRR/HRFP Boeng Preah Kralanh | | |
| | 01-03 Pm | Team 2 | CBO members (CHM) 8-12 persons | | |
| | 01-03 Pm | Team 1 | CBO Leaders Chhnal Moin | | |
| | 03-04Pm | Team 2 | HRFP/DRR Chhnal Moin | | |
| | 03-04PM | Team 1 | CC (Chhnal Moin) (Ms. Sang Saron) | | |

| | | | | | |
|--|----------|--------|-----------------------|------------|---------|
| | 08-10 Am | Team 1 | CBO leaders (SBK) All | Nee/Daniel | Thalika |
|--|----------|--------|-----------------------|------------|---------|

| | | | | | |
|-----------|----------|--------|------------------------------------|------------|----------|
| 23.3.2016 | 08-10Am | Team 2 | CBO members (SBK) 8-12 persons | | |
| | 10-11 Am | Team 1 | DRR/HRFP Sombok Ork | | |
| | 10-11 Am | Team 2 | CC Kompong Prieng | | |
| | 01-03 Pm | Team 1 | CBO leaders (TNK) All | Nee/Daniel | Sariem |
| | 01-03 Pm | Team 2 | CBO members (TNK) 8-12 persons | | |
| | 03-04Pm | Team 1 | DRR/HRFP | | |
| | 03-04PM | Team 2 | Commune Council (Mr. Put Keo) | | |
| 24.3.2016 | 08-10 Am | Team 1 | AC leaders (BDR) All | Nee/Daniel | Srey Mao |
| | 08-10Am | Team 2 | AC members (BDR) 8-12 persons | | |
| | 10-11 Am | Team 1 | DRR/HRFP Tasorng | | |
| | 10-11 Am | Team 2 | CC Bay Damram | | |
| | 01-03 Pm | Team 1 | CBO leaders (KLP) All | | |
| | 01-03 Pm | Team 2 | CBO members (KLP) 8-12 persons | | |
| | 03-04Pm | Team 1 | DRR/HRFP Kralapeas | | |
| 25.3.2016 | 08-10 Am | Team 1 | CBO Leader in Tuol Tasok | Nee | Leakhena |
| | 08-10Am | Team 1 | CBO members (TTS) 8-12 persons | | |
| | 10-11 Am | Team 1 | DRR/HRFP | | |
| | 10-11 Am | Team 1 | CC Bansay Treng (Mr. Lorm) | | |
| | 01-03 Pm | Team 2 | CBO leaders (PTP) All | Daniel | Chhunly |
| | 01-03 Pm | Team 2 | CBO members (PTP) 8-12 persons | | |
| | 03-04Pm | Team 2 | DRR/HRFP(PTP) | | |
| | 03-04Pm | Team 2 | Fishery Assossiciation (Prek Trap) | | |
| 26.3.2016 | 08-10 Am | Team 1 | CBO leaders (KDG) All | Daniel | Lim |
| | 08-10Am | Team 2 | CBO members (KDG) 8-12 persons | | |
| | 10-11 Am | Team 1 | DRR/HRFP | | |
| | 01-03 Pm | Team 1 | CBO leaders (KPT) All | Cancelled | |
| | 01-03 Pm | Team 2 | CBO members (KPT) 8-12 persons | | |
| | 03-04Pm | Team 1 | DRR/HRFP | | |
| | 03-04Pm | Team 2 | CC Phnom Sampov (Ms. Chim Tun) | | |

Date: 14/03/2016

Prepared by: KAWP

Evaluation Schedule Plans

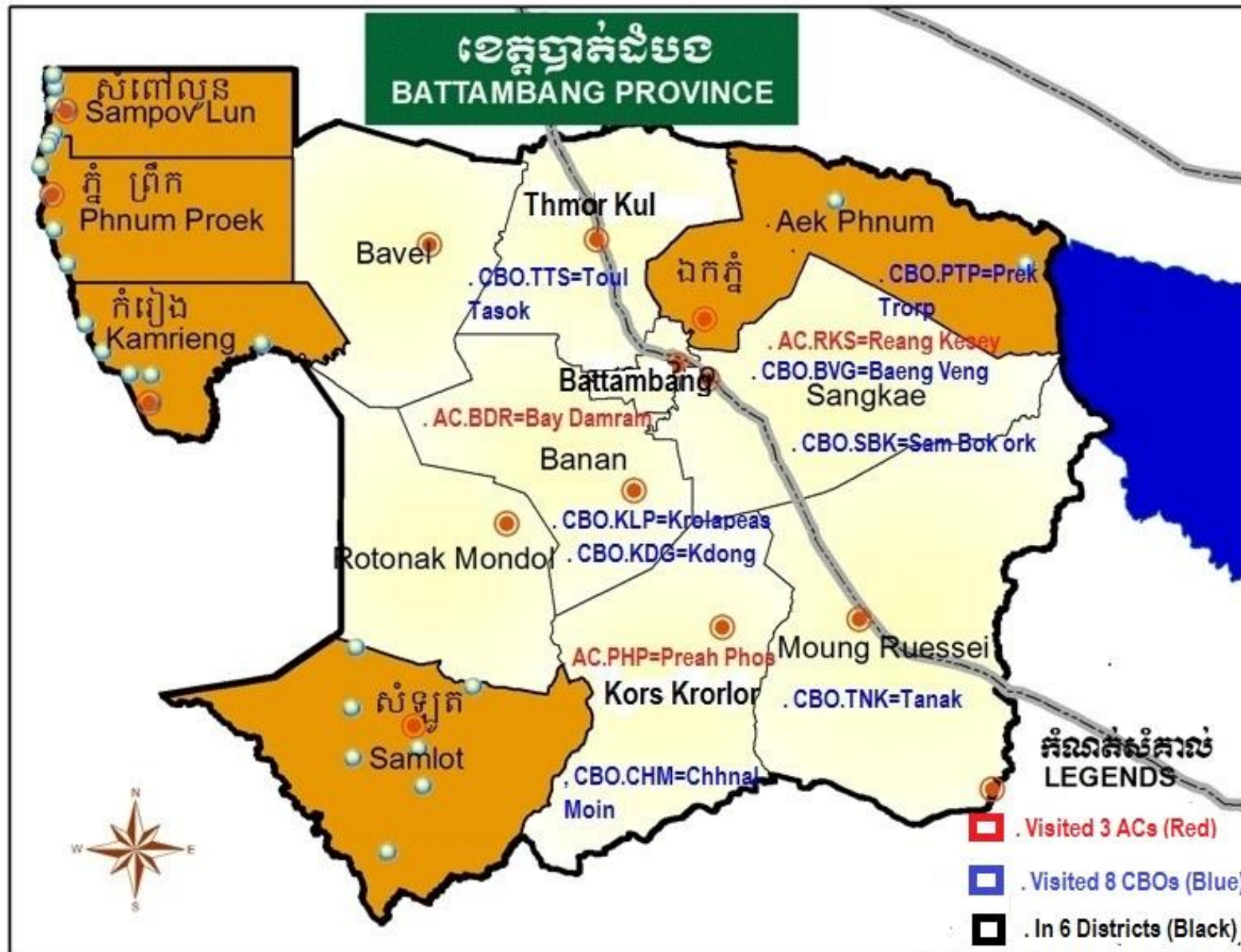
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| | 08-10Am | Team 2 | AC members (PHP) 8-12 persons | | |
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|--|----------|--------|-----------------------|------------|---------|
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|--|----------|--------|-----------------------|------------|---------|

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| 23.3.2016 | 08-10Am | Team 2 | CBO members (SBK) 8-12 persons | | |
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| | 03-04PM | Team 2 | Commune Council (Mr. Put Keo) | | |
| 24.3.2016 | 08-10 Am | Team 1 | AC leaders (BDR) All | Nee/Daniel | Srey Mao |
| | 08-10Am | Team 2 | AC members (BDR) 8-12 persons | | |
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| | 10-11 Am | Team 1 | DRR/HRFP | | |
| | 01-03 Pm | Team 1 | CBO leaders (KPT) All | Cancelled | |
| | 01-03 Pm | Team 2 | CBO members (KPT) 8-12 persons | | |
| | 03-04Pm | Team 1 | DRR/HRFP | | |
| | 03-04Pm | Team 2 | CC Phnom Sampov (Ms. Chim Tun) | | |

Date: 14/03/2016

Prepared by: KAWP



List of CBO/AC in KAWP Targets

| No. | CBOs in Full Name of Villages | No. | ACs in Full Name of Communes |
|-----|-----------------------------------|-----|------------------------------|
| 1 | SNH = <i>Sam Nanh</i> | 1 | PSP = <i>Phnom Sampov</i> |
| 2 | KDG = <i>Kdorn</i> | 2 | KEA = <i>Kear</i> |
| 3 | KPT = <i>Kropeu Tbong</i> | 3 | RKS = <i>Reang Kesey</i> |
| 4 | SPK = <i>Sampov Koeut</i> | 4 | PHP = <i>Preah Phos</i> |
| 5 | TNK = <i>Tanak</i> | 5 | CHM = <i>Chhnal Moin</i> |
| 6 | RKC = <i>Rokachhmol</i> | 6 | PNR = <i>Prek Norin</i> |
| 7 | SIEM = <i>Siem</i> | 7 | KKM = <i>Kork Khmum</i> |
| 8 | PPI = <i>Prey Prom 1</i> | 8 | WKR = <i>Wat Kor</i> |
| 9 | PPII = <i>Prey Prom 2</i> | 9 | BDR = <i>Bay Damram</i> |
| 10 | SCT = <i>Svay Cheat</i> | 10 | BST = <i>Bansay Traeng</i> |
| 11 | WKD = <i>Wat Kandal</i> | 11 | TPD = <i>Tipadai</i> |
| 12 | TSL = <i>Toul Snoul</i> | 12 | KPP = <i>Kompung Prieng</i> |
| 13 | BVG = <i>Baeng Veng</i> | | |
| 14 | WKR = <i>Wat Kor</i> | | |
| 15 | KPM = <i>Kaun Prom</i> | | |
| 16 | BPL = <i>Baeng Preah Krorlanh</i> | | |
| 17 | BHP = <i>Baeng Preah</i> | | |
| 18 | SHB = <i>Sach Hab</i> | | |
| 19 | BTC = <i>Banteay Char</i> | | |
| 20 | CHM = <i>Chhnal Moin</i> | | |
| 21 | KST = <i>Krang svat</i> | | |
| 22 | SPN = <i>Spean</i> | | |
| 23 | TMR = <i>Thmear</i> | | |
| 24 | TTS = <i>Toul Tasok</i> | | |
| 25 | CKN = <i>Chhkekon</i> | | |
| 26 | BDR = <i>Bay Damram</i> | | |
| 27 | SDO = <i>Sdao</i> | | |
| 28 | KLP = <i>Krolapeas</i> | | |
| 29 | TSG = <i>Tasong</i> | | |
| 30 | KPC = <i>Kompoung Chaeng</i> | | |
| 31 | KCG = <i>Kanh Chrorng</i> | | |
| 32 | TCN = <i>Toul Chornieng</i> | | |
| 33 | PTT = <i>Prey Totueng</i> | | |
| 34 | SBK = <i>Sambok Ork</i> | | |
| 35 | BCG = <i>Boeung Chreng</i> | | |
| 36 | ATK = <i>Aoustouk</i> | | |
| 37 | KPN = <i>Kok Pone</i> | | |
| 38 | PTP = <i>Prek Tropp</i> | | |
| 39 | ASS = <i>Ansong Sork</i> | | |
| 40 | RDK = <i>Reach Donkeo</i> | | |
| 41 | CKS = <i>Chrab Krosang</i> | | |
| 42 | BLG = <i>Balang</i> | | |

| Community Based Social Harmonization and Livelihood Development (CHALD) - Project Planning Matrix (PPM) / January 2014 - December 2016 | | | | |
|---|---|-----------------------------------|--|--|
| Description of the project | | Objectively Verifiable Indicators | Sources/Mean of Verification | Assumptions/Risks |
| Goal/Overall Objectives | Contribute to poverty reduction and the fulfilment of the rights of citizens by strengthening and supporting communities and civil society organizations to promote and support continuous improvement in the socio economic situation of vulnerable households | | | |
| Objective 1: The target groups have more secured livelihood activities | Increased incomes for at least 70% of beneficiaries (rice, horticulture, chicken, cow, fish) | | Baseline and endline survey report Progress, completion and evaluation reports Case studies AC and CBO database | Political stability Mutual cooperation and learning Viable business models Collaboration with other stakeholders Support from relevant authorities Sufficient capacities from local staff |
| Objective 2: Cooperatives and CBOs effectively manage natural resources and disaster risks | Fishing, natural lake and tree nursery communities effectively implement their plans | | | |
| | 42 natural disaster risk management committees | | | |
| | 80% of (15,000) nursed trees survive | | | |
| Objective 3: The target groups exercise their human rights | 75% of community members are confident to report human rights violation and access the related services | | | |
| Objective 4: ACs and CBOs are more responsive to the needs of members | 90% of 42 CBOs and 12 ACs implement their plans 75% of CBOs apply Collaborative Saving and Investment | | | |
| Outputs/Expected Results | | | | |
| 1.1 Farmers have better knowledge on sustainable agriculture business | 65% of farmers gain practical knowledge and techniques on sustainable agriculture business | | AC and CBO database Progress, completion and evaluation reports Observation and follow up Pre-test and post-test AC and CBO database, reports Observation and follow up | Activity of farmers & market demand |
| 2.1 CBOs gain knowledge on natural resource management and disaster risk reduction (flood and drought) | 42 CBOs gain concept and practical knowledge on natural resource management and disaster risk reduction | | | Technical and financial support from authorities |
| 3.1 The communities understand the human rights and public services | 70% of target beneficiaries well understand advantages of accessing human rights and public services | | | Political support at community level |
| 4.1 Partnerships and cooperation between and among ACs and CBOs | Regular meetings between/among ACs, CBOs and CCs Policies and guidelines for ACs and CBOs are developed | | | Interest in commune forum |
| Activities | Means | | Costs | Assumptions/Risks |
| 1.1.1-8 Campaigns, meetings, study tours, trainings, direct inputs 2.1.1-6 DRR assessment, trainings, campaigns, tree nursery, seeds 3.1.1-6 Trainings, social events, support for victims and focal points 4.1.1-9 New CBOs, surveys, capital investment, trainings, local planning | Personnel (management, experts) Travel costs Equipment and supplies (agriculture inputs, tools, rent) Subcontracts Consumables Direct support for target groups Other direct costs (documentation, communication, etc.) Overhead | | \$ 145,507.00 (should be specified by budget categories) | Participatory and fair selection of the beneficiaries Active engagement of target groups Precondition: Grass root knowledge from previous projects |

Poverty reduction & enforcing human rights

National and local statistics and surveys

Households (HH): New livelihood incomes

Increase of production/incomes

Knowledge and techniques for agricultural development

AC & CBO: Management of natural resources/disasters

Local plans, surviving trees, etc.

Knowledge on management of natural resources/disasters

Communes: Human rights responded

Confidence of community members

Understanding of human rights concept & services

AC & CBO & CC: Collaborative local development

75% - 90% CBO/AC functional

Partnerships within and across sectors

135 households/farmers, 12 Agricultural cooperatives (AC), 42 villages and Community Based Organizations (CBO), and Community Councils (CC)

**Workshops and supplies for rice production, chicken, cow, fish, horticulture and post-harvest management;
Workshops on marketing, business plans & social enterprises**

Surveys and workshops on disaster risk management, and adaptation to climate change;

Assessment and workshops on nature conservation, a support for tree nursery, and fish management;

Campaigns on legal migration in communes

Awareness on human rights and social services, trainings for HR Focal Points, support for victims;

Building networking in communes, supporting social events;

Awareness/workshops on safe migration in villages

**Support for establishing 8 new CBOs, strengthening capacities of existing CBOs;
Local planning by means of commune councils, workshops on policies and accountability;**

Support for collective savings and investments

Rice seeds, 300 chicken, 60 cows, (young fry, 15,000 trees), training/workshops/study tours/surveys, etc. in all 42 villages and 12 cooperatives...

Human resources (management & experts), equipment and supplies (seeds, livestock, tools, etc.), subcontracts (trainings, campaigns, studies, rent, print etc.), travel, consumables, direct support for target groups, overheads

21/03/2016 – Reang Kesey Commune – Focus Group with AC members

8 women and 2 men (most of them long-term AC members) (Interviewer: Daniel Svoboda)

288 members, 1687 shares per 30,000 Riel (7.5 USD), money from tractor and loans 99,238,900 Riel (24,810 USD), Profit: 20,762,900 Riel (5,190 USD).

1. Relevance – What is the main current problem?

Lack of water – there is a new irrigation canal, but without water. People cannot plan their growth, one of the options would be to build own pond (3.5 ha available). The problem with drinking water seems not to be priority – besides bottled water, rainwater is used and there are some wells (some of them just opposite the place of the meeting).

2. Efficiency – What was the key “value” received from KAWP?

No support for irrigation but they provide cows, the seeds and loans (?) for rice and techniques for rice production, human rights trainings and teaching people about HIV, facilitation of loans and saving system (used for a tractor), facilitating messages to authorities via selected leaders. There is a problem that people do not have enough money for pay back the loans.

3. Efficiency – What was working best?

KAWP can link people together. Combination of satisfying diverse needs (cows – each member of the family got one cow but only selected families, experience how to save money, agriculture techniques). The guaranties and building trust between people.

Due to many meetings, people feel empowered (example: a lady did not understand and did not speak before, now she is very open and can speak).

There is no problem with negotiating schedule for using tractor or the harvesting machine – depending on shares there are also dividends, keeping money works. The people have money for sharing the machine.

The harvesting machine would be a big progress while growing production cannot help so much.

4. and 5. Effectiveness – What is the most important change in the last 2 years? What I am really proud of?

- Now we can share a tractor for a low price and can get dividends.
- 2 years ago I did not know how to save money (even little money e.g. 5000 Riel /1.25 USD/), how to get interest, how to speak... I do not need to go too far to save/invest money.
- My family can grow, improve from day to day, children can go to schools, and we can have cows.
- I can save a little money to support studies of my children (not only secondary education but hopefully high school and university).
- I spend less for using the same. I know how to save money - the KAWP CSI system can be used. Everyone can borrow for investments or important events (wedding, funeral) not for motorbikes...
- We can borrow max. 500 USD for 2.5% interest rate/month (e.g. for cow – as she did not get a cow from KAWP).
- I joined just 2 years ago but could improve a lot, e.g. pay more for seeds. Not only personal improvement but improvement of the whole community together.
- My family improved a lot (e.g. could buy motorbike for children), thanks to irrigation I can have two yields per year; harvesting machine would help. I can save money for education of my children.
- It is important to know where to borrow (in community and with a low interest).
- I know the agriculture techniques and I understand the use of fertilizers. I know how to protect rice from diseases thanks to KAWP, now I can plan my growth and I know how to save the money.

6. Impacts – What positive change I expect in 2 years?

Together we can get a lot of money for buying the harvesting machine (without it the yields would destroy). It is not an individual dream but a community dream. Another one could be a storage house. The people feel excited, no one in the past asked about daily life problems – KAWP helped a lot – now we can ask everything, better life after KAWP intervention.

7. Impact – What would you do for the foreseen positive change?

We joined the CSI system, now we have already 50% for the harvesting machine.

8. Sustainability – What do we need from KAWP?

Market place for our production. Better seeds. Maybe place for storing/drying the rice. Maybe car for transporting our rice.

9. Other issues

Community had the meetings and plans to restore the pond (now very small, not enough water – 1 m instead of 3 m in the past, only cows can use it). It is important for us and also for tourists. New pond/lake can serve 300 families.

We trust the current leader.

Observation: There is a rice mill with a production capacity of 10 tons/day during the harvesting season. It is a private business, the owner (women) had health problems in the past years (several operations), now she can focus on business again.

21/03/2016 – Reang Kesey Commune – Disaster Risk Reduction committee (DRR), Human rights focal point (HRFP) interview

2 women and 1 man (Interviewer: Daniel Svoboda)

Disaster issues:

- Diseases of rice, and insects
- Floods after harvest can destroy the yield (from 2 tons to 1 ton)
- Save water in jars for families
- We need to restore the ponds (700 USD for one pond), water can contribute to other fields.
- There is some solidarity, people can help each other

No more violence in the families (people have more knowledge) and if yes, it can be solved only in the families without external help. Problems are with “gangsters” but in that case only police (or hospital) can help.

KAWP can help only with knowledge, not with money or helping victim during night violence.

The HRFP are only volunteers, with no money, sometimes suffering from stress, dependent on their own business (must attend meeting, cannot work in pub). But the people know the phone number and can ask for help/advice. Some people do not want to continue – no money, wasted time...

21/03/2016 – Baeng Veng Village (BVG) – Focus Group with CBO members

16 women and 5 men (Interviewer: Daniel Svoboda)

Main production: rice, bean, cucumbers, other plants, not so much animal production (mainly cows, chicken, ducks, pigs are not competitive – low price for pork)

1. Relevance – What are the key problems?

Water for crop production – only a part of village people have small ponds. Canal works only in a rainy season. Only bottled water for drinking.

2. Efficiency – What is the key “value” from KAWP?

KAWP helped as with cows and plants, teach us how to use fertilizers, how to plant rice, cucumbers, etc.

3. Efficiency – What was working best?

The quality of rice seeds was best appreciated.

4. Effectiveness – What was the most important change in the last 2 years?

There was a water two years ago, now we have canal but without water. Some people have pumps or water sources but the situation is worse.

5. Effectiveness – What I am proud of, what I like?

There is no choice, not important whether we like it or not. There is a lot of cheap land now (500 USD/ha) but nobody buys it.

6. Effectiveness – What future positive change you expect?

No specific advantage of CBO – tractor could help with fields, and the harvesting machine. We would need new ponds, but we have place for only for 1,000 m³ which is for one family max. We have some wells 45 m depth but without water. Pumps need money. Wells need money. Ponds need money.

7. Effectiveness – What we are ready to do?

76 people joined the CSI, savings started 4 month ago; the people are confused by the roles of CBO and AC.

8. Sustainability - How can KAWP help?

We need road, irrigation and bridges over the canal. Nothing else. Maybe English teachers for our children but we do not believe we can get it for free (or for reasonable money) in schools. We do not want to ask – we are 100% sure nobody can help us. We do not know anything about potential governmental support.

22/03/2016 – Preah Phos Commune (PHP) – Focus group with AC members

8 women and 3 men (Interviewer: Daniel Svoboda)

1. Relevance – What is the main current problem?

Disaster – no water. Only some families have ponds, but without water. There are wells of 80 m depth but without water (some from charity, e.g. World Vision, some governmental), they were working only 1-2 months after rainy season. The water is dirty, already 1-2 years, maybe 5 years, and cannot be used. Some survey/research is needed, at least analyses, to recognize the reasons. For drinking we can use only bottled water or water from cisterns.

There is no plan to solve the situation, no farms can develop, and it is not because the farmers are lazy... During winter seasons, the heavy rains and storms can destroy the houses.

Because of lack of water the people are leaving – big lake could improve the living standard and water reservoirs could prevent migration for work.

Feeding chicken is easy but they die in 3-4 months, nobody knows why (illness, lack of water, hot?), experts and vaccination did not help.

There is no market place for the products, namely the rice. Cows are the main income, vegetable only in rainy season.

2. and 3. Efficiency – What was the key “value” received from KAWP? What was working best?

- 10 years ago CBO members could get a cow;
- There are savings from selling cows, savings for problem solving – people can use it with a low interest rate;
- KAWP teach us how to create CBO, how to manage community;
- We know new agriculture techniques and from the shares for the AC we already have 50,000 USD.

4. Effectiveness – What is the most important change in the last 2 years?

We are poorer and poorer – many people left to Thailand. Mainly old people stay and take care of children and grandchildren. We do not want to leave but without water there is no chance.

5. Effectiveness – What I am really proud of (what made me happy)?

- I am happy to have cows – but somebody must take care of them and stay here.
- I am proud of KAWP – somebody supports us, helps us with saving systems, and enables lending money with a low interest. Without KAWP, the people would have to leave.
- I am happy of you – somebody must send the message to the government, donors. *(Remark: Primarily the local the people must formulate the message and voice it)*
- We are hopeless – no one wants to speak at the meetings, people shy. Without a deep survey nobody can help. If you help us to express the needs and go with us, we would be happy. *(Remark: Does KAWP know the government strategies and assistance systems? Can help the people to reach the government?)*
- There is a good cooperation with the leader.
- Everything happens only thanks to KAWP.

6. Impacts – What positive change I expect in 2 years? Dreams?

- Only water. Pond for each family; we can save money for water.
- Electricity is still not here. This would help very much.
- We need market place for rice, cucumbers, etc.
- Irrigation.
- Irrigation and wells for drinking.
- Income generating after harvest, we do not know what to do. E.g. a small factory for clothes, but we do not know how to do it and how to reach market. Then the people would not migrate. It is a village dream. *(Remark: Can KAWP provide some vocational training and help with equipment – e.g. sewing machines, and with marketing?)*
- Somebody has to trust to evaluators – to send them here. Listen to us and help us.
- The water is only 20 km from here but the government refused to help.
- We want the funds coming directly to the community – e.g. KAWP provided 1 cow and took 2 back, what about providing 2 cows and taking only one back? *(Remark: the community/AC itself can decide about such systems, they have own money, can select the most needed people, invest to the key issues – not only collecting the money)*
- Only water.
- Maybe English teacher.

7. Impact – What would you do for the foreseen positive change?

We have a saving system and already 50,000 USD. *(Remark: it can be used for 50 ponds if the water can save the people, some money could be used for analyses, etc.)*

We are ready to learn new vocational skills, e.g. establish a women group for sewing, to look for the market, to contribute financially.

8. Sustainability – What do we need from KAWP?

For example the tanks/reservoirs for water to store it from rainy season, a help with marketing – not only produce but to sell.

9. Other issues

We can do some own survey what other villages are producing and selling on the market, or the services they provide, or what the people need (to buy).

22/03/2016 – Preah Phos Commune (PHP) – DRR committee and HRFP interview

1 man (Interviewer: Daniel Svoboda)

We only have a theoretical knowledge what to do during floods (which did not come):

- Find a safe place for people;
- Help victims to protect from insects;
- How to prevent diarrhea from water;
- The school can be protected (there is a dam and a pump for getting water out), so teaching can continue;
- Provide food for victims – not ensured, government should help

22/03/2016 – Baeng Preah Krorlanh Village (BPL) – DRR Committee and HRFP interview

DRR 3 men and 2 women (+ 4 observers: 3 men and 1 woman) (Interviewer: Daniel Svoboda)

There are no serious problems with floods but with lack of water. They want to restore the ancient lake (from Angkor times) – there is a space of 100 x 300 m but water only for cows. The people came to the village in 1998, now there are 202 people here. At that time, there was at least 1 m of water, now only for cows if any. There are only 2 small ponds in the village. The whole district has no water and meeting with government of district did not help.

Around 80% of people migrated and they send some money. The KAWP training on migration: Safer through company or government but more expensive than illegally. The Cambodian culture is to stay with the family, in the country, but there is no choice.

The people are dependent mainly on cows; rice and other plants only in a rainy season.

World Vision is doing something similar like KAWP, in 5 communes, including this one. Focus on education (better schools), children (children clubs), health (mainly for pregnant women), plus something more.

Human rights focal point

1 man (Interviewer: Daniel Svoboda)

After KAWP intervention, violence in families and also at ceremonies (e.g. weddings) decreased, as well as trafficking. The people know whom to ask for help – they can contact each other to prevent the issues. More training would help as some prevention issues are still not clear. Women's voices are not strong enough in the group (they shy) but for example the disasters and also migration affect them – they must take care of the water, bringing heavy stuff, taking care of children (and/or grandchildren), of the house. The poor people cannot send children to school as they have no jobs. It is hard to survive here.

22/03/2016 – Chhnal Moin Village – Focus Group with CBO members

5 women and 1 man (Interviewer: Daniel Svoboda)

Main incomes from crops (rice) and cows, some vegetables (not specified)

1. Relevance – What is the main current problem?

Money in the community – saving system was established but 15 of 33 people do not return the borrowed money. KAWP provided cows to CBO families, they were expected to return the cattle but some (5-6) sold them to pay their debts not to lose their property. CBO decided about the cows by “lucky draw” (a lottery). Thanks to bad debts 10,000 USD is only on paper, the real money is missing. Problems cannot be easily repaired as there was no rain for 2 years and the people cannot pay debts. No water is the main problem, there are no plans on irrigation; the only sources are the small ponds. There are 2 wells 86 m deep but no water for six, seven, maybe nine years. *(Remark from observation – there is a functional well 76 m deep very close, with a sufficient water yield; however the proclaimed 500 m³/hour cannot be realistic)*

2. and 3. Efficiency – What was the key “value” received from KAWP? What was working best?

- Road and help for old people (food once a year, ceremonies, funerals...), and cows.
- Everybody knows about our problems but nothing happens.

4. Effectiveness – What is the most important change in the last 2 years?

- My family received a cow from KAWP – a little improvement as we still must pay debts, still very poor.
- KAWP gave me money for a cow 2 years ago, now I have 2 cows and small savings.
- I did not receive anything from KAWP but I have a little higher standard – I have pigs and rice and cows.
- We have had 5 cows and also a cattle 2 years ago and we are not in debts.
- As I need money, I have a chance to borrow from CBO members. I have 2 cows now. The money in CBO increased – now 60 families can get a cow.

5. Effectiveness – What I am really proud of (what made me happy)?

- Nothing, because of no water. I am worried about next 3 months, I would have to leave.
- When there was a similar drought 12 years ago, the Red Cross offered the cisterns with water.
- I do not want to go to another place, I have a house and the field, so I do not want to start again from zero.
- My daughter and son live in Phnom Penh, they support the family here.
- I would need a chance for other job (*Remark: Can KAWP offer some vocational training, equipment, material, access to market?*)

6. Impacts – What positive change I expect in 2 years? Dreams?

- To have a better life – cows, pigs, chicken, maybe goose
- Farm and a field (one good seasons means food for 5 years)
- I would need a tractor (*Remark: Can AC help with sharing? Or can be renting a tractor a good business?*)
- The talking is nice but what will happen? (*Remark: Very pessimistic and passive village*)

7. Impact – What would you do for the foreseen positive change?

We are ready to share money and our work.

8. Sustainability – What do we need from KAWP?

We do not know anything about the KAWP's plans (*Remark: If you are not able to say what you really need, nobody can help*)

We need water!!!

More cows can help.

There are only 2 cars in the village – not enough for reaching a market.

VSO trainings are enough, we do not need more.

9. Other issues

There are some problems in cooperation within CBO (e.g. the leader invites people for a meeting but he does not come).

23/03/2016 – Sambok Ork Village (SBK) + one more – Focus Group with CBO members

6 men and 11 women (and 2 children) (Interviewer: Daniel Svoboda)

From 84 families only 24 joined CBO

(Village visited the last week – rice, chicken, frogs, cows, vegetable...)

1. Relevance – What is the main current problem?

No water, irrigation without water, shallow ponds and not for everybody. Missing containers, jars.

2 years ago the villagers shared the costs for a dam. The main dam in Kanghort Village is 30 km far away and the Chinese do not provide water (*Still testing period? Then the government can decide?*). It is open only in a rainy season.

There are 3 wells with drinking water, still working, but far away. UNTAC built it, also some ponds (not deep enough), and provided rice.

No money to do small business, e.g. grocery shop, feed for chicken.

Coaching for agriculture technique, but not only theoretical – coaches without practical experience cannot help much. Coaching for chicken and vaccination is missing.

40% support for seeds from KAWP is fine (but without water it is difficult), also some agriculture techniques and some animals.

Houses for chicken are missing. (*Remark: It cannot be such difficult to build the house for the chicken as a small investment into family business*)

2. and 3. Efficiency – What was the key “value” received from KAWP? What was working best?

- We received cows, chicken, seeds, crops, rice, frogs (some people could decide “I do not want this as I am not experienced or cannot feed it.”).
- There are no complaints, people understand the system of sharing the funds, e.g. the frog go to 3-5 families now, and next time to the others (some will wait as they have no experience and will decide later).

4. Effectiveness – What is the most important change in the last 2 years?

- We joined KAWP in 2006. Situation is better – increase of production by 20% now (5% max. in the past).

5. Effectiveness – What I am really proud of (what made me happy)?

- We are happy to live here thanks to KAWP – no reason to leave to Thailand (consensus).

6. Impacts – What positive change I expect in 2 years? Dreams?

- We need both the crops and animals (and water!!), a skillful coach.
- The poorest in the village still do not want to speak. They usually stay with grandchildren as their parent moved to another place.
- Small shop for selling grocery.
- Capital to extend the business (chicken, coach).
- Pumping machine and pipes for water – no need to buy water (two more people agree, e.g. an old lady with grandchildren, due to illness she cannot work and carry heavy things - often blood pressure is a problem, traditional medicine could help). Deeper ponds (3 people).
- Enough food for chicken and other animals.
- Coach for chicken and crop production.
- House for chicken (3 people).
- Market place for crops.

7. Impact – What would you do for the foreseen positive change?

Animal is better than crop. Sometimes investment of 250 USD would help (the cost of the meeting place – originally a kindergarten). AC cannot help much. There are some funds from saving system but we do not know if these can be used. Some people moved. We are ready to contribute about 10% and by our own work.

8. Sustainability – What do we need from KAWP?

The price of chicken is about 4.5 USD/kg, not much. We do not know what we need and can get. E.g. grass for cows is missing – are there any grass seeds?

9. Other issues

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23/03/2016 – Sambok Ork Village – HRFP (1 man + 1 woman) and DRR (1 man and 2 women) interview

(Interviewer: Daniel Svoboda)

HRFP: Since joining KAWP in 2005 (maybe 2006), there is no more violence in the families and during ceremonies. The training included also rights of children and old people. We have also volunteers for kindergarten but we would need some more money for that (around 28 children below 6). Probably no more special training is needed.

DRR: There were some trainings but the most serious disaster is missing water. We sent message to the dam, to government, but we can only wait. The pumping machines are need and restoring the ponds (better as they can serve both people and animals, the wells are only for people; remark: depth of wells 45-60 m).

There were floods in the previous year. We need some equipment – boat for saving people, tents for living; material help would be better than training but we still need some knowledge. FAO helps with trainings, not with material.

Remark on frog farm (last week 6 male and 2 female frogs, today already 20 frogs).

23/03/2016 – Tanak Village (TNK) – Focus Group with CBO members (registered CBO)

3 men and 5 women (and 2 children) (Interviewer: Daniel Svoboda)

+ 1 key respondent: 3 associations under CBO – rice, cow, insurance. There is 60 million Riel (15,000 USD) in the fund and people pay every month, rarely they do not pay back. Easier than microfinance and with better interest rate. Not sure about sustainability if KAWP withdraws – only old people stay, young leave.

1. Relevance – What is the main current problem?

Climate change - no water, irrigation without water, only small and shallow ponds, municipal lake of 60x30 m has water only in a rainy season – not enough.

Migration to Thailand, sometimes whole families (main incomes from there; rice and cows only a little part, mainly for eating, low price of rice).

No market place after harvest, small road would help to transport the production.

Government has plans but no action.

2. and 3. Efficiency – What was the key “value” received from KAWP? What was working best?

- Some confusion on the roles of KAWP, CBO, AC.
- KAWP has done a lot – a road, irrigation, cows, seeds for rice, saving system for “social fund”, education (gifts for outstanding students), restoring the well(?), support for women and children rights, ceremonies and celebrations – e.g. equipment for traditional games or traditional musical instruments to be rented for celebrations, constructing a small pagoda, supporting health (transport to hospital, renting beds).
- Most appreciated: Road, irrigation and the lake restoration; but also the complexity / combination of different approaches (however, sometimes not fully demand driven)
- (Remark: annual survey/monitoring should be introduced)

4. Effectiveness – What is the most important change in the last 2 years?

- Some did not join KAWP (CBO?) but still received cows.

- Lot of knowledge on money control. Increased savings from 40 to 60 million Riel (10,000 – 15,000 USD). Now they understand CSI and can save 2.5 – 12 USD/month (only 0.25 USD in the past).
- The people were not used to speak out at the meetings, now they can.

5. Effectiveness – What I am really proud of (what made me happy)?

- Now we have everything except for road, irrigation and ponds – no need to leave. Husband, children and happiness in the family.
- KAWP improved life standard.
- Happy to live here thanks to KAWP – I have permanent house, can use saving system (also contributing money from children). Even the really poor can get cow and a lane of field.
- I am happy that KAWP developed the village. And I have a “big” job – printing invitations to weddings... I got nothing except for knowledge and I can develop own business. (teacher)
- KAWP knows our needs and helps (e.g. planning the crops and use quality seeds).
- KAWP can help the community (proud volunteer).
- I am happy for that work for KAWP (another volunteer).
- I am proud of my students (primary school teacher).
- KAWP provided a lot and everything happened thanks to that (consensus).

6. Impacts – What positive change I expect in 2 years? Dreams?

- Education and pond and irrigation.
- Make everybody rich and healthy in the community.
- Money for business extension.
- We feel worry if KAWP leaves, the CBO is still not sustainable, do not stop.

7. Impact – What would you do for the foreseen positive change?

I hope to continue as a volunteering teacher as people want to live here.

8. Sustainability – What do we need from KAWP?

Send the message to the government what we need!

9. Other issues

- (Remark: Inspiring discussion)

23/03/2016 – Tanak Village (TNK) – HRFP (1 man + 2 women) and DRR (2 men) interview

(Interviewer: Daniel Svoboda)

HRFP Role: look after villagers with problem. In case of violence inform police and authorities. There were also gangster (from the village or from outside). This has never happened since KAWP intervention. The social events (Women days etc.) will continue.

DRR: Committee can suggest the way to prevent disaster – e.g. a proper use of water. The floods are not an issue here. Now, no one has water for two weeks – can buy from pagoda or other villages. There are 4 big ponds without water this year. We still need some soft skills (a trainer) – how to use water for all villagers.

We did an Open School Day, with children and parents – speaking guest and the games (both rights and water issues included). Hygiene education as disaster prevention should be also included.

Children Rights Day – children came home “Today is my day and you must take care of me!” And they know their rights are valid every day. And they also know they must follow the advice of their parents. Some villagers do not celebrate these days...

24/03/2016 – Bay Damram Commune (BDR) – Focus Group with AC members

8 men and 6 women (Interviewer: Daniel Svoboda)

8 villages in the commune, rice is the main income, only a little from vegetables or fruits (mainly for families) or from animals – cows, chicken, some pigs

Meeting in the new storage house for rice (Harvest + KAWP)

Source of water: some ponds, wells (40 – 45 m deep) for 10 – 15 families, not enough; but also a treated water from a private company; the place is very close to the river (but only some villages)

1. Relevance – What is the main current problem?

Water – irrigation without water due to Kanghort dam which does not provide water, no pumping machines for water (*Remark: can the AC budget be used?*)

2. Efficiency – What was the key “value” received from KAWP?

- KAWP came before Harvest (US AID), and provided cows. Chicken, money for the storage house...

3. Efficiency – What was working best?

- Cows and the storage house.
- Some technical trainings for planning the rice, how to protect animals from diseases.
- The saving system works well, no bad debts (but no rules for taking money back if I leave). Small loans up to 500 USD for ID, certification by the chief of the village, signature (for such amount no collateral is needed) – used for survival: seeds, petrol, fertilizers.

4. Effectiveness – What is the most important change in the last 2 years?

- Everything develops, e.g. storage for rice seeds, cows (consensus), but everything depends on agriculture and there were not enough rains in 2015/2016.
- Health is also an issue – lot of money for treatment and hospitals. Also the dust from the roads...
- Lot of weddings – lot of debts.
- Climate change – last two years – not such big problems before.
- There are low prices at rice market, petrol sometimes increases and decreases.

5. Effectiveness – What I am really proud of (what made me happy)?

- Because of KAWP, the people still can live here. No one wants to leave (to Thailand), family can stay together.
- Family has no reason to stay – only one harvest per year is not enough for survival, I stayed with grandchildren.
- We are afraid of the season, still can go to Thailand.
- We need some training on jobs and some machines. (*On what?*) Maybe clothes? Maybe repairing the tractors and other engines. There is only one repair shop in the commune (and too busy, no time for food). We need also some training how to repair the engines/machines in the field.
- Any gift from anybody makes us happy.

6. Impacts – What positive change I expect in 2 years? Dreams?

- Maybe also some medicine from KAWP. Health is important (popular diseases – diabetes, high pressure, also water-borne diseases – children).
- Training for repairing the machines.
- English teacher in the village, it should start in kindergartens (public schools only from grade 7). It is also linked to ASEAN and for getting jobs.
- Training to cure the animals – a professional veterinary.
- Better market for the harvest. (*Remark: Is it possible to negotiate collectively?*)

7. Impact – What would you do for the foreseen positive change?

The dreams cannot work (1 t of rice instead of 3 t). *(Remark – there must be some own initiative – pay for teacher/volunteer, build a repair shop, ask AC or KAWP for a concrete help, e.g. a veterinary)*

8. Sustainability – What do we need from KAWP?

A harvesting machine (renting is for 120 – 150 USD per hectare, too expensive). *(Remark: Some ACs have the machine and rent it to members – they do not know anything about the AC's plans)*

Pond, bigger tanks for water... Only around 50 of 200 families received support from KAWP.

9. Other issues

- (Remark: Better situation than other villages due to the close river, but quite passive)

24/03/2016 – Bay Damram Commune (BDR) – HRF (1 man + 1 woman) interview

(Interviewer: Daniel Svoboda)

Role: to give advice to some families how to solve the problems (50% success). No need to ask police or authorities.

Sometimes little problems with neighbors, sometimes problems with one of the couple leaving without any responsibility (success to get at least some payments).

In 60 – 70% explaining helps to solve the problem.

There are some social events – some materials, tests, games, prizes for winners (some support would help).

All children go to school and they know their rights (e.g. “I cannot carry heavy things...”).

Some training to fully understand the HR issues would still help, and some materials – toys, games.

24/03/2016 – Krolapeas Village (KLP) – Focus Group with CBO members

3 men and 11 women (9 young) (Interviewer: Daniel Svoboda)

Due to migration, only old people with grandchildren and young people attending schools stay. Money from migrants is the main income, then cows, a little from spicy tree, rice, corn...

1. Relevance – What is the main current problem?

No water, no rain since November 2015, one big pond is quite far (3 – 4 km) and not enough for 300 families. River is around 2 km far and there are no pipes and no pumping machines. Only rain water for school *(Observation: the pipes from the roof are not connected to the tank)*

2. Efficiency – What was the key “value” received from KAWP?

- Saving system, cows, chicken, rice seeds and other crops, some trainings (nothing in 2016).

3. Efficiency – What was working best?

- Cows.

4. Effectiveness – What is the most important change in the last 2 years?

- Migration increased and the violence decreased (causal relations?)
- Not clear understanding of the difference between savings and shares. However, there is some interest from annual savings.

5. Effectiveness – What I am really proud of (what made me happy)?

- Nothing makes me happy, just responsibility for grandchildren and waiting for the parents (everybody is in debts).
- Happy that KAWP provided the road plus building where we can meet, e.g. for celebrations (Women's Day etc.), and small gifts from KAWP (e.g. noodles).
- Happy to having cows and land.

6. Impacts – What positive change I expect in 2 years? Dreams?

- More cows and rice seeds.
- Also the old people need cows (3 grandchildren).
- More loans for growing crops and for feed for animals. Ready to pay back.
- More training on agriculture and feeding the cows.
- Becoming an employee of a big factory, e.g. on clothes. Afraid of own business/workshop due to the problems on the market. (Remark from older lady: “You should not have big ambitions, you should feed your cows”)
- Become a boxer (a young girl).
- All young people want to have higher education – at least a high schools or governmental or private university in Phnom Penh. (Some people dropped out from the school and migrated)

7. Impact – What would you do for the foreseen positive change?

Ready to contribute (they must help themselves first before asking for external help).

8. Sustainability – What do we need from KAWP?

A wish does not mean that somebody (KAWP) will help. *(Remark: Without clear priorities and without asking you cannot get anything)*

Pumping machine (and pipes) for using the water from the river (2 km far) - consensus. They are ready to manage the water distribution in the village, including responsibility for the electricity, repairs, costs sharing, etc.

9. Other issues

- *(Remark: There are very good relations among the young people – a big potential of the youth for future)*

25/03/2016 – Prek Trorp Village (PTP) – Focus Group with CBO members

4 men and 9 women (Interviewer: Daniel Svoboda)

(Observation: the river is not so far, new pond and water reservoir is being constructed for pagoda, construction of irrigation around the conservation lake are going on, and people close to the road are constructing their own irrigation – pipes from the river)

1. Relevance – What is the main current problem?

Disaster – no water. Floods during rainy season. Suitable market and price for agriculture products (mainly beans and rice) are missing. There is a poor road for transporting the products to the market. It was twice repaired but damaged again by the floods.

2. Efficiency – What was the key “value” received from KAWP?

- We received a lot of support. The knowledge how to take care of agriculture is the most important.
- Saving system is working (with a contribution from KAWP).

3. Efficiency – What was working best?

- There are also other organizations (VSO, FACT, World Vision) but only KAWP stays and work with us on a daily basis. We have a lot of meetings as the plans must be implemented and monitored. Also celebrations (Women’s Day etc.) were nice and will continue. We requested World Vision to spread the HR approaches to other villages; they supported us but not enough.

4. Effectiveness – What is the most important change in the last 2 years?

- Completely positive change due to new knowledge of the villagers. However, around 30% still do not understand and should be trained more.

5. Effectiveness – What I am really proud of (what made me happy)?

- Whole family and whole village know how to improve their lives.
- Happy because many organizations come and help – there is no more reason to leave, around 10% of migrants return (20 – 30% will not return as they have better jobs and lives).

6. Impacts – What positive change I expect in 2 years? Dreams?

- Market place for rice and bean (we are dependent on brokers coming to our village).
- Convenient road to the market (around 18 km far). *(Remark: It is important to cooperate with other villages on the same road, there is no joint action so far)*
- Some training courses on agriculture and business (maybe sewing clothes, potentially construction works, or repair workshops for engines). *(Remark: Can KAWP help with a vocational training or equipment or market?)*
- New ponds are needed, only the conservation lake is not enough, it is too shallow. Some families have ponds (2-3) but the poorer people cannot afford it. *(Remark: they do not now about the extension works and the plans on linking the lake with the river and irrigation system)*
- The soil from the lake is not good and cannot be used for the fields, etc.
- Some people drink water from the river, some buy it (20 l per day / 2500 Riel = 0.6 USD for a family of 6-7 people). Reservoirs not enough (for the fields cannot be used), jars do not have good quality (example: a poor guy was working 3-4 days in the bean field to get 17 USD for a jar, when he had it full of water, it broke, he was crying...). Any support with better water tanks would be much appreciated.
- Any kind of a big factory nearby to get jobs. *(Remark: post-harvest technologies like drying or conservation are missing)*

7. Impact – What would you do for the foreseen positive change?

Ready to contribute (50% or by the work). Example: KAWP coordinator provided rice for people digging the road, or fish cans for people working on irrigation canal.

8. Sustainability – What do we need from KAWP?

Restoring / deepening the lake – then it would contribute to development. Find some solution for the poor – they have only 2 small jars of a poor quality.

School is not among priorities because of high costs (it has 4 rooms, not only 2 rooms mentioned during interview with CBO leaders, and also an outside space). They asked the Japanese Embassy and got no response. They were asked for priorities (school, irrigation, and road) and nothing happened.

(Remark: Many Embassies have a system of small grants – KAWP might map the condition of these grants and help the CBOs to apply for them).

9. Other issues

They mentioned both Diaconia and Bread for the World as important donors.

(Remark: We visited this village in the past week)

25/03/2016 – Prek Trorp Village (PTP) – Fishery committee interview

7 men (Interviewer: Daniel Svoboda)

They would need a boat for monitoring/preventing illegal fishing (7.2 – 7.5 m long only and it can be repaired not a new one; the big boat from Harvest cannot be used for catching illegal fishermen (both from and from outside the village), maybe also a bike for a dry season, and definitely more water in the river.

Out of 374 families, 80% have some incomes from fishing – both for eating and for the market. *(Remark: CBO leaders mentioned 356 families, CBO members 90% of people dependent on agriculture, not fishing)*

So far no need for support from KAWP (the fish is from the river, only in rainy season in the ponds), maybe an advice how to find/catch a fish in a legal way. Some flash lights and rain coats received to

monitor illegal fishing, illegal logging or illegal digging the ponds in the conservation area, etc. Binoculars and radio transmitter could help, too. They need also a new permanent observation place.

However, illegal fishing is decreasing thanks to good observation and good cooperation in the village. Everybody knows the committee (it is elected). Some illegal fishermen use machines or inappropriate nets killing both the small and big fish.

The customers (or brokers) usually come for fish to the village, sometimes individual transport by motorbike to the market (18 km far) or to Battambang. The equipment for fishing is not produced in the village but bought at the market.

25/03/2016 – Prek Trorp Village (PTP) – HRFP and DRR interview

1 + 1 women (Interviewer: Daniel Svoboda)

The role of **DRR** is to prevent/reduce the damages – send message to the authorities about storm or floods. Send people to a safe place (pagoda). Not much other opportunities (food, tents), the neighbors can help.

The **HRFP** recently started her position and had to solve a problem when a drunken husband attacked his wife. The committee divided them and took the husband to the police. He is now a good husband (model example). There have been organized some social events (Women's Day, Children's Day etc.) and will continue. *(Remark: There should be a direct cooperation with the school/teachers – human rights and disaster prevention or water protection issues should be included in education and school events. Can KAWP help with some materials, programs, games?)*

KAWP still provides training and the people are aware. But they still need training on both issues.

26/03/2016 – Kdorn Village (KDG) – Focus Group with CBO members

3 men and 10 women (Interviewer: Daniel Svoboda)

Main incomes from rice (people with land, but still mainly for the family, not primarily for the market) and from work for the others, some from animals, some support from migrants.

1. Relevance – What is the main current problem?

- People do not have own land and must work for others (one day a week – e.g. harvest potatoes). As jobs are missing, the people migrate and only old people and children stay.
- The irrigation canal is without water, there are no ponds and the river is too far for crops and vegetable. We must buy the drinking water and some families can use several wells (10 – 20 m deep) with water for cooking.
- There is no chance for jobs besides agriculture.

2. Efficiency – What was the key “value” received from KAWP?

- Some people received cows, chicken or seeds, and training on agriculture techniques.

3. Efficiency – What was working best?

- The wells would help much.

4. Effectiveness – What is the most important change in the last 2 years?

- We are very poor but better thanks to received cows and knowledge on agriculture techniques – the people changed their habits (e.g. in rice production). We understand more the gender and human rights issues.
- We can save more money than before (in the whole village from 2,000 USD to 15,000 USD per year).
- The situation is better – some people could buy a land and build something.
- Migration did not change – the old people stay and do not want to leave and the contributions from migrants (e.g. 25 USD/months from son) is an important financial income.

5. Effectiveness – What I am really proud of (what made me happy)?

- Nothing for being happy.

6. Impacts – What positive change I expect in 2 years? Dreams?

- To have a well and mango and a motorbike or car. The village needs a repaired road and a bridge across canal to the fields. And some factory nearby to get a job.
- I do not know what I want.
- Bridge and the road (only half is constructed).
- Job and a new house (for the family of 8 people) – I am too old to go to Thailand.
- Expert and teacher for growing mushroom and vegetable, and for animal raising (I do not have a cow).
- I need a well – then I would have water for vegetable.
- I am married but must stay at parents as I do not have own house and land.
- Well for vegetable and animals.
- I need a job – I want to stay with the family and avoid the need for children to migrate.
- Techniques for growing vegetables.
- Bridge and the road to transport the products.
- I would like to raise fish (but there is no pond or lake and I have no experience).

(Remark: There is no post-harvest processing; dry fruits – e.g. banana, or jam might be an option)

7. Impact – What would you do for the foreseen positive change?

All people are ready to contribute.

8. Sustainability – What do we need from KAWP?

Priority is the bridge (consensus).

9. Other issues

-

26/03/2016 – Kdorng Village (KDG) – HRFP and DRR interview

DRR 3 men, HRFP 2 women (Interviewer: Daniel Svoboda)

There are some plans just completed. There are problems with wind/storm but we can only warn the people that it is coming and then help each other - e.g. asking all families for a financial support for others (solidarity) or inform the leaders (request for an official support).

The floods are rare and only in the fields, not in the village. But we cooperate with another village which is facing the floods.

We try to protect people from contaminated water (we asked one organization for 18 wells but no response came).

There are no significant problems with human rights, no violence now; some problems were in the past. We try to persuade people not to beat each other, etc. We have some celebrations – the Women's Day every year, Children's Day not every year. We would appreciate some help with such celebrations, and some money and materials.

25/03/2016 – Prek Trorp Village (PTP) – Interview with CBO leaders

5 men and 2 women (Interviewer: Daniel Svoboda)

356 families, 1,840 people (925 female); CBO 65 people (33 female)

Main incomes from beans, rice, cows, chicken, duck, fishing

Relevance

1) In your opinion, what is the main current problem in your village/AC?

- Decrease of prices after harvest, irregular price.
- No water – close river has some water but not for farmers who are far, Kanghort dam is 50 km far, government started something 15 km far, KAWP provided some irrigation but it was destroyed during road construction, conservation lake can be used only partially; better tanks are missing for drinking water.
- Health care – the hospital is far away and the treatment is expensive. We need also some knowledge how to prevent diseases (e.g. diarrhea) – we are poorer and poorer due to costs of the medical care (and when we are ill we cannot work).
- We need some advice for preventing rice diseases, former solutions do not work anymore.
- We have only a primary school (2 rooms for 200 children – cannot be combined with kindergarten; *Remark: maybe 2 buildings?*), secondary school 5 km from here.

2) Did the CHALD/KAWP project reflect your priorities?

☐ not at all ☐ rather not **1 in a fair extent** **5 mostly yes** **1 fully**

Conclusion on relevance: 4 – Rather high (the intervention brings good results but there are negative external factors – namely lack of water)

Efficiency

3) How did you get the first information about the project?

The support started after the neighbor village was destroyed by Red Khmer, in 1995 KAWP started to support 3 villages (no water, no food); the people send the message to CBO and CBO to KAWP.

4) Do you have any specific role in the project? **YES** If yes, what concrete task do you have?

We participated in all activities.

5) What was the key “value” or lesson you received from the project?

Knowledge how to make human resources and make the villagers to develop the knowledge.

6) In your opinion, how transparent was the selection process of the direct beneficiaries?

☐ not at all ☐ rather not ☐ in a fair extent **7 mostly yes** ☐ fully

The people were sometimes upset but they understood they could be supported the next time.

7) Were the main selections criteria clear to you? **YES**

Are the criteria relevant? Do they select the right people with these criteria?

There is no better choice.

8) In your opinion, what project approach is working best?

Combination of diverse interventions is the best approach.

9) How satisfied are you with support from the project staff (KAWP)?

☐ not at all ☐ rather not **1 in a fair extent** **1 mostly yes** **5 fully**

10) Do you face any problem in communication with the project staff? **NO**

If yes, can you specify the problem?

Every issue was solved.

Conclusions on efficiency: 5 – High (the objectives are met and there is an overall satisfaction with the intervention, there is a long cooperation)

Effectiveness

11) What is the most significant change in your life in the last two years?

- Improved knowledge (the people knew nothing before) on society, human rights, how to communicate, how to help each other.
- Human resources (some did bad things in the past, now they are better).
- Material improvements (old motorbike instead of old bike).
- Money and savings increased.
- Social work improved.

12) What was your main motivation to join the project (or the CBO/AC)?

- If everyone works separately, nobody can help. Working together can bring donors and other support.
- We can borrow money from the saving group.

13) To what level were your expectations met by this project?

☐ not at all ☐ rather not **2 in a fair extent** **5 mostly yes** ☐ fully

14) As a result of the project, were you able to buy/arrange something really important what you did not expect several years ago? **YES** If yes, can you specify it?

We could buy motorbike, small tractors, and small bicycles for children for going to the school.

15) Do you consider system of Collaborative Saving for Investment as helpful?

☐ not at all ☐ rather not ☐ I do not know ☐ mostly yes **7 fully**

16) In case of facing/seeing any violence or breaking your human rights, do you know who could help you? **YES**

There is only a small part of violence now.

Would you use such help?

☐ definitely not ☐ probably not **6 I do not know** **1 probably yes** ☐ definitely yes

17) Did you ever consider, in the last 2 years, leaving your commune and work abroad? **NO**

If yes, did the project help you to make a decision not to migrate?

6 not at all **1 rather not** ☐ not sure ☐ rather yes ☐ definitely yes

We are leaders, we cannot migrate. 308 people migrated in the past years.

Remark: Probably wrong understanding – response on migration, not on decision not to migrate.

If you still consider to migrate, did the project help you with a practical advice? **N/A**

☐ not at all ☐ rather not ☐ not sure ☐ partially yes ☐ definitely yes

Illegal migration is cheaper and faster. The legal migration can take 1 year.

Conclusions on effectiveness: 5 – High (the objectives are met and there is an overall satisfaction with the intervention – significant improvements in human resources and knowledge)

Impacts

18) Is there any recent change in your village/AC you are really proud of?

Know-how to think & analyze deeper on business. The people now do not want to migrate from families. And some migrants were working hard without a salary...

19) What further positive changes do you expect in the next 2 years? Dream!!

- Car and a house.
- Good harvest to support children to further education to avoid my own hard situation.
- Better life style – wooden house (with wooden roof instead of metal – quite hot in the house).
- Be healthy at least 2 more years (health is better than money); dream on beautiful wife and nice car is not probably realistic...
- Comfortable house for my family and a car.
- New generation can get new knowledge to improve village, community, and the whole country. Money for living better (and a car).
- Community become upgrade more and more.

20) What would you concretely do to introduce such positive changes?

Saving system can help for improving agriculture and fishery. In case of starting own business (non-agricultural, like handicrafts or clothing), the people can contribute but cannot sell the products here, they would need a market. CBO can ask the members how they can contribute.

21) What external support would you need for that?

Stabilization of market price for production. Storage for rice and other products might help. But the poor people must sell everything immediately to pay debts.

Conclusions on impact: 4 – Rather high (the intervention brings good results, namely deeper knowledge on business and a will to stay in the village, but there are negative external factors – missing water and access to the market)

Sustainability and follow-up, networking

22) What is the probability that you will continue in using the methods/techniques you have learned?

☐ very low ☐ rather low ☐ I do not know **7 rather high** ☐ very high

23) What would you propose to keep doing in the project (in your CBO/AC)?

Saving system + increasing membership + borrowing between members.

24) What would you propose to stop doing in the project (in your CBO/AC)?

Everything is important.

25) Could you identify one really important issue that the project (your CBO/AC) should focus on the next year?

Maybe tractor – but then the people could become jealous.

Small harvest machine – but this cannot help all.

Even support to poor is needed.

We need any kind of help...

26) Do you share experience with other farmers (CBO/AC)?

☐ not yet ☐ we visited each other several times
7 we meet and discuss quite often ☐ we plan to cooperate more in the future

Conclusions on sustainability: 5 – High (the objectives are met and there is an overall satisfaction with the intervention, the people expect to continue in using the new knowledge and to work together and to increase membership in CBO)

Visibility

27) Can you name donors of the CHALD/KAWP project?

Diaconia (they met personally the project staff) and Bread for the World.

26/03/2016 – Kdornj Village (KDG) – Interview with CBO leaders

6 men and 2 women (Interviewer: Daniel Svoboda)

209 households; main incomes from agriculture – rice (mainly for food, partially for the market), labor for others, support from migrants, some cows and chicken, some vegetable and fruits

Relevance

1) In your opinion, what is the main current problem in your village/AC?

- Villagers do not have jobs as there is no water for agriculture – harvesting only once a year (instead of 3 times).

2) Did the CHALD/KAWP project reflect your priorities?

☐ not at all ☐ rather not **1 in a fair extent** **3 mostly yes** **4 fully**

Conclusion on relevance: 4 – Rather high (the intervention brings good results but there are negative external factors – namely lack of water)

Efficiency

3) How did you get the first information about the project?

Members of KAWP came to the village in 1995 and discussed the needs, now the villagers inform the CBO and CBO informs KAWP.

4) Do you have any specific role in the project? **YES**

If yes, what concrete task do you have?

Everybody is engaged and knows what to do (Remark: 1 respondent is from DRR, 1 is HRFP)

5) What was the key “value” or lesson you received from the project?

- We know how to work together, we got the training on techniques
- We also work on balance the people
- We are able to control money and to report it
- We know how to meet each other (meetings), how to communicate

6) In your opinion, how transparent was the selection process of the direct beneficiaries?

☐ not at all ☐ rather not ☐ in a fair extent **6 mostly yes** **2 fully**

7) Were the main selections criteria clear to you? **YES**

Are the criteria relevant? Do they select the right people with these criteria?

Criteria are fine.

8) In your opinion, what project approach is working best?

Training is the best approach, also on how to manage the villagers. However, the knowledge is still limited and the trainings should continue.

9) How satisfied are you with support from the project staff (KAWP)?

☐ not at all ☐ rather not ☐ in a fair extent **4 mostly yes** **4 fully**

10) Do you face any problem in communication with the project staff? **NO**

If yes, can you specify the problem?

- There has been no problem in communication.
- However, more time for training is missing (staff for 2 weeks, the villagers only 1 day).
- Sometimes there is a problem with understanding – too difficult words are used (the language must be simplified).
- The reporting back sometimes does not respond to all issues.

Conclusions on efficiency: 5 – High (the objectives are met and there is an overall satisfaction with the intervention)

Effectiveness

11) What is the most significant change in your life in the last two years?

- The village improved a lot; there is a better life style thanks to the project, development of understanding also of the health issues – for example, the mothers now give birth to children in hospital.
- Property has improved – better houses (with firm roofs), etc.
- We have a new CBO office (*Remark: The interview place; the previous Focus Group was in the former office on a rented land*).
- The people now look around and have their own ideas how to earn money (active engagement).

12) What was your main motivation to join the project (or the CBO/AC)?

- To decrease the costs of borrowing money.
- To persuade people to join CBO (18 members in the past, now over 100).
- We were the first village with CBO and we still want to improve.

13) To what level were your expectations met by this project?

☐ not at all ☐ rather not ☐ in a fair extent **5 mostly yes** **3 fully**

14) As a result of the project, were you able to buy/arrange something really important what you did not expect several years ago? **YES** If yes, can you specify it?

No concrete response.

15) Do you consider system of Collaborative Saving for Investment as helpful?

☐ not at all ☐ rather not ☐ I do not know **1 mostly yes** **7 fully**

16) In case of facing/seeing any violence or breaking your human rights, do you know who could help you? **YES**

Everybody knows.

Would you use such help?

☐ definitely not ☐ probably not ☐ I do not know **2 probably yes** **6 definitely yes**

17) Did you ever consider, in the last 2 years, leaving your commune and work abroad? YES/NO

If yes, did the project help you to make a decision not to migrate? (7 answers)

1 not at all **1 rather not** **1 not sure** **4 rather yes** ☐ definitely yes

Some considered but they are too old. (One response: "Only for sightseeing...")

If you still consider to migrate, did the project help you with a practical advice? **N/A** (4 answers)

1 not at all ☐ rather not **1 not sure** ☐ partially yes **2 definitely yes**

Even after the training some people left; they know the difference between legal and illegal migration (if the police catch them, they will go into prison). It is hard to work in Thailand.

Conclusions on effectiveness: 5 – High (the objectives are met and there is an overall satisfaction with the intervention – significant improvements including behavior change / investing in people)

Impacts

18) Is there any recent change in your village/AC you are really proud of?

- We are proud of the community that the people work together.
- There is a good cooperation of 3 villages, now we can help to improve the fourth one.
- We are proud on our CBO, some other villages are jealous of this.

- We are proud that the villagers are able to speak out their concerns at public (in comparison with other villages).
- We are very poor village but the increase of CSI is higher than in other villages. However, we can provide only small money for social purposes.

19) What further positive changes do you expect in the next 2 years? Dream!!

- Irrigation!!! (4 people) for agriculture and vegetable – then we would have job and everything would be better.
- Market for our products, mainly for rice.
- Experience in raising animals and producing feed for them.

20) What would you concretely do to introduce such positive changes?

We are ready to contribute, even 50%! (Consensus)

21) What external support would you need for that?

Water in irrigation system depends on the government – there are plans but nothing happens, the water is still blocked (at the big dam).

One governmental organization promised to give the water but they did nothing. We need water just now, we cannot wait for the government. *(Remark: They must ask the government again and again and again, only then some donors can help)*

Conclusions on impact: 4 – Rather high (the intervention brings good results, namely in cooperation in the village and with some other villages, but there are negative external factors – missing water and access to the market)

Sustainability and follow-up, networking

22) What is the probability that you will continue in using the methods/techniques you have learned?

☐ very low ☐ rather low ☐ I do not know **8 rather high** ☐ very high

23) What would you propose to keep doing in the project (in your CBO/AC)?

Everything is important and must continue.

24) What would you propose to stop doing in the project (in your CBO/AC)?

Everything is important and must continue.

25) Could you identify one really important issue that the project (your CBO/AC) should focus on the next year?

Irrigation and market.

26) Do you share experience with other farmers (CBO/AC)?

☐ not yet **1 we visited each other several times**
7 we meet and discuss quite often ☐ we plan to cooperate more in the future

Conclusions on sustainability: 4 – Rather high (the intervention brings good results, the people want to continue in using the new knowledge, but there are negative external factors – missing water and access to the market)

Visibility

27) Can you name donors of the CHALD/KAWP project?

Diaconia and Bread for the World.

Evaluation questions for key respondents – project staff (Diaconia), 08/04/2016

(Interviewer: Daniel Svoboda)

Relevance

1) What are the key national or local development strategies relevant to the project?

Cambodia is a priority country for Czech ODA, the project partially responds to sectoral priority of environment protection (ecological agriculture) and human development. Agriculture and human development belongs also to the priorities of Cambodia.

2) To what extent did the CHALD/KAWP project reflect these strategies?

☐ not at all ☐ rather not ☒ in a fair extent ☐ mostly yes ☐ fully

3) Can you mention any complementary project supported by other donors in Battambang Province?

There are several complementary projects, e.g. Life with Dignity focusing on cooperatives and women empowerment (launched by Lutheran World Federation, now already a local NGO), FCI (Finnish project), VSO, CEDAC (research institute on rice).

Efficiency

4) What is your specific role in the CHALD/KAWP project?

Project coordinator and expert on agriculture (reporting to the Czech Development Agency, cooperating in other reports, trainings, brochures...)

5) Did you receive any complaints on transparency (e.g. of the selection process)? YES/**NO**

If yes, could you please specify the complaint and your response?

6) What are the main selection criteria of the project beneficiaries (farmers, villages)?

The activities started with villages destroyed/affected by Red Khmers and then replicated in other villages. The main criterion is “willingness-based” engagement. For some interventions a sufficient area of field, or a pond, belong to selection criteria.

7) In your opinion, what was working best in project implementation?

ACs, CBOs and fishery associations are already able to organize themselves (e.g. a loan to buy a tractor, an effective lending system, funds for repairs; enlarging the lake – excavation paid by selling the soil); certified rice (increasing quality could lead to joint sales in the future)

8) Was there any segment of the project that did not work well at all?

“Anti-migration” trainings have a little influence. Some chicken died and no concrete reason was discovered (diseases, hot?).

9) How do you incorporate lessons learned/recommendations from monitoring and evaluation?

One example is replacing fish by frogs due to the climate conditions.

Effectiveness

10) In your understanding, what are the main objectives of the project?

Community empowerment: self-sufficiency (applying rational approaches), self-organization – able to help themselves (working structures, concrete tasks).

11) In your opinion, what is the most significant change of behavior you have contributed to?

There are visible changes regarding human rights and decreasing domestic violence, there is a progress in applying ecological approaches (composting, less use of chemical fertilizers), the communities are able to carry out independent actions (e.g. the already mentioned tractor).

Impacts

12) Is there any change in the target villages or cooperatives you are really proud of?

Self-reliance: the communities are able to reach a consensus, to make joint investments, to work independently on the project.

13) What further positive changes do you want to reach in the next 2 years?

Solve the problems with chicken. Help ACs to be able to have joint products (in particular quality rice) and to do joint marketing – direct contracts with the mills. However, the overall priority is water...

14) What will you concretely do to introduce such positive changes?

We are ready to identify an appropriate expert on marketing (some steps to be done directly by ACs, some facilitated by the project, also training of trainers). We are ready to bring a skilled veterinary from the Czech Republic but also to find a Cambodian expert for continuous consultancy. Much higher investments are urgently needed for ensuring access to water – both for irrigation and drinking. However, at least some aspects of WASH (Water, Sanitation and Hygiene) should be included in all projects (hygiene, water retention).

15) Are there any visible effects of prevention/management of disaster risk?

There are no visible effects (some water jars are leaking, the pipes are not well connected).

Sustainability and follow-up, networking

16) In your opinion, what is the probability that the target groups will continue in using the methods/techniques they have learned?

☐ very low ☐ rather low ☐ I do not know ☒ rather high ☐ very high

Everybody has a special role, the preliminary results are promising but more time (at least 3 more years) is needed for a proper evaluation.

17) Could you identify one really important issue that the project should focus on the next year?

Rice marketing.

18) Do you share experience with other projects in the Battambang Province?

☐ not yet ☒ we shared experience several times
☐ we meet and discuss quite often ☐ we plan to cooperate more in the future

19) Is there any exit strategy agreed with the target groups or local authorities, about this project?

Probably not, but know-how exists and can be used. On the other hand, KAWP is still dependent on projects and sustainability is not ensured.

20) Do you still need some external support for ensuring your own sustainability?

☐ not at all ☐ rather not ☐ not sure ☒ partially yes ☐ definitely yes

If yes, could you specify the support you need?

Mentoring - capacity building, and fundraising.

Visibility

21) Can you name donors of the CHALD/KAWP project?

Diaconia (supported by the Czech Development Agency) and Bread for the World (Germany)

22) Do you have any other important comment we did not ask about?

N.A.

Evaluation questions for key respondents – project staff (Bread for the World)

(Interviewer: Daniel Svoboda)

Relevance

1) What are the key national or local development strategies relevant to the project?

I am not sure whether I get this question right? Is the question about the development strategies of the Cambodian Government?

- Rectangular Strategy Phase III, with the aim to pursue development sustainability and poverty reduction in response to the aspirations of the people; NSDP 2014-2018 has been formulated for the implementation;
- Socioeconomic development process according to the National Strategy Development Plan;
- Participatory involvement of the community people (CBOs and ACs) into commune strategic plan / the local development planning process (local investment plan and local development plan); this includes economic development as well as social service development (improving public health, education, gender equity, safe migration and disaster risk reduction).

2) To what extent did the CHALD/KAWP project reflect these strategies?

☐ not at all ☐ rather not ☐ in a fair extent ☒ mostly yes ☐ fully

3) Can you mention any complementary project supported by other donors in Battambang Province?

Not aware; BfdW is supporting projects of other partner organizations in Battambang.

Efficiency

4) What is your specific role in the CHALD/KAWP project?

Bread for the World (BftW) is funding the project. As Program Officer of BftW I am responsible for the project support, communication with the project responsible persons; for example: discussion and processing of the project proposal; reviewing, discussion and monitoring of the project progress reports as well as the financial reports; processing and checking of the fund request; overall BftW internal monitoring and support to the project partner/the project; regular project visits and project dialogue; etc.

I would like to point out that I have taken over the responsibility for accompanying the KAWP project from my colleague in November 2015. For this reason I am not so familiar yet with the overall program of KAWP.

5) Did you receive any complaints on transparency (e.g. of the selection process)? YES/NO

If yes, could you please specify the complaint and your response?

No.

6) What are the main selection criteria of the project beneficiaries (farmers, villages)?

Selection process for the 42 villages, 14 communes, 7 districts and 1 municipality not clear;

Criteria for KAWP's Development Processes are not attached to the project proposal and for this reason not known by me as I have not processed the proposal at that time.

7) In your opinion, what was working best in project implementation?

Difficult to assess from my perspective.

8) Was there any segment of the project that did not work well at all?

-

9) How do you incorporate lessons learned/recommendations from monitoring and evaluation?

Follow-up that the recommendations and lessons learned will be considered in the following project planning by the project partner.

Discussion with project partner on incorporation of lessons learned and recommendations; follow-up on implementation plan of recommendations given by an evaluation.

Effectiveness

10) In your understanding, what are the main objectives of the project?

Improvement in sustainable agriculture and small business development of targeted beneficiaries; target farmers increased their agriculture production.

Capacity building and awareness rising for ACs and CBOs to empower them to manage their natural resources and to reduce the risks of disasters.

Conduct awareness raising on human rights, gender, laws and rights-based approaches for the targeted communities to enable them to exercise their rights and access services from Government Departments and NGOs.

To support ACs and CBOs to become more responsive to the economic needs of their members.

11) In your opinion, what is the most significant change of behavior you have contributed to?

Not applicable

Impacts

12) Is there any change in the target villages or cooperatives you are really proud of?

-

13) What further positive changes do you want to reach in the next 2 years?

Further development of the program based on the needs of the target group as well as on the findings of the evaluation (to be considered in the planning process of the next project proposal of KAWP).

Strengthening of processes on community empowerment and community organizing.

14) What will you concretely do to introduce such positive changes?

Intensive discussion of project proposal with KAWP after the proposal has been handed in to BftW.

15) Are there any visible effects of prevention/management of disaster risk?

-

Sustainability and follow-up, networking

16) In your opinion, what is the probability that the target groups will continue in using the methods/techniques they have learned?

☐ very low ☐ rather low ☒ I do not know ☐ rather high ☐ very high

I do not know, as I did not have the possibility so far to visit the community groups, however I hope that that the probability will be high.

17) Could you identify one really important issue that the project should focus on the next year?

Community empowerment and community organizing; Implementation of PME system.

18) Do you share experience with other projects in the Battambang Province?

☐ not yet ☐ we shared experience several times
☐ we meet and discuss quite often ☐ we plan to cooperate more in the future

BftW supports that the different partner organizations share their experiences (for example on project partner meetings, etc.).

19) Is there any exit strategy agreed with the target groups or local authorities, about this project?

-

20) Do you still need some external support for ensuring your own sustainability?

☐ not at all ☐ rather not ☐ not sure ☐ partially yes ☐ definitely yes

If yes, could you specify the support you need?

-

Visibility

21) Can you name donors of the CHALD/KAWP project?

Diaconia ECCB (Czech); Bread for the World – Protestant Development Service.

I would like to point out that for Bread for the World the visibility aspect in the projects of our partner organizations is not that relevant.

22) Do you have any other important comment we did not ask about?

The questionnaire was related to some questions difficult to fill in from my perspective as a staff of Bread for the World. Not all questions have been applicable; it was not possible to answer all questions from my perspective.

Evaluation questions for key respondents – KAWP staff (11 questionnaires)

(Compiled by Daniel Svoboda)

Relevance

1) What are the key national or local development strategies relevant to the project?

- Improving on agriculture; improve living quality through agriculture (growing crops, feeding animal) (5)
- Capacity building, development of the ability of human resources, education, knowledge (5)
- Good governance (5)
- Strengthening and mainstreaming the gender to all sectors (4)
- The development of private sector and labor (3)
- Economic (technique, skill, knowledge, income.... so on) (4)
- Environment (4)
- Rights, society (4)
- The development of infrastructure
- Government's triangular strategy reduces poverty (2)
- Contribution and cooperation with other relevant institution and beneficiaries

2) To what extent did the CHALD/KAWP project reflect these strategies?

☐ not at all ☐ rather not **1 in a fair extent** **9 mostly yes** **1 fully**

3) Can you mention any complementary project supported by other donors in Battambang Province?

- Federal Community encourages grim family enterprise (2)
- Harvest organization (growing crops program) (10)
- Network of Non-Governmental Organization (NGO) forum (2)
- Life with Dignity (LWD) organization (5)
- World Vision (7)
- Animal feed program from organization around Tonle Sap lake and AKAS (2)
- FACT (2)
- Provincial agriculture creates AC (at target area of village developed group – Kompung Prieng and Bansay Traeng commune)
- VSG has similar project that focus on creating and strengthening agricultural community, the plant (provide techniques and materials), animal raising, and making a credit (3)

Conclusion on relevance: 5 – High (the objectives are met and there is an overall satisfaction with the intervention)

Efficiency

4) What is your specific role in the CHALD/KAWP project?

- As a coordinator the task in Community Development Facilitator (CDF): Help to coordinate all activities in AC and CBO such as monthly meeting, biannual meeting and annual meeting; Help to check all the process of using credits, especially provide support and encouragement; Help to make a reflection on the program we are implementing; Help making a plan
- Role as cooperator of the community and project (instructor): provide a support and an encouragement, preparing the reflection on the implementation program and preparing the improvement plan
- Role as Community Development Facilitator (CDF) in the target groups of KAWP (4)
- As a project management team in charge of the whole project
- Community development facility responsible for project Livestock
- Community coordinator, effectively implement the project

- Role as Financier and Administrator, mainly responsible for income & expense, asset management, administrative and general hygiene of the organization and coordination with some communities as appropriate
- Role as an accounting in CHALD
- Help the people to understand rights, gender, agriculture, disaster; Help to get government service

5) Did you receive any complaints on transparency (e.g. of the selection process)? YES/NO

If yes, could you please specify the complaint and your response?

- No (6)
- Complain on CHALD project that the work did not responded to the farmer's need, particularly in agriculture
- The villagers complained about insufficient support from CHALD Program. For example, the program offers 3 cows for each CBO, chicken feed for a family, frog feed for a family, grow crops for two families, and so many families would like to join the program, but since the offer is limited, so only some families can participate.
- The complaint is about the inadequate funding as promised and timing (process the project first and funding later, change in spending due to project changing cause failure, e.g. feed chicken, grow tree, feed fish ... and so on). Obvious example of choosing location for implementing the projects "feed chicken" and "grow tree", the committee decided without considering opinions from other members. Lack of care plus some expense not corresponding to the project making it a failure.
- Complaint about a plan for animal raising (buy a cattle) with 500 USD per cattle but the price of cattle is over than 500 USD so it is hard to buy it
- Complaint on animal raising project and planting (not give enough for every one so they are jealous)

6) What are the main selection criteria of the project beneficiaries (farmers, villages) or of CBO or AC members, etc.?

- Villages which have the mostly poor families (remote areas where villagers have permanent residence) (4)
- Villages do not have enough organizational support (3)
- Villages have a security (2)
- Have many members in family, can spend time, friendly, share an experience
- Willingness to join and contribute, strong commitment to join in the project (5)
- Having workforce; Appropriate age; Having experience doing this project; Having resource to support the project (land, location); Having good living conduct; Not a migrant; Not moving settlement often
- Having the same goal and purpose, for example: creating job, buying & selling, credit program (3)
- Possessing actual settlement; Having the same job
- Not racist, give a priority for poor people, volunteer, and non-partisan
- Have a specific address, ability to work, and apply a CV to the project
- Villages have CBOs and volunteers
- Let AC and CBO to collect or vote

7) In your opinion, what was working best in project implementation?

- Very good performance in project: CBO and AC has been developing; All committees of CBO and AC carry on the spirit of high self-sacrifice with a responsibility and unity (3)
- The stock money in CBO an AC has been increasing (2)
- Promoting gender in the development (family and social) (2)

- Changing the mindset and a habit of farmers in doing an agriculture (traditional farming to new technology) (2)
- Credit project, cattle raising
- Strengthen the capacity and have a responsibility in CBO and AC (budget management and human resources); Training the farmers to get some experts such as growing rice with high yields and quality, planting and animal raising; Create a local human rights, the committee of DRR
- Livelihood development (animal feed, grow crops, purified seed, ... so on); Creation of human rights in every working area; Teaching CBO's committee and villagers
- Improvement of ability, recourse management, right, gender, and accessibility of common resource; Changes in living condition through the program of KAWP, in which the technique for agriculture is provided
- CBO's activity of earning income, load income; ACs having job (plowing with tractor); Load program; That most of the committees are very responsible and working very hard to proceed the work step by step by considering well the economic and social factors
- Strengthening of CBO and AC ability to control the budgeted stronger and more increase; whereas, members made the community proud of them due to CBO solved a problem on time and help the poor people in every year, especially in social work
- In planting project is in good progress which have changed their livelihood and also interested from the other target groups; Saving money project (members start interesting and join in community)
- -
- Help to fulfill the farmer's requirement in AC and CBO

8) Was there any segment of the project that did not work well at all?

- Some CBO does not have enough work implementation due to busy with their own business; Members always return the interest rate of borrow money late; CBO committees resign before having a new committee
- Some abilities of CBO management has been limited; No marketing network; Not enough water to use for agriculture, animal raising, planting vegetable, planting rice and so on
- Natural resource management; The people do not understand clearly the cause of the environment change
- New created DRR committee
- Disaster risk reduction committee has less activity
- Knowledge and ability to understand and accept changes of the community are still limited; Inadequate ability to apply new techniques, skills and to create jobs
- Inadequate contribution from some members, committees, CBOs and ACs; Due to being tired from work, some staffs reduce their own work hoping others to work more; Climate change, lack of clean water, bad environment; Failure of the previous project have not been learned and improved (spending with no conclusion)
- In planting the vegetable problem did not work well as we expected to get 100% due to the lack of irrigation system
- Animal raising project (chicken); there are many problems and face a high risk with diseases that are hard to cure and prevent
- Fish raising project, and regarding chicken did not succeed
- Have not yet supported to AC and CBO how to do other business besides making a credit

9) How do you incorporate lessons learned/recommendations from monitoring and evaluation?

- Through inserting for next implementation project
- The result of the evaluation have been applied in the project
- Should add more project that related to the improving of livelihood of the farmers and environment

- Insert in CDF/ PMT (Project Management Team) implementation, particularly for next plan
- Inclusion through everyday practice of CDF
- Meeting, discussion, reflecting improvement through contribution
- Observing, meeting, workshop, yearly convention and discussion together; Offering training; Preparing planning for the future
- Through a reflection in 6 month reports we have found some shortage point that lead us change to be good and make a next plan for CBO activities and community
- Through the preparing of activity plan, implementation, and previous report activities
- -
- Insert the plan in yearly

Conclusions on efficiency: 4 – Rather high (the intervention brings good results but there are negative external factors and some segments did not bring the foreseen results)

Effectiveness

10) In your understanding, what are the main objectives of the project?

- Want all farmers have enough food through doing agriculture; Want other members learn about experience, technique and practice; Want the community know how to prevent the disaster, climate change, and have a plan to prevent; and AC and CSO apply a good governance (2)
- Improving the livelihood of the farmers; Control the natural resource and reduce DRR; The farmers get more understand and have rights to get government's service; Strengthen the governance of CBO and AC
- Improving of the livelihood in the target groups through doing an agriculture and making the communities have a harmonization
- Help develop livelihood of target group, in which their living depends mainly on agriculture (rice, crops, animal feed); Help solve any problem of violation (courage of the villagers to face the problem); Help to create measure for solving DRR problem
- Help the community earn more money, by that improve their living condition through creating more job; Help the community accessible to the social services
- At the end of 2016, this project aims to complete the following: Sustainable small business and agriculture (buying and selling); CBOs and ACs are able to take control over the environment, natural resources, and reduce disaster (DRR); Committees in the target area implement right, law and received services from relevant department, also further supported regularly from NGOs; ACs and CBOs become responsible for their member's economic need
- Is to improve farmer's livelihood with a harmonization in community (2)
- Improving the livelihood of poor farmers to be better via agriculture; In 2016, AC and CBO have abilities to control natural resource and reduce disaster
- Help to make the farmer's life to be better via agriculture; Help the community know how to control a disaster, environment; Help to achieve the rights, justifying, peaceful; Help AC and CBO have the ability to manage themselves

11) In your opinion, what is the most significant change of behavior you have contributed to?

- Encourage the CBO and AC think about a problem and do whatever to ensure the improvement of living conditions
- Encourage the farmers reflecting on agriculture (change from traditional farming to new technology) about advantage and disadvantage; Encourage the farmers to think about selling individually and selling together (which one get more income); Lead the farmers to visit the place which get the high yield of rice and sell with suitable price
- Increasing CBO resource; CBO has an ownership better than before; Have better economics as CBO member; The communities have better understanding about rights than in last 3 years

- After getting some technique and knowledge, the farmers have applied it with real situation such as planting, animal raising, growing rice with purified seed; The CBO and AC members brave to show their idea and say what had seen the problem in their communities
- Farmers receive knowledge and new technology such as purifying seed, using seed, animal feed ... and so on; Most of villagers have the courage to protest against chiefs of the village
- Farmer are interested in applying agricultural technique instead of doing agriculture traditionally as before
- Working hard to complete the work with no condition; Struggling, trying without considering status, location or situation, mental and physical contribution; Sometimes help in term of money for the staffs or in order to speed up the process of implementing the project so that it is completed on time; Be open to accept criticism; Concerning ability, I think action speaks louder than words; As a result of these changes, the project has been completed successfully on time
- Farmers change their mindset in doing agriculture, try to find purified seed and sell in a high price; Moreover, the farmer share their experience how to keep purified seed
- Changing mindset in community (example - in past there was no woman joining in CBO and AC, but now many women can spread up their idea, talk with braving; moreover, members are so interested with saving money and they know their benefit of saving the money
- Spend time to join in the project and share the experience to each other what farmers had learned (examples learned from partner organizations)
- Reducing help from KAWP, have the ability to manage, have a self-dependency

Conclusions on effectiveness: 4 – Rather high (the intervention brings good results – namely in changing the mindset, but there are negative external factors – lack of water in particular, and migration)

Impacts

12) Is there any change in the target villages or cooperatives you are really proud of?

- The community have a contact network and supported by the organization, other institutions; The members have a job that can earn money more better; The members can easy borrow the money for doing an agriculture with low loan
- The target groups are brave to show their idea
- CBO and AC commissioner have the capacity in management (report, plans, activities, budget, monthly meeting, yearly assembly), some ACs have a job and CBOs have the saving project
- CBO/AC, committee has enough ability to manage, write report (activity + finance), prepare meeting, report to all members fairly, resource (money) have been increased from days to days from savings, committee receives fee from operations. Strong willing of the committee makes the CBO/AC sustainable.
- Union leaders are still participating in the project making, CBO/AC continue to process well
- There are some noticeable changes from both CBOs and ACs: The responsibility for the business, earning more income (combined with money from the community); The leader and members are brave enough to face the problem (but there still be some pressure from authority or their ignorance); The financial situation of some families improved greatly (due to income from outside and their own effort in their living area);
- CBO and AC know how to manage the money, know how to make a report, monthly meeting, transparency, especially they have their own land and built a new office (buy a land cost 2,500 USD), make an assembly every year
- There are many changes. Example – both leader and commissioner have an ability to manage and lead the community; Have an ability to contact with donors (Example - the communities have rice warehouses, purified seed drying machine); And in the villages we found there are many women joined the activities
- CBOs and ACs have increased the money and this money is used for helping the members
- They can show up their progressing to other people, especially donors

13) What further positive changes do you want to reach in the next 2 years?

- For Kors Krorlor commune (Krang Svat, Chhnal Moin, and Banteay Char villages): Want irrigation system (canal, water reservoir), each household have their own pond for agriculture and animal raising
- Want AC have an extra job beside doing an agriculture; Want AC have a provincial network to get the information from each other; Want AC have its own market for selling the product; Want to a model plant in each village
- Rights service from government
- Improving the activities of livelihood in all the target area, and try to find the land for agriculture and agricultural market
- Activity of Livelihood program has spread in every target area, preparation of family lake and measure to keep water for irrigation have increased, villagers have right and power to protest against whatever that effect their living, activity of selling and buying have been well improved.
- Target village community are still working well in term of development and improving villager's living standard, making them accessible to the social services
- In the next 2 years, we would like a positive change of ACs or CBOs in the target area. They should have enough money to run business in their community in order to support human resource, technical material for agriculture such as reaping machine, purified seed; We want new donor offering more fund (9th phase); We need existing donors to continue supporting us; Especially, organization itself has to be sustainable in term of funding so that it still survives without support from outside (if possible)
- Want to see CBOs have an ability to earn the money by themselves in order to expand the money and to help a target village; Want to see AC increases the income which get from drying kiln, how to manage the money by themselves in order to help community members especially, keep a good in touch with government
- Want to see CBO and AC have a good progress, have more money increasing, particularly AC has more jobs, have trucks for rice transportation, have reaping machines which is a community dreams; Want to see the people in community change their life to be better
- The abilities of CBOs and ACs have a good management with a high responsibility
- AC and CBO have the ability of self-control; AC and CBO increase their money; The main problems can be solved

14) What will you concretely do to introduce such positive changes?

- Discuss with CBO committee to provide possibility to members who borrow for making a pond
- Help AC to find a partnership which have a similar project to write a proposal; Prepare and create a provincial AC network which links to national network; Create and sell the production to markets or sell to other provinces; Prepare a garden plant in the village to demonstrate to whom it may interested (biodiversity plant)
- Make the people to understand about their rights from step to step; Improving CBO and AC abilities (credit and farming)
- Prepare a strategy plan, make a proposal for a project, implement and get support for the next project
- Give a suggestion, prepare planning for implementing the project and support
- Workshop, sharing experience, preparing plan, practice, checking, correcting mistakes
- In order to introduce such positive changes, staff needs to: Improve ability; Create job in the organization; Contribute more; Resolution; Learn from successful past experiences; Be clear about objectives and plans; Put the development of the community as priority; Continue supporting the community by introducing more new projects in response to the donors
- Have to vote for a leader who has an ability and volunteers; Help them how to make a plan for implementation, make monthly reports and make a small business in community

- Have to discuss with members mostly; Encourage and cooperate in the management of CBO and AC to be balance and explain its advantage in order to develop community as what farmers want
- -
- Help to find the problem and solve it; Help them to have a contact person with other involved institutions

15) Are there any visible effects of prevention/management of disaster risk?

- Don't have enough water in the whole season; The provincial institute did not support for joining the AC network
- Drought and environment change
- Build the capacity of DRR commissioner, make a DRR plan in the commune investment fund
- There is a committee to take control over DR, Prepare planning and follow the plan once disaster occurs, having idea to create activity in order to reduce risk
- No effects (2)
- Early 2016 onward, we predicted that there will be risk of drought, lack of water. This inadequate of water will continue from 1 year to another, and of course it will bring trouble to the people in the community causing migrants to increase. The target area of the organization relying mainly on agriculture, rice, crops shall prepare to store water in the common pond, family pond, irrigation, canal dam and distribute to the community in need.
- Encourage DRR to participate for preparing a project plan with community council and to prevent a disaster in community
- Announce to CBO regarding management and reducing disaster in each place; Educate the people to know about environment
- Have the DRR committees already in the community; The farmers have a good contact with a leader of DRR (commune, district, and province) when they face the disaster; Let the farmers grow the plant, make a well, make a pond; Field demonstration on purified seeds, growing plants, animal raising, fish raising and frog raising

Conclusions on impacts: 4 – Rather high (the intervention brings good results – for example ability to manage the community, saving system, but there are negative external factors – namely effects of disasters)

Sustainability and follow-up, networking

16) In your opinion, what is the probability that the target groups (or your CBO/AC) will continue in using the methods/techniques they have learned?

☐ very low **2 rather low** **3 I do not know** **2 rather high** **4 very high**

- Example – monthly meetings, yearly assembly for CBO and AC; Doing the budget report and activity report; Workshop on the reflection of implementation
- Educate and advertise to people to understand about the environment change, and encourage them to plant trees and stop destroying trees and wild animals
- Through CBO and AC group have a purifying seed technique and planting technique which is continuing every year and share them in community

17) Could you identify one really important issue that the project (or your CBO/AC) should focus on the next year?

- Created employment for CBO to increase income
- Activities for selling and buying together (not enough budget)
- Producing rice with purified seeds
- Continually strengthen the capacity of CBO and AC; Expanding the members to increase livelihood through planting, growing rice, animal raising
- Improve living condition (grow crops, animal feed, rice crops); Create new CBO; Strengthening human rights

- Ability, technology (focus on agricultural program, management)
- Lack of water (for irrigation) and clean water due to drought; Inadequate funding for additional career (CBO/AC are still very limited, not enough); Knowledge of rights and law is still low; Unable to purify seed of rice, did not choose good seed of rice corresponding the demand in the market; Low rice price (due to the low quality of the rice); Shall continue the program that focus on 13 products of agriculture with high quality, and feeding cow
- Agricultural technique and how to raise animal
- Should relate to disaster, planting vegetable and animal raising
- The ability of CBO and AC are limited; The livelihood of farmers still poor; The immigration still continually having; Selling the product in low price; Not enough water to use in agriculture
- Irrigation problem; Migration problem

18a) For CBO/AC only: Do you share experience with other CBO or AC?

☐ not yet

4 we visited each other several times

1 we meet and discuss quite often

5 we plan to cooperate more in the future

- Share the experience with AC and other communities through an internship (3)
- Share an agricultural technique (animal raising...) to CBO and AC
- Through a workshop with a company and institutes to find a market for farmers
- Share from a village to other villages

18b) For KAWP: Do you share experience with other projects in the Battambang Province?

☐ not yet

1 we visited each other several times

5 we meet and discuss quite often

2 we plan to cooperate more in the future

- Share the experience and other projects to VSO and national network (2)
- CDF had a discussion and shared a NGOs and partnership experience
- Through assemblies and monthly meeting in community office
- Had join a discussion with Harvest to strengthening the ability of AC and cooperate with VSO and department of provincial agriculture
- Contact with other networks

19) Is there any exit strategy agreed with the target groups or local authorities, about this project?

- Not yet (7)
- The providing of CBO and AC management, decision, implementation program with a responsibility
- Arrange meetings for CBO's committee, decision to use fund for daily operation, choosing beneficiaries is the responsibility of CBO, CDF has given the above task to the CBO and CBO needs to check/control the project also
- Unless ACs have an ability finding a market for farmers to sell and buy a product together

20) Do you still need some external support for ensuring your own sustainability?

☐ not at all

☐ rather not

☐ not sure

☐ partially yes

10 definitely yes

If yes, could you specify the support you need?

- Provide a plan for making pond, canal and water reservoir to community; Provide agricultural technique, animal raising and prevent animal diseases; Community creates a network for agricultural marketing
- Strengthen continually the ability of new CBO; Provide a project in making ponds, rebuilding ponds and making canal systems; Prepare and create a network and strengthen AC network with finding a market
- Better livelihood, environment, rights, CBO capacity
- KAWP need supporters

- Because KAWP has no fund to support the project, so KAWP needs funding to proceed the project; Sustainability of KAWP is also sustainability of CBO/AC
- Because this program has just started, so the community's knowledge, skill and ability are still low
- Knowledge, skill, technique (agriculture); Continue funding the project; Improve ability of both staff and community in order to be able to proceed new project
- Help to support farmers producing rice with technical method, raising animal, plant the vegetable; Strengthening more the ability of CBO and AC, DRR, HR, Gender
- Improving the livelihood of farmers in the target communities
- Budgeted, human resource in community (CBO, AC); Technician such as agriculture experts
- Support for finance, technique and expert

Conclusion on sustainability: 5 – High (the objectives are met and there is an overall satisfaction with the intervention – there is a long-term cooperation with KAWP, the changes in behavior seem irreversible, there is a good cooperation within and between the communities and a will to share experience and to further educate; however the financial sustainability has not been ensured yet and there are negative external factors – lack of water and market constraints)

Visibility

21) Can you name donors of the CHALD/KAWP project?

- Diaconia (Czech Republic) (10)
- Bread for the World (Germany) (10)
- VSO (rarely) (3)
- Oxfam (offering provincial workshop, best female farmer) (2)

22) Do you have any other important comment we did not ask about?

- There are some suggestions as follow: Please provide us some idea, suggestion and recommendation to prepare for writing new project for the next step; Offer loan program (some money) with no interest when return (support responsible ACs and CBOs that have specific work) and legal contract for all relevant parties
- Help to improve AC ability to contact with institute or somewhere else in order to find a market for members selling product; Rebuild the canal to change farmer's job (Example: using the plot which used to grow the rice change to grow corn, bean, sesame for extra income)
- CBO and AC still need the support to them for improving in community

VSO – Volunteer Services – 17/03/2016, Battambang

Interview with VSO manager (Interviewer: Daniel Svoboda)

UK based organization. Their mission is to bring people together, only a smart part can be supplies. Main priorities: Health, Governance, Secure livelihoods, Education.

No more the support from DfID but the country offices are able to raise other funds (recently a project for 1 mil. GBP).

In agriculture, they focus on value chain – market system to be adjusted both upstream and downstream. They consider KAWP as important organization as it was given mandate by the Ministry of Agriculture to create ACs (and they also need VSO volunteers for that). There are many aspects to be tackled – financial management, enterprise development and management, motivating people to become members, clarifying the roles (AC – business, CBO – social issues).

The strategy is to reduce the costs of production (inputs – seeds, fertilizers, but also costs of the loans) as the market price cannot be influenced (moving up and down). The people use some loans to pay other debts (usually the people can have only 3 loans) or medical costs. AC sometimes failed, there are also natural disaster but people usually pay back.

It seems that the selection of the beneficiaries (or members) is open as there are no complaints. However, the people “show faces” (everybody is happy, everything is OK) but complain personally (in spite of elections, e.g. some leaders are from the same family).

It is hard to help:

- The irrigation and other infrastructure (e.g. bridges) should be supported by the government, NGOs can only bring a staff.
- Seed industry is not formalized; there is no quality guarantee (some can put stickers on anything).
- There are high costs of fertilizers but not much knowledge how to use it. And then the people cannot catch the fish from ponds due to fertilizers. Cattle may be a potential for organic fertilizers (but these are not as quick as chemical ones). *(Remark: The VSO should contact the SNV and National Biodigester Programme)*

What to focus on:

- Avoiding excessive debts (money lenders have 100% interest) – the people have no training. AC must generate money for business, CBO for social events (but also weddings should be planned). In the future, it is important to think about bigger business, cooperation with financial institutions, using collateral agreements.
- ICS – Citizens services: community days for participatory planning.
- Water committees.
- Further diversification of production.
- Complement government's effort (we can select rice, provide some inputs and experts...).
- Complement other donors – ADB, USAID (Harvest), WB, JICA, World Vision (social capital schemes)

“TIC – This is Cambodia”: If the law is not broken, everything is fine.

The people cannot do decisions at the meetings; the ideas must be consulted at home.

Focus on quality. What does it mean? Area, quality seeds, place of origin, techniques and fertilizers used, impurities, size, moisture, taste... (It is not good but I do not know why). There must be a “Quality Board” to assess.

Is there any chance to help landless people? No special examples (sweets, sandwiches...).

No post-harvest processing. *(Remark: What about dried fruits, jam, chutney, sterilization?)*

No seed manufacturing (only broken rice) – the seed is imported.

No job – no money – debts. Migration is the last option and it is a family decision

KAWP must be more flexible, recruit young staff. It has a very good position in communities but must learn a lot – governance, financial and time management, harmony in the community. Diversified fund are needed, there are other calls to be used.

Recommendation by the evaluator: Continue in information exchange and in cooperation with VSO. However, be proactive and clearly focused in selection of appropriate volunteers – ask for volunteers not wait for them (appropriate topics and experts must be identified by KAWP in advance). Also the right time and logistic arrangements in the target villages must be managed by KAWP, not by the volunteers.

HARVEST – USAID – 18/03/2016, Battambang

Interview with 2 people (Interviewer: Daniel Svoboda)

The program is implemented by US Company FINTRAC, in 4 provinces close to Battambang.

Main agriculture components of the program (to be completed the next month):

- Home gardens (up to 100 m², mainly vegetables) and nutrition & food security (technical know-how, mainly for crops for household consumption)
- Vegetable production for market (over 1,000 m²)
- Some focus on fish and forestry

Harvesting equipment and material provided up to 40%, the farmers must contribute (e.g. 300 USD for 500 USD investments). The project follows the whole cycle – from selection through implementation to the end, and at least for 3 crop cycles. The farmers share with others, some replicate.

Improving production must go hand in hand with marketing support (low prices are problem). Irrigation is the must.

Harvest has no special focus on hygiene (partially in the training). Cooperation with 3-5 NGOs, e.g. Village Support Group or Hope of Child (no information about KAWP) – providing money and supervision by Harvest staff.

Harvest 2 program just calls for a budget, it is expected that 10-20 companies will submit a bid. There should be 2 main topics:

- Commercial crops (horticulture, value chain)
- Vegetable (*Remark: post-harvest processing seems not to be much included*)

Recommendation by the evaluator: Consider adopting a similar monitoring (and reporting) system like Harvest (see the photos). Exchange information and consider a direct cooperation with Harvest 2 (CHALD project partially complements the investments and trainings done by Harvest, e.g. the irrigation at vegetable farms).

Interview with AC leaders – Reang Kesey Commune, 21/03/2016

5 men and 5 women, 9 responded questionnaires (Interviewer: Meas Nee)

CBOs as members of this AC:

- Wat Kandal Village
- Svay Cheat Village
- Baeng Veng Village

Capital & Assets:

This AC has owned a shared fund of 27 million Riel (6,750 USD) for supporting the credit scheme; it has bought a tractor, running the rice and fertilizer cooperative and supports other social events in the community.

Problems faced by the villagers?

- The major issue facing is water for family consumption, all natural lakes dried and the new irrigation canals are left with not water.
- At the same time the price of paddy rice was cheap and, to a large extend, the villagers could even not sell their rice this year due to the lack of standard quality for marketing. The rice harvest was carried out during the raining and thus it destroyed the white rice quality. They claimed that about 70% of their rice harvest was not up to the market standard last year and it was difficult to sell. The rice millers become stricter now with the quality of rice as they have to prepare rice for exporting.
- Furthermore, since heavy machinery has now been used in rice harvesting, farmers are no longer able to maintain their traditional practice for purifying the seeds. The machine dies not allow them to choose the seed they wanted as it was mixed during the harvest. In this case, lack of pure and standard seeds becomes increasingly a problem for people in this village.
- Lack of financial capital was also raised by AC, for further developing the business for AC.

How the AC responded to community needs?

In response, AC has done some activities that could help their members over this distressed period, especially to search for marketing the non-standard rice crops. AC has communicated with the local rice millers, and as result, over 200 tons of non-standard paddy rice was sold. Based on this experience, the AC has committed to work more closely with the rice millers as part of their strategy to access more market information and to build value chain around the AC.

Current major activities for AC:

- Buying and selling paddy rice
- Organize the fertilizer cooperative scheme
- The AC has now bought a tractor and that can be hired by the members; and plan to mobilize funds to buy a machine for paddy rice harvest as their next step.

How the AC started their business in the first place?

- First they discussed with KAWP, and carried out a field visit to a cooperative project in Siem Reap.
- The AC has mobilized funding from members as well as shares from members of CBOs.

The roles of the AC committees?

The committee described their role as follows:

- Seeking for source of marketing for agricultural products, especially rice.
- Ensure the good quality of fertilizers for farmers while running the fertilizer cooperative as well as to monitor the quality of soil, so that soil would not be destroyed by the chemical fertilizers sold through the cooperative.
- Strengthening the accounting system in the AC.

What are the added values of AC?

- The AC is formed by shared capital by members of CBOs and helps to connect the local agricultural products to the market.
- Through the shared capital, AC has run credit schemes where members can loan for small businesses or to respond to other family needs.
- The tractor can help members to work on their faring land with cheaper cost and members are placed as top priority during high demand for rice planting.
- Beside the credit scheme, the rice and fertilizer cooperative and tractor have also been the main sources of income for this AC.

What benefits the community has received while managing the AC?

- They can learn from each other about how to run the AC.
- Increase their capacity in understanding about the pro and con in using the fertilizers and monitor the quality of soil, when running the fertilizer cooperative.
- Has financial capital for running the AC and this capital has been increased by the year.
- With the tractor, members of the AC have their own mean for cultivation.

Expectation in the next 2 years?

- Plan to search for technique to humidify/dry the paddy rice, when harvest.
- If possible, to buy a machine for harvesting the paddy rice.
- Seeking for more funding support from outside to increase the capital for AC.
- Expand the AC to more CBO members.
- Strengthening the capacity of the AC leadership.
- Seeking for more partners for the AC.

Generally, all the members of AC Committee have expressed strong commitment to continue the AC and argued the current approach of AC as helpful and will keep all going. The credit remain to be the key activity in the AC as they see this approach as mean to increase the financial capital for the AC. Building connection with market for local products was also raised as another top activity in the list.

Issues Observed:

- Some unclear role was expressed when asking about the relationship between the AC and CBOs, except for CBOs has put their shares into the AC.
- The overlapping role of credit loan that has been carried out from both CBOs and AC.
- The management of AC appears to be strongly committed to their work and they seem to have more initiatives.

They all can spell out the name of the donors that support them and KAWP.

Interview with AC leaders – Baeng Preah Village, Kor Kralor district, 22/03/2016

7 men and 3 women, 6 responses to the questionnaire (Interviewer: Meas Nee)

Members of AC:

- Baeng Preah Krorlanh Village
- Sach Hab Village
- Baeng Preah Village

Started the AC in 2012

Assets:

- Saving and credit loan with a capital of 44 million Riel
- Tried with fertilizer cooperative but fail last year,

Problems faced by the villagers in these areas?

- Lack of water was raised as major issue. Indeed, this area has been well-known as water source always been scarce and people have to collect water far away from home. There was a help from the government to dig a big community pond but the project has now been left unfinished and no action yet has been taken by the community to clarify with their local authority about why this project could not be completed. At the same time people also complain that, although with the new pond built, the water is still dirty and it is not clean enough for use.
- The lack of good quality rice seed was also mentioned along with the lack of quality standard to harvested rice crop.
- Facing limited capacity to connect the rice production to market. They still rely mostly on middle business persons.
- This village is also facing with the fact that many people have migrated to Thailand and therefore, sometimes it makes people participation become more difficult for them.

How did they start the AC in the first place?

- Through guidance from KAWP.
- They took field visit to other projects in Kandal and Siem Reap provinces where there was AC running by other NGOs.

How AC committee perceived their role?

Here are responses:

- To manage the saving and the loan activities.
- To start the fertilizer cooperative, but they fail due to poor quality of fertilizer as it did not fit with the soil quality in the areas.

What are the added values to the community, as result of the AC?

- They admitted that, although the work of AC in relation to cooperative has not been visualized yet, they still see the importance of the financial capital through saving and credit systems, where it can be used for income as well as for other social purposes.
- Increase relationship and communication between the members of CBOs that have shares in the AC.

What do they see the best approach in AC?

- People still see the saving and loan scheme as the best approach, but still expressed limited confidence in how to manage the cooperative in the future.

What do they see as changes as result of the AC?

- As people become to better understand about the AC, more families in the village have expressed their will to join the AC.
- Due to people interest in the AC, the financial capital in the AC has been increased significantly over the last year and members of the AC feel proud about this change.
- The members of AC also feel supportive since they have their own capital for loaning to members, with the interest rate of 2.5%. In this case, although the interest rate appears to be higher than the local loans from MFI or local banks, which are less than 2%, the committee still claims that this is our decision and we are happy with it as the money will remain with us, although the interest is high.
- They also claimed that, beside the AC, through other community education especially in human rights, the level of domestic violence in the community has been observed as significantly decreased and cases of severe domestic violence has been often reported on time.

Plan for next step?

- Although there is no major activity yet linking to AC, the committee still commits with the plan to increase saving capital and improve the credit activities.
- Plan to add more share to increase the capital, but no clear plan about how to go about it.
- The AC still wants to have their own office so that they can have store for cooperative activities including white rice, paddy rice and hopefully can start the fertilizer cooperative again.
- Seeking for financial contributions either through the shareholders or grants, to top up the capital, so that they can do more businesses.

They also express strong interest in:

- Looking for good rice seeds for next years.
- Need to access for more information about the quality of fertilizers that can be environmentally friendly and suit to the local condition and soil.
- To build the capacity in marketing their rice products though building network and partners with local rice millers.

Generally, although the community in this area has been facing the issues of water for a long time, no solution have yet been taken. They are still waiting for help from outside. When asked if they would have any solution for the future, all of them seemed to have no ideas and provided no answer. Perhaps, based on the conditions of this village, the water issues must be dealt through more strategic planning and this must be started by the community itself rather than to wait for the government response.

Interview with AC leaders – Tasorng Village, Bay Damram Commune, Banon District, 24/03/2016

4 men and 4 women (Interviewer: Meas Nee)

Current activities:

- The AC has 53 million Riel capital
- Has built fertilizer cooperative
- Produce seeds for selling on 17 ha of land
- Selling the rice seed to other villagers and other NGOs as requested. Last year, 17 tons of rice seed were produced and sold through AC

Problems faced by the villagers?

Although the community has been located next to the river, they still lack water even for supplying to fruit trees in the village after the water level in the river become low and almost dry this year.

The head of the AC committee has described her extensive experience in AC through field visits to other areas where functional AC has been formed including one of her field visit to AC near the Thai border.

What are the added values to the community, with the presence of CHALD?

- Through the capacity of AC committee, the AC has good access to market information. As leader of the AC, she has built strong link with a lot of NGOs working on agriculture and rice. She has strong connection with local rice millers and, to a larger extend, the AC in this village has also received more support from other NGOs both in term of materials and other agricultural equipment.
- At the same time, the AC has built a big store, which can be used as meeting place as well as to store rice and other materials as the assets of the AC.
- They also claimed to have strong and capable management committee members who can understand the scope of the cooperative and are able to link the cooperative to other partners beyond KAWP.

- At the time of this interview, this AC has built partnership with at least 3 local rice millers.

What changes has been happening, as result of AC/CHALD?

- The participants have expressed strong confidence that as the AC they feel they have gain access to market information and are able to deal effective communication with local business.
- Indeed, they also claimed that through business and marketing, their AC appears to be well known by the government and other NGOs that are actively involved in agriculture and livelihood development.
- Through AC activities, the community has received more visitors from other places where they can learn and share their experiences.

Plan for next steps?

- Based on discussion with the participants, they see the rice seed production as the best approach to AC at this stage, as they can produce and sell it to other people in the village and often can respond to orders from NGOs and even the government. They expressed strong commitment to this activity (rice seed production) and arguing that demand for rice seed still will be high and even not enough to respond to the need in the village and village nearby.
- They also plan to buy a machine for rice harvest in the next two years, and now they are in the process of study about this new business.
- The AC also plans to work with other agricultural experts, both from NGOs and government or other business to establish or connect with laboratory where soil from the village can be examined and can show how best the soil can be improved and what kind of fertilizers can be best used by farmers in this area.
- The AC is still in need to seek for more loans from other sources, in order to deal with demand for more capital to expand the activities of the AC.

Generally, this AC has been strong and capable of working more effectively with other local partners – either from NGOs, government or local business. The AC has built a wide range of communication with these local constituencies. However, it was interesting to learn that there is no link between this AC and CBOs in the village around as we see in other ACs visited by this study so far. Without connection to CBOs, the AC has been running with only contribution from the AC members and grants from outside. Furthermore, amid of strong and functioning AC, the evaluation team has observed the fact that the leader of the AC has expressed a lot of creativities and initiatives in term of how the AC can be managed and run in the future, but she seems to be a strong and dominant person amongst the members of the committee who did not talk much during the meeting. In a lot of time, the leader has talked while other members have just listened and agreed.

Summary quantitative data – AC leaders

| 2) Did the CHALD/KAWP project reflect your priorities? | | | | |
|--|------------|------------------|------------|------------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully help |
| 1 | 0 | 0 | 21 | 1 |

| 6) How transparent was the selection process of the direct beneficiaries? | | | | |
|---|------------|------------------|------------|------------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully help |
| 0 | 0 | 0 | 23 | 0 |

| 9) How satisfied are you with support from the project staff (KAWP)? | | | | |
|--|------------|------------------|------------|------------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully help |
| 0 | 0 | 0 | 8 | 15 |

| 13) To what level were your expectations met by this project? | | | | |
|---|------------|------------------|------------|------------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully help |
| 0 | 0 | 7 | 16 | 0 |

| 15) Do you consider system of Collaborative Saving for Investment as helpful? | | | | |
|---|------------|------------------|------------|------------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully help |
| 0 | 0 | 2 | 10 | 5 |

| 16) Would you use a help in case of breaking human rights or violence problems? | | | | |
|---|--------------|---------------|--------------|----------------|
| Definitely not | Probably not | I do not know | Probably yes | Definitely yes |
| 1 | 0 | 5 | 5 | 12 |

| 17) Did you ever consider, in the last 2 years, leaving your commune and work abroad? | | | | |
|---|------------|----------|------------|----------------|
| Not at all | Rather not | Not sure | Rather yes | Definitely yes |
| 8 | 6 | 6 | 2 | 0 |

| 18) If you still consider to migrate, did the project help you with a practical advice? | | | | |
|---|------------|----------|---------------|----------------|
| Not at all | Rather not | Not sure | Partially yes | Definitely yes |
| 1 | 2 | 3 | 11 | 6 |

| 22) What is the probability that you will continue in using the methods/techniques you have learned? | | | | |
|--|------------|---------------|-------------|-----------|
| Very low | Rather low | I do not know | Rather high | Very high |
| 0 | 0 | 0 | 18 | 5 |

| 26) Do you share experience with other farmers (CBO/AC)? | | | |
|--|--------------------------|---------------------------------|------------------------------------|
| Not yet | We visited several times | We meet and discuss quite often | We plan to cooperate in the future |
| 0 | 8 | 14 | 1 |

Interview with CBO leaders – Baeng Veng Village, Reang Kesey Commune, 21/03/2016

6 men and 5 women, 7 responded questionnaires (Interviewer: Meas Nee)

Key Assets:

- Cows
- Saving and Credit scheme
- Some small activities of home gardening, but encountered by severe water shortage

What are the problems they are facing?

- Lack of labor force during the farming and harvest season as significant number of villagers have left the village and work as migrants in Thailand. They claimed up to 40% of the able labors including men and women are now working in Thailand and they return home only during the next year celebration and Pchumben (Buddhist land ceremony).
- Too hot and dry as rain water was low and now people are facing the water shortage.
- Rice seed remain the key issue since they rely on the machine for rice harvest. The traditional methods for seed purification no longer exist as rice harvest has now been processed through the machine.
- This village is also facing the problem of poor quality of their rice crop last year as the rice market demands a better quality and the rice millers are now become very strict when buying the paddy rice.

Where to get information in the first place when begin the CBO?

- Via KAWP to set up CBO and build the saving group and credit scheme.
- It should be noted that this CBO has just started one year ago. In this case, they are not yet strong enough, they explained!

What are main motivations for them to work as CBO?

- Want to help the community.
- Want to increase community financial capital.

What do they see as added value to their community while forming this CBO?

- Increase capital for loan.
- Maintain solidarity in the village.

What are their plans over the next 2 years?

- If the more capital can be mobilized they want to buy a machine for harvesting the paddy rice. This is still ambitious but they still dream for it, they said!!
- They still want to focus more on home gardening, as vegetables are now good for the market and with better price.

Have they shared experience with others?

- Not yet as they just started.

Generally, the CBO in this village is still weak as they have just started. There is shortage of views on what would be their future. Dependency on KAWP guidance and support were often mentioned during the interviews. The community also complains about the lack of strong people participation, as many of them have left their village and work as migrants in Thailand. However, they still see the saving and credit as important for them. Now they have saved own capital of 13 million Riel (3,250 USD), and the money can be loaned to their members with 3% interest rate.

The names of donors to KAWP are well known by the community.

Interview with CBO leaders – Sambok Ork Village, 23/03/2016

8 men and 6 women, 6 responded questionnaires (Interviewer: Meas Nee)

Start: 2006

Activities:

- Cow bank
- Vegetable gardening
- Chicken raising
- Saving and loan scheme

Problems faced?

This interview was organized in one of the Satellite community annexed to Sambok Ork called Rumchek, with a population of 63 families most of whom are poor compared to the main Sambok Ork village with a total population of over 450 families.

Rumchek (where this study was conducted) is known as the poorest community where each family can own no more than one hectare, compared to 3 to 5 ha for Sambok Ork. In this case, the people are lacking a sizeable land for farming. Some families can only have land for housing and, therefore, they must earn their living through labor works for people in the main village. Furthermore, due to small land and limited choices of income, many families have migrated to elsewhere including Thailand and other cities in Cambodia.

With small land per family, then cow raising, chicken raising, home gardening and saving with credit are perceived as the most appropriate development interventions for improving people livelihood.

At the same time, this community has just been connected to a new irrigation system through a small canal, built by the community fund, connected from the main irrigation straight into the village. It is expected that by next year they might be able to access water from the irrigation for the first time in the life of people in this village.

What are the added values to the community?

- CHALD has been argued as the project that helped to enhance the capacity of human resources.
- At the same time, as small community, they have built a saving scheme and now about 36 million Riel (9,000 USD) have been mobilized from members to establish a loan system (with 1.8% interest rate) where members can use it as basis for income activities or response to other needs.
- However, as the amount of saving remains rather small compared to the need of the villagers, about 60% of the people in this village has still borrowed the money from MFI (Multinational Financial Institutions) or other money lenders.

What worked best for them?

- As was argued by the participants, they see saving as the best approach as it does not only help to build community financial capital but it is also a vehicle for maintaining and enhancing the community social capital. As often the case, an exchange of help has also been organized between people who joined the scheme, either for economic or social reasons.
- People feel that the CHALD is indeed fulfilling their needs and expectations.

What would be the next steps?

- As expected by the community, next year they will be able to access more water from the main irrigation system, therefore they plan to put more emphasis on improving the quality of rice seeds and learning more techniques for keeping good rice crops after harvest.
- More choices of incomes will also be sought through more home gardening and animal raising. In this case, they might need more technical support, both in terms of skills and knowledge.
- Building more family ponds, using the loans from the community fund has also been considered.

Generally, the CHALD activities in this village are seen as responsive to the community needs and relevant to the context of the families, most of them having only small land. However, as the saving fund has now been increased quickly, it is essential for the CBO to have further capacity building especially in the areas of financial management and how to utilize and mobilize the funds more effectively beyond just borrowing and paying. At the same time, although the community has now been connected to irrigation, it is still essential for families to have their own pond, so that more water can be stored and used for home gardening, especially when water supply from the irrigation is not sufficient or as result of the drought.

Interview with CBO leaders – Krolapeas Village, Bay Damram Commune, Banon District, 24/03/2016

4 men and 3 women, 6 responded questionnaires (Interviewer: Meas Nee)

Problems faced:

Similarly to all villages visited by this evaluation, Krolapeas has also encountered the lack of water. Although this village is located next to the river, due to limited rain over the last two years, the river is also dried out. Furthermore, migration has also been high and continuing. In this case, the number of children left with grandma and relatives while parents are working as overseas migrants in Thailand has been increased. Discussion with the participants revealed that some of these children begin to have problems with their schooling.

With presence of CHALD, what are the added values?

As was claimed by the participants, the community now has built their own financial capital through saving and loan and furthermore, although the loan still can be small (8 million Riel = 2,000 USD) the people feel that, at least, they have their own capital which they can borrow and interest kept increasing in the village. At the same time, through community own effort, they now can buy land and build a community center, which can be used for meetings and other training activities.

They described the relationship between KAWP and their group as good and with mutual respect.

What changes have occurred as result of the CHALD project?

The CBO has now owned a piece of land and a meeting room. At the same time, through community fund, the CBO also has opportunity to contribute by this fund to support some social activities in the village. One of the activities that they feel very proud of is their contribution to building the road in the village.

Plan for next steps?

As the community fund for this CBO is still small, they expect to increase this capital to 30 million Riel (7,500 USD) over the next 2 years by increasing more shares either from the existing CBO members or gain more shares from new members.

Generally, based on the observation and discussions with the group, the CBO in Krolapeas appears to be small and people are not totally satisfied with what they have yet. The community capital remains to be small and not enough for use by all members. Indeed, there is a little link between the project and the current pressing issues such as lack of water and migration. Some people said that through CBO fund some families can borrow the money to pay for their travel to work in Thailand.

Interview with CBO leaders – Tanak Village, Kea Commune, MOUNG RUSSEY District, 25/03/2016

5 men and 2 women, 6 responded questionnaires (Interviewer: Meas Nee)

Problems faced:

Lack of water for farming continues to be a major problem for people in Tanak. With KAWP support, the community has access to a number of community ponds, but these ponds need to be re-excavated as in some ponds the water level has now been low. Up until the time of this evaluation, there was no plan yet about how to care for water. If there will be no action taken, some of the community ponds will be dry soon.

Lack of much choices of income was also raised and as result a significant number of people have now migrated to Thailand and left many children with their grandma and relatives.

Activities in the CBOs

Based on the fact that KAWP has been working in this village since late 1990s, the village has formed 4 CBOs: Saving and Credit cooperative with a capital of 67 million Riel (16,750 USD); Rice cooperative with a capital of 22 million Riel (5,500 USD); Association of the poor with capital of 27 million Riel (6,750 USD), and Kasekor Thormacheat (Natural farmer group) with capital of 29 million Riel (7,250 USD). In total, this village has a capital of 145 million Riel (36,250 USD).

Although the evaluation found no action has been planned yet to respond to the current most pressing issues such as water shortage, the committee has claimed that, with the current financial capital that has been built so far, the community can use it for different purposes like supporting family income activities, home gardening and other needs. They argued the project of CHALD as responsive and helpful.

What is the added value to the community of the CHALD project?

- It helps to improve the family economic income.
- It is a mean where people can have access to training and get skills on agriculture, animal raising, human rights and basic laws.
- The community has their own financial capital that can be loaned to members as well as to be used for supporting other social activities in the village.
- The CBOs can also be seen as part of community social capital where exchange of support and help can be done through CBOs in time of need or emergency situation.
- The community has built their own confidence in providing overall management to the CBOs and financial management with a little support from KAWP.

What changes as result of the CHALD?

- They see the increase in the amount of financial capital that has been built with each CBO. The key area of change is that people can get a loan with low interest and do not need to go through heavy bureaucratic process and collateral.
- The committee of each CBO can work more independently, with a minimal support from KAWP.

What would be the next step of CBOs?

- Put more focus on increase income through agriculture, and further build good governance for CBOs and community structure.
- Continue to seek for more support to build the water sources, especially to rehabilitate the community ponds. More coaching and mentoring support on animal raising and home gardening techniques is also needed; this can only be done when the water issue is resolved.
- At the same time and similarly to other village visited by the evaluation team, they still need to find ways to improve the quality of their rice seeds and to learn more about how to improve the quality of rice crop after harvest.

Generally, although the CBOs in this village have been more diverse in response to the needs of the community, there is still no activity to deal with high extent of people migration. As result, there is a lot of reports that many children are left with their grandma and relatives while their parents go to work in Thailand. The community still has no plan yet or even has not discussed how to deal with this issue.

Focus group with CBO members – Toul Tasok Village, Bansay Treng Commune, 26/03/2016

4 men and 4 women (Interviewer: Meas Nee)

Problems faced:

The members of CBO informed that this village has been experiencing severe lack of water. They described the issue as unprecedented because this village and other villages around this area have been well connected to the main irrigation. For many years, people enjoyed access to water from the irrigation around the year. People could have 2 to 3 time rice harvest per year and home gardening was also popular, where some families relied on income from selling vegetables. Now, this does not longer exist. The whole irrigation canals are dried due to limited raining last year and the year before. In this case, water shortage provokes a big shock for people in this village who never thought that the irrigation canal would be dried out.

What are the added values to the Community as result of the CBO formation?

Through CBO, members are now able to access training on techniques for agriculture. As result, more people have their own home garden and some can sell vegetables to the market. Furthermore, with training on human rights, the people are more aware about their rights and are able to express their concerns to their local authority.

Amid of this elaboration, about half of the members attending the meeting were quiet and they only knew about savings and loans. Indeed, the CBO in this village has been managed mainly by the Committee and the meetings with members were rare. They meet only when invited and most of the works in the CBO are managed by the Committee. However, the members can be informed about the amount of capital owned by the group during their annual village forum.

What would be your next step?

During meeting with the Committee of this CBO, they indeed have revealed a number of plans such as to further continue with the rice cooperative and to purify the rice seeds and to build rice seed cooperative. However, these initiatives were mainly still in the heads of the Committee and have not yet been consulted with members or at least disseminated to members. As was revealed by this evaluation, majority of the members who participated in the meeting were shortsighted about what should be their next step. Most of them rely on the Committee to decide.

Conclusion

Generally, the participants were rather passive and unable to contribute much to the discussions. Only 1 or 2 people were talking and the rest were quiet. The discussion with both the Committee and members of the CBO revealed the fact that while the CBO is able to generate some saving - capital for loans and have access to some training techniques on agriculture and human rights, the CBO appears to have little to do to respond to the most pressing need of water. There was little record of people organizing amongst themselves to meet with the local government and to demand for solution to the water, although people are facing this issue for the last 2 years. At the same time, they have no plan yet how to deal with water issue, except for just wait and see.

Interview with CBO leaders – Toul Tasok Village, Bansay Treng Commune, 26/03/2016

3 men and 3 women, 6 responded questionnaires (Interviewer: Meas Nee)

The project started in 2012

Problems faced:

- Lack of water is more severe this year for this village, as in the past people relied on water around the year from the irrigation canal. Now all canals are dried due to short rainfall over the last two years. They described the issue as unprecedented and getting worse for this year especially.
- Most families in this village rely on water bought via water trucks.
- No longer able to do home gardening during the dry season.
- The people migration is always high as almost half of people from the village are now working in Thailand.

Current activities?

- This CBO has managed the saving and credit with a capital of 23 million Riel (5,750 USD).
- Over the past year, the group attempted to manage some cooperative for selling rice and fertilizers. They describe the cooperative as still small and in learning process. They plan to expand for next year.

What are the added values?

- People can loan the money with low interest and all capital is built within the village.
- Ability of the CBO to contribute from their fund to support some social events in the village.

What are the areas of changes they have observed?

- Now the group begins to do more experiments on cooperative and will be able to learn from this experience.

What would be the next step?

- To build capacity in rice cooperative.
- Possibly, to engage with local authority to deal with water issues.

Conclusion:

The functioning of CBO in this village is somehow similar to other village visited by this evaluation. They put most emphasis on the credit and saving and still see the saving and loaning as the routine work for CBOs. Furthermore, during the discussion, there was some confusion about the roles of the CBOs and the AC. Some of the participants in this meeting were also from members of the AC committee.

Again, while much emphasis has been placed on the saving and credit, no action has been taken to deal with the water issue and the other impacts arising from the high level of people migration from the village, including a discussion on children who have left with their grandma and relatives, while their parents are working as migrants in Thailand.

Summary quantitative data – CBO leaders

| 2) Did the CHALD/KAWP project reflect your priorities? | | | | |
|--|------------|------------------|------------|-------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully |
| 0 | 2 | 1 | 19 | 8 |

| 6) How transparent was the selection process of the direct beneficiaries? | | | | |
|---|------------|------------------|------------|-------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully |
| 0 | 0 | 2 | 20 | 8 |

| 9) How satisfied are you with support from the project staff (KAWP)? | | | | |
|--|------------|------------------|------------|-------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully |
| 0 | 0 | 0 | 21 | 9 |

| 13) To what level were your expectations met by this project? | | | | |
|---|------------|------------------|------------|-------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully |
| 0 | 0 | 9 | 20 | 1 |

| 15) Do you consider system of Collaborative Saving for Investment as helpful? | | | | |
|---|------------|------------------|------------|-------|
| Not at all | Rather not | In a fair extent | Mostly yes | Fully |
| 0 | 1 | 0 | 25 | 3 |

| 16) Would you use a help in case of breaking human rights or violence problems? | | | | |
|---|--------------|---------------|--------------|----------------|
| Definitely not | Probably not | I do not know | Probably yes | Definitely yes |
| 0 | 2 | 0 | 23 | 5 |

| 17) Did you ever consider, in the last 2 years, leaving your commune and work abroad? | | | | |
|---|------------|----------|------------|----------------|
| Not at all | Rather not | Not sure | Rather yes | Definitely yes |
| 17 | 5 | 4 | 2 | 2 |

| 18) If you still consider to migrate, did the project help you with a practical advice? | | | | |
|---|------------|----------|---------------|----------------|
| Not at all | Rather not | Not sure | Partially yes | Definitely yes |
| 3 | 1 | 6 | 14 | 7 |

| 22) What is the probability that you will continue in using the methods/techniques you have learned? | | | | |
|--|------------|---------------|-------------|-----------|
| Very low | Rather low | I do not know | Rather high | Very high |
| 1 | 5 | 4 | 19 | 1 |

| 26) Do you share experience with other farmers (CBO/AC)? | | | |
|--|--------------------------|---------------------------------|------------------------------------|
| Not yet | We visited several times | We meet and discuss quite often | We plan to cooperate in the future |
| 5 | 3 | 8 | 14 |

Interview with Member of Commune Council, Reang Kesey Commune, 21/03/2016

Head of Commune Council (Interviewer: Meas Nee)

Relevance

He explained that first when he heard about CBOs, he felt threatened as he believed CBOs were organized to fight with the local authority. However, since he has been in meetings with these CBOs and also with the AC, he realizes the potential role of the CBOs and AC in his commune.

He argued that, through CBOs and AC, various kinds of information can be channeled through, such as training, community forum and workshops. He also described CHALD as being responsive to the needs of people in the community and suggested that similar development activities should be expanded to other villages in his commune.

Communication between Commune Council and the CHALD

As member of Commune Council, he sometimes has been invited to meet with members of the CBOs and AC, and therefore he becomes familiar with the activities of CHALD, although he claimed it was not all but he can elaborate all the key activities done by CHALD and KAWP. He described the relationship between KAWP and local CC as mutual and respectful.

His views on the impacts of the CHALD

He explained that with the presence of CBOs and AC through CHALD, the community has now built their own financial capital for income generation. He argued that this scheme really helps people to meet their needs and sometimes it can help to respond to emergency. Furthermore, with AC, they now begin to work on some small businesses and help to build market for rice crops.

Problems faced

He said, similarly to other villages in the entire district, the people are facing a serious problem of lack of water. Most of the ponds, both family and community ponds, are dried out and weather is now hotter, especially this year.

Rice seed has been described as another main issue faced by people in his commune. He explained, since the crop has been harvested by the machinery, farmers are no longer able to keep the rice seeds pure, and in this case, the rice crops this year cannot fit with the market standard. Many families have not been able to sell their rice this year and if they did it, it was cheap and thus farmers cannot get much benefit.

He also reported that now the commune has access to extensive irrigation canals that have been built across the commune. However, all irrigation has no water. In some places, due to the new canal, some areas in the commune have been flooded during the rainy season.

Furthermore, he would be happy to see if some funding from the Commune Investment Fund (CIF) can be mobilized to support some community activities in the future.

Interview with official from the Office of Agriculture, Koh Krolor District, 22/03/2016

Deputy Director for Office of Agriculture, Koh Krolor District (Interviewer: Meas Nee)

The Deputy Director was assigned by the Director for this interview, as the Director was at a training. As a subordinate, his view on KAWP/CHALD works was very limited and he knew little about the policy of AC as well as of the work of KAWP.

However, he learned that, as far as he knew, only KAWP that works on AC in this district reported that the people in his district have encountered with a lack of water for many years and little efforts have been done by the government. As agricultural extension, they have no role in dealing with water

resources. The water resources have been placed under the Department of Water Resources and therefore he cannot do much to help people with lack of water.

He further explained that so far he has heard nothing about how government will resolve the problem of lack of water, as this has been affecting the people in the entire district for a long time. It should also be noted that even groundwater has been scarcely identified.

Interview with Member of the KAWP Board

(Interviewer: Meas Nee)

Relevance

He argued that KAWP works are responsive to the needs of the target community and fit well with the government policy for poverty alleviation. He also stressed the fact that KAWP has complied with the government policy on AC and maintains close collaboration with the Provincial Department of Agriculture.

Communication between KAWP and Board

He describes the relationship between the Board and KAWP as mutual and accountable. The Board meetings have been organized regularly as stated by the KAWP constitution.

Key Challenges existed in KAWP works

While KAWP has done a lot work on community development, some limitations still exist, especially in the capacity of KAWP to support capacity building of ACs. Furthermore, KAWP still cannot successfully advocate for support from the Department of Agriculture and mobilize financial support from the local Commune Council.

Suggestions for future work

He suggested that KAWP should continue to support the ACs and, therefore, all KAWP staff have also to be familiar with the concept of ACs and, to a large extent, KAWP must learn how to do business by themselves, and use this experience for further support to the ACs.

Interview with staff from partner organization – Fishery Action Coalition Team (FACT)

FACT Field Program Coordinator (Interviewer: Meas Nee, by phone)

She said that KAWP and FACT do not have any formal agreement or a signed MoU, although both organizations have known each other for many years, especially in the villages where there are fishery associations. Most contacts have been made informally through local staff and there is no record of meeting minutes or any other formal contact made available.

However, as partner, they often meet during joint workshops and meetings, both at the national and provincial level, when talking about the fishery. On the ground, from time to time, they meet and share experiences.

She, indeed, has expressed strong support to KAWP works, where she argued that KAWP as an organization has a long history in community development and community empowerment, especially in Battambang province. However, she admitted that she was not familiar with this project so she could not explain more.

Suggestions for the future

She does not have any concrete idea about what should be in the future for KAWP, but she suggests to maintain good communication and sharing experiences and meetings to discuss about problems or other issues affecting the community livelihood – this would be a good idea.

Interview with VSO representative, Based in Battambang

VSO representative based in Battambang Province (Interviewer: Meas Nee)

VSO has entered partnership with KAWP since 2014. Based on the agreement, KAWP has to assist VSO in the deployment of VSO volunteers in the field. At the time of this evaluation, there were two teams of foreign volunteers (ICS and LMAP) staying and working in some target areas of KAWP. As mentioned in this interview, VSO has adopted own activities, especially training and research on ACs.

She said that the relationship between KAWP and VSO have been mutual and helpful. However, she argued, this relationship can only be built in the form where KAWP provides enabling support to VSO to conduct their own training activities, rather than to build a two-way support that can bring benefit to both sides. As was identified, VSO has been connected to many volunteers of whose some have extensive experiences in different fields where KAWP might need to support the organization as well as the activities in the field. In this case, in the view of this VSO representative, KAWP does not yet understand this opportunities about “how best they can use VSO”.

Based on this discussion, VSO has their own policy where all volunteers placement have to stay in one village only. Security and logistical support were described as the primary reason for them to only stay together in one place. In this respect, VSO has no mandate to allow their volunteers to work in isolation from one another. When asked, if it was possible for volunteers to be sent to work outside village they stay, during the day or just in a short period of time, to help KAWP activities in other villages? Yes, it could be done, but it requires more discussions between the 2 parties.

Furthermore, as she said, VSO has also received request to send long-term volunteers up to two-year placement. In this case, it could be helpful if KAWP can identify its own need and submit request for expert support from VSO.

Number of FGDs' Key Informants for CHALD/KAWP Evaluation
Community Based Organizations (CBO) & Agricultural Cooperatives (AC)

| No | Name of the Villages or Communes | Roles and Responsibilities | Sex | | Total |
|----|---|----------------------------|-----|----|-------|
| | | | M | F | |
| 1 | Chhnal Moin Village (22/03/2016) | CBO Members | 1 | 5 | 6 |
| 2 | Prek Trorp Village (25/03/2016) | CBO Leaders (7 responses) | 5 | 2 | 7 |
| | | CBO Members | 4 | 9 | 13 |
| | | Fishery Committee | 7 | 0 | 7 |
| | | DRR & HRFP | 0 | 2 | 2 |
| 3 | Toul Tasok Village (26/03/2016) | CBO Leaders (6 responses) | 3 | 3 | 6 |
| | | CBO Members | 4 | 4 | 8 |
| 4 | Preah Phos Commune (22/03/2016) | AC Members | 3 | 8 | 11 |
| | | DRR Committee | 1 | 0 | 1 |
| 5 | Baeng Veng Village (21/03/2016) | CBO Leaders (7 responses) | 6 | 5 | 11 |
| | | CBO Members | 5 | 16 | 21 |
| 6 | Reang Kesey Commune (Svay Cheat Village) (21/03/2016) | AC Leaders (9 responses) | 5 | 5 | 10 |
| | | AC Members | 2 | 8 | 10 |
| | | DRR & HRFP | 1 | 2 | 3 |
| 7 | Tanak Village (23/03/2016) | CBO Leaders (6 responses) | 5 | 2 | 7 |
| | | CBO Members | 3 | 5 | 8 |
| | | DRR & HRFP | 3 | 2 | 5 |
| 8 | Baeng Preah Krorlanh Village (22/03/2016) | AC Leaders (6 responses) | 7 | 3 | 10 |
| | | DRR & HRFP | 4 | 2 | 6 |
| 9 | Bay Damran Commune (Tasong Village) (24/03/2016) | AC Leaders (8 responses) | 4 | 4 | 8 |
| | | AC Members | 8 | 6 | 14 |
| | | DRR & HRFP | 1 | 1 | 2 |
| 10 | Krolapeas Village (24/03/2016) | CBO Leaders (6 responses) | 4 | 3 | 7 |
| | | CBO Members | 3 | 11 | 14 |
| 11 | Sambok Ork Village (23/03/2016) | CBO Leaders (6 responses) | 8 | 6 | 14 |
| | | CBO Members | 6 | 11 | 17 |
| | | DRR & HRFP | 2 | 3 | 5 |
| 12 | Kdong Village (26/03/2016) | CBO Leaders (8 responses) | 6 | 2 | 8 |
| | | CBO Members | 3 | 10 | 13 |
| | | DRR & HRFP | 3 | 2 | 5 |

| Number of respondents per groups | M | F | Total |
|--|------------|------------|------------|
| Total Key Informants | 117 | 142 | 259 |
| Leaders of the CBOs & ACs | 53 | 35 | 88 |
| Members of the CBOs & ACs | 42 | 93 | 135 |
| Members of the Committees (DRR, HRFP, Fishery) | 22 | 14 | 36 |

| Number of respondents per interviewer | M | F | Total |
|---------------------------------------|-----------|------------|------------|
| Daniel Svoboda | 71 | 107 | 178 |
| Meas Nee | 46 | 35 | 81 |

Case story 1 – Rice farmer – Sambok Ork Village (SBK) – 15/03/2016



49 years old, member of both AC (Agriculture Cooperative) and CBO (Community Based Organization).

Main incomes from rice (30 t per year, 2 t for own consumption; 1 bag is 115-120 kg), pea (in rainy season), cows (he recently sold 3 calves for 1300 USD), and transferring funds from Thailand.

There are 6 people in the house, 3 children (he has also 2 grandchildren), part of the family is working abroad.

Problems:

Climate change, the rain is missing, 2 harvests in the last year, otherwise only once a year (3 harvests would be possible in case of enough water). There is an irrigation canal from the river but still no water – not enough water in the river. Only some people have ponds (after rainy season), there are some wells around 40 m deep

There is also a time issue for collecting the yield, quality of rice gets rapidly down. There is a low price at the market, the marketing is done individually, people must sell the rice the same day, cannot wait for the whole village – quality would worsen. The harvesting machine can help only 2 families per day; however, it would help much.

Improvements thanks to the project:

Good seeds, new techniques, more time, less capital, less fertilizers, production increased by 1 ton, no more can be produced as there is no more time and place.

Plans:

Harvesting machine (around 43,000 USD) – for such a big loan there must be a collateral agreement. The AC considers buying it but he would like to have it already the next year.

Personal plan: to increase the rice field, more equipment, motorbike or car.

Dream:

Most happy if the children are well educated and follow instructions of parents, no hunger, enough resources for daily life.



Case study 2 – Chicken and frog farmer – Sambok Ork Village (SBK) – 15/03/2016



Member of CBO, 2 adults and 5 children in the house (2 married and migrated to Thailand – he meets the family every 4-5 months). He has a chicken farm for more than 3 years, his chickens have good quality due to organic feed and there is no competition. He also has 7 cows and 1 bull (10 USD for renting the bull, 2 cows sold per year – easier than selling the rice), just started with frogs (6 male and 2 female; remark: 20 frogs a week after) – the production might 8,000 frogs (each female around 1,500 per month).

Problems:

The pond with only a little water – vegetables only in a rainy season (also a lemon tree – 500 kg per year), there is a well 60 m deep close by but no water.

Improvement:

I have new friends and a new network thanks to the project. I share my experience with other families. I am happy with chicken and I learn from my own experience.



Dream:

Expand the chicken house.



Observation – there was just a training with frog teacher for 6 people

Case study 3 – Gardener – Sambok Ork Village (SBK) – 15/03/2016



Older lady living with her mother and one son and 2 small grandchildren (two other sons are married and they are now in Thailand).

She is producing cucumbers (2 tons per year), water melon and winter melon (both for around 3 million Riel per year), tomatoes (500 kg), garlic, banana.

She also started with composting.

Improvements:

She was supported by Harvest (irrigation system for the garden) and then by KAWP (some seeds, pipes and pumps). She bought a land from neighbors. She has a pond and access to another one.



Dream:

More jobs to get her sons back from Thailand.

Two years ago they had to bring water, now she has a pump (from another pond) so they could leave for a work abroad.



Case study 4 – Farmer and a healer – Sambok Ork Village (SBK) – 15/03/2016



Older lady with husband and 3 children. Producing long beans, other vegetables – cabbage, pumpkin; some rice, and herbal medicine.

Problems:

She faced big problems with health – her own and of her son. Very high costs for medical treatment, her son got sick, governmental hospital asked for 200 USD, she had only 5 USD, some treatment they also received from a private clinic. She has a small pond (an irrigation canal is 200 m far if the pond loose the water).

Improvements:

Better than in the past. When she was seriously sick, the doctor did not believe she could survive. Then she had a “dream” – a traditional Cambodian spirit that the herbal medicine can help. She recognized the mountainous tree and went to the mountains and started with preparation of medicine that helps for many illnesses – heart diseases, diabetes, stomach, intestinal problems, dermatitis, liver, hemorrhoids, etc. She tried first herself (for heart dilatation) and she started feel much better. Then she offered it to other people (1,000 Riel for one bag, to be boiled and drunk) and based on their references she gets new customers (also from Siem Reap and other provinces). She uses a small “leaflet” with instructions for use, and the telephone number. This is the main income now. She provides the medicine for free to monks as she believes in the next life. Maybe the medicine is a memory from the previous life...

Dream:

Her son wanted to go to an English school but they could not afford it. She still believes it will be possible. She wants to expand the pond in the future.



Somebody complained:

“Why do not you improve your house?”

“We only sleep there; my priority is income for my children to go to school.”

Case study 5 – Farmer on the rented land – Sambok Ork Village (SBK) – 15/03/2016



Farmer working on a land rented from other families. There are two adults and 3 children in the family.

Incomes are mainly from chicken, duck, cow, corn, cassava, chili peppers, banana (not enough water for pumpkin).

They have a small pond (pond was one of the KAWP criteria); without pond it would be impossible to survive.

Problems:

They were working in a jungle before and had much better incomes from vegetable but their two daughters died there and they decided to return back. They take care of a neighbor's cow and the first calve (3 days old) belongs to him and the second one to the owner. They have not received any support from KAWP yet.



Dream:

He believes to make the pond bigger and increase the production. And he wants to have own land.



Case study 6 – Farmer and CBO leader – Ansorng Sork Village (ASS) – 16/03/2016



Older lady, CBO leader, with 2 other men participating. Meeting in the CBO “office”.

The village has 290 households, the CBO has 82 members (of them 8 leaders); the population is increasing.

Main products of the village are: rice (2 crops per year), green beans, corn (but it needs more water), water melon, other vegetable. Small incomes from livestock (there is no grass for cows and it takes two years to have a calf) and fishery.

Problem:

The CBO operation is still not working well, the members are quite passive. When they are busy, they do not want to meet, sometimes not informed, sometimes forget. There is a problem with marketing for agriculture cereals, selling green beans is cheap but the seeds are expensive. The yield of rice is increasing but not the income. Price is “in the mouth” of brokers. There is a network of brokers (small and middle) and the price is changing daily.

They also cannot control water – the village was flooded in September and October; heavy rains can destroy the rice – it is important collect the rice from water on time. The climate is irregular, nobody can predict. The lady sees the changes in 20 years – there were 20 cm of water from rains, now 2 cm – there are fewer rains. According to the TV forecast, there will be no rain until August.

Improvements:

The loan scheme for members is successful – reasonable interest and increasing capital. Human resources also increase – there is much better understanding of management, saving and loan schemes, human rights and freedoms, and agricultural techniques.



Dreams:

To collect people and increase a collective voice for networking. Regarding CBO, a dream might be to buy products from families and directly negotiate with big traders in the town. But it would need a space (one field is for 3,000 – 6,000 USD) and a truck for transporting the production. However, it is difficult to control the quality of products from families, low-land rice is not the best one demanded by the market.

If the government provides irrigation and a big pumping machine, the families would calculate and pay money for operation, gasoline, etc.

Case study 7 – Farmer – Ansorng Sork Village (ASS) – 16/03/2016



A family of 5 people. Combination of production: quality cabbage (income 2,000 USD from a field of 40 x 40 m), long beans, water melon (income 200 USD), rice, corn, and chicken (mainly for own food).

Problems:

They live on the bank of the river so they can have their own irrigation (big irrigation canals are supported by the government). The river has some water the whole year but the fish there is rare.

One common problem is a lack of drinking water – some people drink directly water from the river (only some boil it) and it is a cause of many diseases.



Improvements:

The situation is much better than 2 years ago – they could afford a motorbike. Not only the family, but the whole village is better. However, as the living standard is increasing, the people need more money (for electricity, TV, clothes, petrol, motorbikes) and thus most of them have credits. From KAWP, they have received only capacity building support so far.

There is a commune lake but the fishing there is not permitted – it is a conservation lake, to be partially used for irrigation purposes. The soil from excavation is sold to the people (7 USD per trunk). Other lakes or ponds would help and could be also used for raising fish.

Dream:

To continue and increase production. To have better price at the market.

Case study 8 – Farmer – Ansorng Sork Village (ASS) – 16/03/2016

Two neighboring families of around ten people.

He returned from Thailand where he was working hard on road constructions. He had to return because of health problems (injuries, problems with back).

In the past, he was one of the supported poorest people in the village. Now he has his own land where he produces corn and rice. He is also a member of CBO.

He is very proud of that.



Annex 8: CA members and financial resources

| YEARS | | June 2014 | | | February 2016 | | |
|-------|----------------------|-------------|------------|--------------------|---------------|-------------|--------------------|
| No. | Name of Commune | AC members | | Budgets (Riel) | AC members | | Budgets (Riel) |
| | | Total | Women | | Total | Women | |
| 1 | BDR - Bay Damram | 275 | 98 | 39 500 000 | 188 | 105 | 64 419 200 |
| 2 | KPP - Kompung Prieng | 83 | 29 | 16 600 000 | 117 | 58 | 8 000 000 |
| 3 | BST - Bansay Traeng | 142 | 54 | 14 200 000 | 74 | 15 | 4 600 000 |
| 4 | PSP - Phnom Sampov | 289 | 76 | 16 950 000 | 429 | 257 | 45 479 400 |
| 5 | PNR - Prek Norin | 151 | 35 | 11 800 000 | 195 | 107 | 27 170 900 |
| 6 | RKS - Reang Kesity | 227 | 118 | 19 500 000 | 314 | 142 | 67 485 900 |
| 7 | KEA - Kear | 96 | 44 | 9 600 000 | 192 | 133 | 32 900 000 |
| 8 | WKR - Wat Kor | 72 | 44 | 7 200 000 | 71 | 44 | 13 446 400 |
| 9 | TPD - Tipadai | 169 | 59 | 4 650 000 | 288 | 144 | 21 887 100 |
| 10 | CHM - Chhnal Moin | 306 | 160 | 42 550 000 | 411 | 228 | 152 369 700 |
| 11 | PHP - Preah Phos | 173 | 59 | 20 100 000 | 265 | 119 | 43 246 300 |
| 12 | KKM - Kork Khmum | 50 | 25 | 1 800 000 | 51 | 17 | 4 200 000 |
| | | 2033 | 801 | 204 450 000 | 2 595 | 1369 | 485 204 900 |

Remark: 1 USD = 4,000 Riel

Annex 9: CBO members and financial resources

| YEARS | | 2014 | | | 2016 | | |
|--------------|------------------|-------------|-------------|--------------------|-------------|-------------|----------------------|
| No. | Name of Villages | CBO members | | Budgets (Riel) | CBO members | | Budgets (Riel) |
| | | Total | Women | | Total | Women | |
| 1 | TTS | 35 | 8 | 7 900 000 | 82 | 72 | 11 670 500 |
| 2 | SPN | 67 | 54 | 25 500 000 | 88 | 62 | 38 429 100 |
| 3 | TMR | 35 | 15 | 15 599 228 | 53 | 40 | 4 818 300 |
| 4 | CHK | 50 | 33 | 4 600 000 | 35 | 25 | 3 600 000 |
| 5 | PTP | 69 | 20 | 19 494 400 | 65 | 33 | 44 749 600 |
| 6 | ASS | 79 | 53 | 27 274 600 | 82 | 76 | 25 156 400 |
| 7 | RDK | 44 | 29 | 45 844 000 | 55 | 37 | 19 208 300 |
| 8 | WKR | 61 | 47 | 12 000 000 | 20 | 18 | 8 420 000 |
| 9 | SDO | 52 | 27 | 15 500 000 | 26 | 15 | 10 568 900 |
| 10 | TSG | 35 | 23 | 37 388 648 | 28 | 18 | 10 667 500 |
| 11 | BDR | 49 | 23 | 16 740 145 | 13 | 11 | 8 953 900 |
| 12 | KLP | 69 | 47 | 21 086 535 | 33 | 26 | 8 888 800 |
| 13 | KCG | 58 | 34 | 10 495 000 | 33 | 29 | 13 781 100 |
| 14 | TCN | 58 | 30 | 11 250 000 | 35 | 22 | 18 995 900 |
| 15 | PTT | 46 | 30 | 9 500 000 | 42 | 24 | 18 016 800 |
| 16 | KST | 80 | 47 | 10 890 000 | 115 | 68 | 45 741 500 |
| 17 | CHM | 89 | 44 | 7 500 000 | 89 | 46 | 42 046 100 |
| 18 | BTC | 90 | 45 | 12 200 000 | 89 | 49 | 87 211 600 |
| 19 | BPH | 89 | 47 | 16 000 000 | 101 | 63 | 29 220 000 |
| 20 | BKL | 60 | 30 | 15 196 500 | 34 | 16 | 46 112 500 |
| 21 | SHB | 37 | 12 | 15 600 000 | 37 | 8 | 30 757 700 |
| 22 | SBK | 20 | 8 | 29 240 000 | 37 | 12 | 29 000 000 |
| 23 | BCG | 24 | 10 | 28 340 000 | 16 | 8 | 18 876 000 |
| 24 | WKD | 23 | 6 | 38 074 000 | 20 | 18 | 49 000 000 |
| 25 | SCT | 69 | 31 | 29 459 300 | 75 | 41 | 49 000 000 |
| 26 | TSL | 78 | 43 | 19 048 000 | 68 | 45 | 13 356 000 |
| 27 | KPN | 90 | 58 | 19 775 000 | 84 | 62 | 56 105 400 |
| 28 | SIM | 61 | 26 | 26 370 000 | 53 | 30 | 65 461 900 |
| 29 | RKC | 50 | 27 | 28 780 200 | 54 | 29 | 52 322 100 |
| 30 | TNK | 42 | 24 | 37 003 400 | 51 | 4 | 67 080 000 |
| 31 | SPK | 78 | 45 | 10 512 000 | 131 | 87 | 84 518 100 |
| 32 | KDG | 89 | 59 | 24 100 000 | 123 | 92 | 61 901 200 |
| 33 | KPT | 62 | 48 | 5 595 900 | 116 | 84 | 23 581 400 |
| 34 | KPC | 59 | 35 | 24 670 000 | 39 | 21 | 19 812 400 |
| 35 | PP I | | | | 12 | 14 | 2 705 000 |
| 36 | PP II | | | | 5 | 11 | 2 850 000 |
| 37 | CKS | | | | 32 | 46 | 5 476 500 |
| 38 | BLG | | | | 24 | 31 | 2 120 000 |
| 39 | ATK | | | | 12 | 37 | 2 000 000 |
| 40 | KPM | | | | 15 | 23 | 2 150 000 |
| 41 | SNH | | | | 31 | 47 | 2 982 000 |
| 42 | BVG | | | | 28 | 45 | 2 476 800 |
| Total | | 2138 | 1193 | 804 347 956 | 2181 | 1545 | 1 139 789 300 |

Remark: 1 USD = 4,000 Riel

Annex 10 - Data Collection Report of ACs

| No. | Names of CBOs | Farmers with increased sustainability | # People reporting of HR issues | | | # Victims received interventions | | | | CBOs well functioning | | | |
|--------------|---------------|---------------------------------------|---------------------------------|------------|------------|----------------------------------|----------|-----------|--------------|-----------------------|----------|-----------|----------------|
| | | # Families | Female | Male | Total | Female | Male | Total | Supported by | DRR plan | AC plan | Implement | Monthly report |
| 1 | PSP | 22 | 6 | 7 | 13 | 0 | 0 | 0 | N/A | 0 | 0 | 0 | 1 |
| 2 | KEA | 12 | 4 | 3 | 7 | 0 | 0 | 0 | N/A | 0 | 0 | 1 | 1 |
| 3 | RKS | 15 | 10 | 30 | 40 | 1 | 2 | 3 | CC | 0 | 1 | 1 | 1 |
| 4 | PHP | 159 | 100 | 59 | 159 | 0 | 0 | 0 | N/A | 1 | 1 | 1 | 1 |
| 5 | CHM | 50 | 50 | 60 | 110 | 0 | 0 | 0 | N/A | 1 | 1 | 1 | 1 |
| 6 | PNR | 50 | 10 | 2 | 12 | 0 | 0 | 0 | N/A | 1 | 1 | 1 | 1 |
| 7 | KKM | 16 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | 0 | 0 | 0 | 0 |
| 8 | WKR | 20 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | 0 | 0 | 0 | 0 |
| 9 | BDR | 38 | 5 | 10 | 15 | 0 | 2 | 2 | N/A | 0 | 1 | 1 | 1 |
| 10 | TPD | 6 | 25 | 35 | 60 | 0 | 0 | 0 | N/A | 0 | 1 | 1 | 1 |
| 11 | KPP | 58 | 35 | 40 | 75 | 3 | 0 | 3 | N/A | 1 | 1 | 1 | 1 |
| 12 | BST | 10 | 15 | 5 | 20 | 5 | 2 | 7 | CC | 1 | 1 | 1 | 1 |
| Total | | 456 | 260 | 251 | 511 | 9 | 2 | 15 | | 5 | 8 | 9 | 10 |

Annex 10 - Data Collection Report of ACs (cont.)

| No. | Names of CBOs | # Budgets (Riel) | | | # Members | | | | | | | | |
|--------------|---------------|--------------------|--------------------|--------------------|--------------|--------------|--------------|---------------|--------------|--------------|-----------|------------|------------|
| | | | | | Begin | | | February 2016 | | | Increase | | |
| | | Begin | February 2016 | Increased | F | M | T | F | M | T | F | M | T |
| 1 | PSP | 32 800 000 | 45 479 400 | 12 679 400 | 257 | 169 | 426 | 257 | 172 | 429 | - | 3 | 3 |
| 2 | KEA | 24 588 000 | 32 900 000 | 8 312 000 | 133 | 57 | 190 | 133 | 59 | 192 | - | 2 | 2 |
| 3 | RKS | 11 567 300 | 67 485 900 | 55 918 600 | 127 | 141 | 268 | 142 | 172 | 314 | 15 | 31 | 46 |
| 4 | PHP | 40 576 500 | 43 246 300 | 2 669 800 | 118 | 142 | 260 | 119 | 146 | 265 | 1 | 4 | 5 |
| 5 | CHM | 141 122 100 | 152 369 700 | 11 247 600 | 228 | 78 | 306 | 228 | 183 | 411 | - | 105 | 105 |
| 6 | PNR | 22 071 300 | 27 170 900 | 5 099 600 | 107 | 88 | 195 | 107 | 88 | 195 | - | - | - |
| 7 | KKM | 4 200 000 | 4 200 000 | - | 17 | 34 | 51 | 17 | 34 | 51 | - | - | - |
| 8 | WKR | 8 100 000 | 13 446 400 | 5 346 400 | 44 | 27 | 71 | 44 | 27 | 71 | - | - | - |
| 9 | BDR | 50 000 000 | 64 419 200 | 14 419 200 | 105 | 83 | 188 | 105 | 83 | 188 | - | - | - |
| 10 | TPD | 12 950 000 | 21 887 100 | 8 937 100 | 144 | 144 | 288 | 144 | 144 | 288 | - | - | - |
| 11 | KPP | 8 000 000 | 8 000 000 | - | 58 | 59 | 117 | 58 | 59 | 117 | - | - | - |
| 12 | BST | 4 600 000 | 4 600 000 | - | 15 | 59 | 74 | 15 | 59 | 74 | - | - | - |
| Total | | 360 575 200 | 485 204 900 | 124 629 700 | 1 353 | 1 081 | 2 434 | 1 369 | 1 226 | 2 595 | 16 | 145 | 161 |

Remark: 1 USD = 4,000 Riel

Annex 11 - Data collection report of CBOs

| No. | Names of CBOs | Farmers with increased sustainability | # People reporting of HR issues | | | # Victims received interventions | | | |
|--------------------|---------------|---------------------------------------|---------------------------------|------------|------------|----------------------------------|-----------|-----------|--------------|
| | | # Families | F | M | T | F | M | T | Supported by |
| 1 | SNH | 7 | 1 | | 1 | 1 | | 1 | Police Comm |
| 2 | KDG | 47 | 15 | 20 | 35 | 10 | 5 | 15 | CC/LD |
| 3 | KPT | 14 | 8 | 12 | 20 | - | 3 | 3 | Police Comm |
| 4 | SPK | 20 | 15 | 5 | 20 | 1 | 1 | 2 | CC |
| | Total | 88 | 39 | 37 | 76 | 12 | 9 | 21 | |
| 5 | TNK | 22 | - | - | - | - | - | - | N/A |
| 6 | RKC | 25 | 3 | 3 | 6 | - | - | - | N/A |
| 7 | SIEM | 20 | 5 | 10 | 15 | - | - | - | N/A |
| 8 | PPI | | | | | | | | |
| 9 | PPII | | | | | | | | |
| | Total | 67 | 8 | 13 | 21 | - | - | - | |
| 10 | SCT | 20 | - | - | - | - | - | - | N/A |
| 11 | WKD | 20 | - | - | - | - | - | - | N/A |
| 12 | TSL | 30 | - | - | - | - | - | - | N/A |
| 13 | BVG | 22 | 2 | - | 2 | 2 | - | 2 | N/A |
| 14 | WKR | 10 | 1 | - | 1 | - | - | - | N/A |
| | Total | 82 | 3 | - | 3 | 2 | - | 2 | |
| 15 | KPM | 20 | - | - | - | - | - | - | N/A |
| 16 | BPL | 30 | 10 | 12 | 22 | 1 | - | 1 | ? |
| 17 | BHP | 30 | - | - | - | - | - | 1 | N/A |
| 18 | SHB | 20 | - | - | - | - | - | - | N/A |
| | Total | 100 | 10 | 12 | 22 | 1 | - | 1 | |
| 19 | BTC | 41 | 10 | 4 | 14 | - | - | - | N/A |
| 20 | CHM | 32 | 8 | 2 | 10 | 1 | - | 1 | CC |
| 21 | KST | 34 | 6 | 3 | 9 | 1 | 1 | 1 | CC |
| | Total | 107 | 24 | 9 | 33 | 2 | 1 | 3 | |
| 22 | SPN | - | 4 | 1 | 5 | - | - | - | N/A |
| 23 | TMR | 20 | 3 | - | 3 | 1 | 1 | 2 | |
| 24 | TTS | 50 | 3 | 3 | 6 | - | - | 2 | N/A |
| 25 | CKN | 27 | - | - | - | - | - | - | N/A |
| | Total | 97 | 10 | 4 | 14 | 1 | 1 | 2 | |
| 26 | BDR | 30 | 7 | 6 | 13 | - | - | - | N/A |
| 27 | SDO | 20 | 4 | 4 | 8 | - | - | - | N/A |
| 28 | KLP | 33 | 10 | 7 | 17 | - | - | - | N/A |
| 29 | TSG | 25 | 5 | 4 | 9 | - | - | - | N/A |
| 30 | KPC | 51 | 7 | 10 | 17 | - | - | - | N/A |
| 31 | KCG | 13 | 6 | 5 | 11 | - | - | - | N/A |
| 32 | TCN | 35 | 5 | 7 | 12 | - | - | - | N/A |
| 33 | PTT | 35 | 10 | 5 | 15 | - | - | - | N/A |
| | Total | 242 | 54 | 48 | 102 | - | - | - | |
| 34 | SBK | 20 | 25 | 30 | 55 | 20 | 1 | 21 | N/A |
| 35 | BCG | 50 | 10 | - | 10 | - | - | - | N/A |
| 36 | ATK | | | | | | | | |
| 37 | KPN | | | | | | | | |
| | Total | 70 | 35 | 30 | 65 | 20 | 1 | 21 | |
| 38 | PTP | 25 | 25 | 22 | 47 | 5 | - | 5 | |
| 39 | ASS | 22 | 33 | 34 | 67 | 3 | 1 | 4 | |
| 40 | RDK | | | | - | | | - | |
| 41 | CKS | 8 | 12 | 9 | 21 | 10 | 10 | 20 | |
| 42 | BLG | | | | - | | | - | |
| | Total | 55 | 70 | 65 | 135 | 18 | 11 | 29 | |
| Grand total | | 811 | 243 | 214 | 457 | 55 | 22 | 77 | - |

Annex 11 - Data collection report of CBOs (cont.)

| No. | Well functioning | | | | # Budgets (Riel) (Remark: 1 USD = 4,000 Riel) | | |
|-----|------------------|----------|-----------|----------------|---|---------------|-------------|
| | DRR plan | CBO plan | Implement | Monthly report | Begin | December 2015 | Increased |
| 1 | 0 | 0 | 0 | 1 | - | 214 000 | 214 000 |
| 2 | 1 | 1 | 1 | 1 | 37 583 800 | 55 555 000 | 17 971 200 |
| 3 | 1 | 1 | 1 | 1 | 20 747 400 | 22 607 200 | 1 859 800 |
| 4 | 1 | 1 | 1 | 1 | 70 122 100 | 79 671 200 | 9 549 100 |
| | 3 | 3 | 3 | 4 | 128 453 300 | 158 047 400 | 29 594 100 |
| 5 | 0 | 0 | 1 | 1 | 47 500 000 | 56 850 000 | 9 350 000 |
| 6 | 0 | 0 | 1 | 1 | 39 000 000 | 47 913 100 | 8 913 100 |
| 7 | 0 | 0 | 1 | 1 | 45 570 000 | 60 811 900 | 15 241 900 |
| 8 | | | | | | 200 000 | |
| 9 | | | | | | 200 000 | |
| | 0 | 0 | 3 | 3 | 132 070 000 | 165 975 000 | 33 505 000 |
| 10 | 0 | 1 | 1 | 1 | 40 000 000 | 60 400 000 | 20 400 000 |
| 11 | 0 | 1 | 1 | 1 | 25 704 200 | 25 828 100 | 123 900 |
| 12 | 0 | 1 | 1 | 1 | 8 355 000 | 13 683 500 | 5 328 500 |
| 13 | 0 | 0 | 0 | 1 | 86 400 | 86 400 | - |
| 14 | 0 | 1 | 0 | 1 | 7 019 000 | 8 011 700 | 992 700 |
| | 0 | 4 | 3 | 5 | 81 164 600 | 108 009 700 | 26 845 100 |
| 15 | 0 | 0 | 0 | 0 | - | 200 000 | 200 000 |
| 16 | 1 | 1 | 1 | 1 | 38 363 300 | 41 688 100 | 3 324 800 |
| 17 | 1 | 1 | 1 | 1 | 22 440 000 | 25 560 000 | 3 120 000 |
| 18 | 1 | 1 | 1 | 1 | 23 610 000 | 28 520 000 | 4 910 000 |
| | 3 | 3 | 3 | 3 | 84 413 300 | 95 968 100 | 11 554 800 |
| 19 | 0 | 1 | 1 | 1 | 55 316 600 | 67 022 500 | 11 705 900 |
| 20 | 0 | 0 | 1 | 1 | 32 000 000 | 35 400 000 | 3 400 000 |
| 21 | 0 | 0 | 1 | 1 | 33 514 800 | 40 927 700 | 7 412 900 |
| | 0 | 1 | 3 | 3 | 120 831 400 | 143 350 200 | 22 518 800 |
| 22 | 0 | 0 | 0 | 1 | 35 098 400 | 39 224 500 | 4 126 100 |
| 23 | 0 | 0 | 0 | 1 | 4 000 000 | 3 020 000 | (980 000) |
| 24 | 0 | 1 | 1 | 1 | 17 170 500 | 17 170 500 | - |
| 25 | 0 | 0 | 0 | 1 | 4 000 000 | 4 000 000 | - |
| | 0 | 1 | 1 | 4 | 60 268 900 | 63 415 000 | 3 146 100 |
| 26 | 0 | 0 | 0 | 1 | 7 947 000 | 8 556 900 | 609 900 |
| 27 | 0 | 0 | 0 | 0 | 7 500 000 | 9 998 900 | 2 498 900 |
| 28 | 0 | 0 | 0 | 0 | 8 857 300 | 8 893 400 | 36 100 |
| 29 | 0 | 0 | 0 | 1 | 9 101 800 | 9 355 500 | 253 700 |
| 30 | 0 | 1 | 1 | 1 | 17 600 000 | 18 890 800 | 1 290 800 |
| 31 | 0 | 0 | 1 | 1 | 12 303 800 | 12 445 600 | 141 800 |
| 32 | 0 | 1 | 1 | 1 | 17 240 000 | 17 880 400 | 640 400 |
| 33 | 0 | 0 | 0 | 0 | 17 000 000 | 17 021 800 | 21 800 |
| | 0 | 2 | 3 | 5 | 97 549 900 | 103 043 300 | 5 493 400 |
| 34 | 1 | 1 | 1 | 1 | 33 438 100 | 34 128 100 | 690 000 |
| 35 | 1 | 1 | 1 | 1 | 14 500 000 | 14 500 000 | - |
| 36 | | | | | | | |
| 37 | | | | | | | |
| | 2 | 2 | 2 | 2 | 47 938 100 | 48 628 100 | 690 000 |
| 38 | 1 | 1 | 1 | 1 | 24 700 000 | 39 800 000 | 15 100 000 |
| 39 | 1 | 1 | 1 | 1 | 18 213 500 | 21 851 000 | 3 637 500 |
| 40 | | | | | | | - |
| 41 | 1 | 1 | 1 | 1 | 985 000 | 2 160 000 | 1 175 000 |
| 42 | | | | | | | - |
| | 3 | 3 | 3 | 3 | 42 913 500 | 61 651 000 | 18 737 500 |
| | 11 | 18 | 23 | 28 | 735 334 100 | 884 672 800 | 148 938 700 |

Annex 11 - Data collection report of CBOs (cont.)

| No. | # Members | | | | | | # Members | | |
|-----|-----------|-----|-------|---------------|-----|-------|-----------|----|-----|
| | Begin | | | December 2015 | | | Increased | | |
| | F | M | T | F | M | T | F | M | T |
| 1 | 25 | 11 | 36 | 26 | 12 | 38 | 1 | 1 | 2 |
| 2 | 40 | 30 | 70 | 77 | 40 | 117 | 37 | 10 | 47 |
| 3 | 76 | 25 | 101 | 76 | 25 | 101 | - | - | - |
| 4 | 35 | 27 | 62 | 87 | 32 | 119 | 52 | 5 | 57 |
| | 176 | 93 | 269 | 266 | 109 | 375 | 90 | 16 | 106 |
| 5 | 41 | 11 | 52 | 41 | 11 | 52 | - | - | - |
| 6 | 29 | 21 | 50 | 29 | 21 | 50 | - | - | - |
| 7 | 30 | 22 | 52 | 30 | 22 | 52 | - | - | - |
| 8 | | | | | | | - | - | - |
| 9 | | | | | | | - | - | - |
| | 100 | 54 | 154 | 100 | 54 | 154 | - | - | - |
| 10 | 23 | 14 | 37 | 38 | 19 | 57 | 15 | 5 | 20 |
| 11 | 32 | 11 | 43 | 32 | 11 | 43 | - | - | - |
| 12 | 12 | 13 | 25 | 16 | 19 | 35 | 4 | 6 | 10 |
| 13 | 13 | 7 | 20 | 13 | 15 | 28 | - | 8 | 8 |
| 14 | 18 | 7 | 25 | 18 | 7 | 25 | - | - | - |
| | 98 | 52 | 150 | 117 | 71 | 188 | 19 | 19 | 38 |
| 15 | - | - | - | - | - | - | - | - | - |
| 16 | 14 | 13 | 27 | 14 | 13 | 27 | - | - | - |
| 17 | 63 | 48 | 111 | 63 | 48 | 111 | - | - | - |
| 18 | 9 | 12 | 21 | 12 | 14 | 26 | 3 | 2 | 5 |
| | 86 | 73 | 159 | 89 | 75 | 164 | 3 | 2 | 5 |
| 19 | 52 | 31 | 83 | 52 | 31 | 83 | - | - | - |
| 20 | 46 | 43 | 89 | 46 | 43 | 89 | - | - | - |
| 21 | 64 | 50 | 114 | 64 | 50 | 114 | - | - | - |
| | 162 | 124 | 286 | 162 | 124 | 286 | - | - | - |
| 22 | 72 | 14 | 86 | 72 | 14 | 86 | - | - | - |
| 23 | 14 | 3 | 17 | 14 | 3 | 17 | - | - | - |
| 24 | 74 | 11 | 85 | 75 | 13 | 88 | 1 | 2 | 3 |
| 25 | 17 | 34 | 51 | 17 | 34 | 51 | - | - | - |
| | 177 | 62 | 239 | 178 | 64 | 242 | 1 | 2 | 3 |
| 26 | 17 | 1 | 18 | 17 | 1 | 18 | - | - | - |
| 27 | 16 | 13 | 29 | 16 | 13 | 29 | - | - | - |
| 28 | 24 | 9 | 33 | 24 | 9 | 33 | - | - | - |
| 29 | 19 | 2 | 21 | 19 | 2 | 21 | - | - | - |
| 30 | | | | | | | - | - | - |
| 31 | 20 | 4 | 24 | 20 | 4 | 24 | - | - | - |
| 32 | 21 | 14 | 35 | 21 | 14 | 35 | - | - | - |
| 33 | 21 | 21 | 42 | 21 | 21 | 42 | - | - | - |
| | 138 | 64 | 202 | 138 | 64 | 202 | - | - | - |
| 34 | 10 | 14 | 24 | 10 | 14 | 24 | - | - | - |
| 35 | 6 | 12 | 18 | 6 | 12 | 18 | - | - | - |
| 36 | | | | | | | - | - | - |
| 37 | | | | | | | - | - | - |
| | 16 | 26 | 42 | 16 | 26 | 42 | - | - | - |
| 38 | 22 | 43 | 65 | 22 | 44 | 66 | - | 1 | 1 |
| 39 | 50 | 34 | 84 | 50 | 34 | 84 | - | - | - |
| 40 | | - | | | - | | - | - | - |
| 41 | 19 | 9 | 28 | 28 | 13 | 41 | 9 | 4 | 13 |
| 42 | | | | | - | | - | - | - |
| | 91 | 86 | 177 | 100 | 91 | 191 | 9 | 5 | 14 |
| | 1 044 | 634 | 1 678 | 1 166 | 678 | 1 844 | 122 | 44 | 166 |

Community Based Social Harmonization and Livelihood Development (CHALD)

**Project Evaluation 2016
(Meas Nee, Daniel Svoboda)**

**Battambang
28 March 2016**

Objectives of the evaluation

ToR

- **To review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors;**
- **To assess outcomes and impact of project activities on communities that KAWP worked with;**
- **To assess the relevance and effectiveness of KAWP's working approaches and strategies;**
- **To review current support functions and management relevant to program implementation;**
- **To identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation.**

Objectives of the CHALD project

CHALD project

Poverty reduction and the fulfillment of the rights of citizens - strengthening and supporting communities and civil society organizations to promote and support improvement in the socio economic situation of vulnerable households:

- **Better food and economic security by enhanced livelihood activities (suitable agriculture and small businesses).**
- **ACs and CBOs have ability to manage their natural resources properly and are aware how to reduce risk of natural disasters.**
- **ACs and CBOs practice good governance and become more responsive to the social needs of their members.**
- **Target communities exercise their rights and access to services.**

Evaluation triangulates diverse sources of information and combines several methods:

- **Desk review of available documentation (project documents, previous evaluation and surveys, national strategies, local statistics)**
- **Interviews with key respondents (KAWP staff, project managers, AC and CBO leaders, members of village committees, CC leaders and other authorities, staff of complementary international projects)**
- **Questionnaires**
- **Focus Groups discussions with AC and CBO members**
- **Case studies and stories of visited farmers**
- **Transection walk and Observation (and photo reportage)**
- **Expert opinion**

Evaluation methodology

Evaluation

- Briefing with KAWP staff (12 people in total, of them 6 women)**
- 8 visits and observations in the families (Case stories)**
- 7 interviews with donors and authorities (VSO, Harvest, FACT, CC, Office of Agriculture – 6 men, 2 women)**
- 11 Focus Groups with AC or CBO members (135 people in total, of them 93 women)**
- 10 Interviews with Disaster Risk Reduction Committee, Human Rights Focal Points or Fishery Committee (36 people in total, of them 14 women)**
- 10 Interviews & Questionnaires with key informants – AC and CBO leaders (88 people in total, of them 35 women)**
- Debriefing with KAWP staff (7 men, 6 women)**
- 1 interview with project manager – Diaconia**
- 1 questionnaire from project manager – Bread for the World**

Evaluation criteria

Evaluation

OECD/DAC criteria: relevance, efficiency, effectiveness, impact and sustainability; and visibility

Scale of rating evaluation criteria:

- 1 Very low (there are critical problems, the objectives cannot be reached, there are negative impacts)**
- 2 Low (in spite of significant problems or dissatisfaction the objectives are still partly achievable)**
- 3 Rather low (the procedures, results or assumptions do not fully meet the expectations)**
- 4 Rather high (the intervention brings good results but there are negative external factors)**
- 5 High (the objectives are met and there is an overall satisfaction with the intervention)**
- 6 Very high (the objectives are fully met and the applied practices can be further disseminated)**

Based on the interviews, focus groups, case stories and observations, there is one critical problem: **lack of water (the floods are not considered such critical).**

Other important problems include:

- **Problems with access to the market and low prices**
- **Missing infrastructure – roads and bridges (to access the fields or the market), storages (or driers) for production**
- **Missing job opportunities (mainly for landless people), no jobs outside the agriculture sector (handicrafts and other local products, repair workshops, post-harvest processing, big factories, etc.)**
- **Still needed training & coaching for agriculture production and animal raising (emerging problems are not solved)**
- **Limited responses from local government**

Efficiency

Findings

The project approach combines several interventions: training (on agriculture techniques, saving system, AC/CBO management, human rights, disaster risk prevention, migration, fishery law), direct contributions (cows, chicken, frogs, fish, seeds), support for social events and support for the poorest people.

Most of respondents appreciate the combination of diverse support, many of them highlighted importance of the new knowledge they have received.

There are no problems in communication with KAWP, but the material support helps only some people, a help with access to water (ponds, local irrigation, wells, reservoirs) or to a market („why to produce more when we cannot sell it“) would help all.

The project logic model (based on desk-review) is too complicated, some indicators were not appropriate or achievable – the evaluators propose a revised model.

Some interventions were not successful at all, e.g. tree nursery (the experts left the project and migrated) or fish (due to lack of water); the effect of „migration“ training is questionable (migration is a family decision).

Important behavior changes were observed (applying new techniques, good communication and cooperation in the villages and between villages, ability of people to speak out their concerns, increasing savings, decreasing violence, demand for further education). However, in all villages, the sustainable development depends on water and this issues has not been reflected by the project.

Most of respondents stated significant improvements in the past years thanks to the project („no more need to migrate“), while some villages are becoming poorer and poorer. In some villages, only the older people and young people stay while their parents are working abroad. The financial contributions from migrants are sometimes more important than the incomes from agriculture.

The main problem for any development is a lack of water (mainly for irrigation but also for drinking). Water-borne diseases mean also a negative factor as the medical treatment/help is expensive and usually far away. According to some respondents, health is more important than money.

Most of the behavior changes seem irreversible (the people want to continue in using new techniques, in savings, in increasing crop, vegetable and animal production, in close cooperation within AC or CBO). Most of the respondents are ready to contribute to the local development (up to 50% financially, by own work, etc.).

However, any success depends on water and also on own initiatives of villagers and on the support from local or national government (namely the irrigation system and overall water supply). In this regard, some gaps were identified. No donor can help, if there is a weak local ownership...

External help is still needed for coaching and problem solving (e.g. new diseases of crops or animals).

All respondents (except for Harvest staff at US AID) are well aware of the KAWP interventions and appreciate a long-term and valuable cooperation. Most of respondents also know about the donors of the project (Diaconia and Bread for the World).

At some meeting places, the project posters are displayed (however, their quality might be better). Some respondents mentioned good personal experience with Czech experts participated in the project.

Due to a long cooperation with KAWP, the respondents can hardly differentiate between different projects (the name of the current one is too long and complicated for local people and is used mainly for reporting in English).

Relevance

Conclusions

The project solves many priorities of the target groups (increase of production both in quantity and quality, strengthening local cooperation in AC and CBO, saving systems, empowering people to speak out their rights and concerns) but does not focus on the key problem for livelihood development – the lack of water, nor on the second most important – access to the market for a reasonable price.

Therefore the conclusion on relevance is rating 4 (on 6 point scale) – **Rather high (the intervention brings good results but there are negative external factors – namely lack of water).**

The efficiency of the project cannot be measured only by quantitative indicators as some of them were not realistic (e.g. on new villages and CBOs, tree nursery, fish, new rice plots). The respondents appreciated the combination of diverse interventions, transparency, and also flexibility (e.g. replacing fish by frogs). Some mentioned a need for a simple language to be used for better understanding.

Although the project does not tackle the key priority of water, and its design, monitoring and reporting would still need improvements (rating between 3 and 4), the rating of efficiency of the field work with target groups can be 5 (of 6) – High (the objectives are met and there is an overall satisfaction with the intervention). Support for animal raising and diversification of production and of incomes partially reflect the issue of the lack of water.

There are some gaps in the project logic (livelihood development cannot be reached without access to water, and access to the market) and the logic model is too complicated for proper management and monitoring.

Within the formulated objectives, there are significant improvements including behavior change and increasing demand for further education. The rating of effectiveness can be 5 – **High (the objectives are met and there is a satisfaction with the intervention – investing in people).**

When considering all aspects of sustainable development (i.e. including water and market issues), the rating would be between 2 - **Low (in spite of significant problems or dissatisfaction the objectives are still partly achievable) and 3 – **Rather low** (the procedures, results or assumptions do not fully meet the expectations).**

Impact

Conclusions

There were no control groups to assess all causalities and the project attribution to overall impacts. Most of the respondents stated significant improvements in their lives thanks to the project. However, lack of water, low costs at the market, no jobs and related migration significantly limit the benefits.

As many respondents mentioned no more need to migrate, the overall rating of impact is 4 – **Rather high (the intervention brings good results, namely in cooperation in the village and with some other villages, but there are negative external factors – namely missing water and access to the market).**

Most of the respondents proclaimed a high probability to use the new knowledge and to continue in applying the new techniques. They are also ready to contribute to further improvements both by money and own work. However, a support from the government is urgently needed – survival of people cannot depend on external support from NGO or donors' projects.

According to the evaluators, the overall rating of sustainability can be 4 – **Rather high (the intervention brings good results, the people want to continue in using the new knowledge, but there are negative external factors – missing water and access to the market, and insufficient infrastructure).**

Visibility still needs improvements. This does not concern so much the presentation of the projects in the target villages (this is satisfactory in general) but mainly a higher visibility at national level (for negotiating with the governmental authorities) and among the donors' community (in order to increase possible synergies and complementarity with other development projects).

The overall rating of visibility can be 4 – **Rather high (the intervention brings good results, the target beneficiaries are well informed, but there are negative external factors – closer cooperation with authorities and with other development projects is still missing).**

The KAWP and project partners must decide between 2 general options:

- a) Replicate the same approaches in other villages, or**
- b) Upgrade the current support and focus on the key priority of water and on nurturing the knowledge, techniques and behavior changes (however, a further replication of some previous approaches could continue in the same villages as only some beneficiaries received a support in the past).**

The upgrade (option b) should focus on:

- **Water and hygiene/health**
- **Better use of saving system for improving agricultural business, cooperation and solidarity (not only increasing the savings but proper using of money), including financial management, clear criteria and procedures – for investments focused on improved agriculture production, the people should contribute**
- **Support an access to market (and marketing)**
- **Facilitating contacts to and support from the government, local authorities, donors – empowering the people to voice their concerns (and to take own responsibility and own initiative)**

Cont.

The upgrade (option b) should also focus on:

- **Expert support (coaching) for agriculture production and problems solving (e.g. diseases of crops or animals, quality seeds, quality care, etc.)**
- **Some support for small businesses beyond agriculture (vocational trainings, some equipment, maybe recommendations for post-harvest upgrade of products – e.g. rice storages, production of jam, drying the vegetable or fruits, etc.)**
- **Continuing support to the poor families (e.g. water tanks, seeds, chicken)**
- **Support to social events to further promote integrity of the community and to empower people to engage**

The KAWP should also consider adding new soft aspects to the provided support, in particular an increasing cooperation with the schools (and the teachers) and the youngest generation:

- **Prepare and provide some educational materials and educational games for the schools (e.g. on hygiene, water protection, preparedness for disasters, human rights)**
- **Consider the courses on English (e.g. in cooperation with international or local volunteers)**
- **Continue in socialization events**

Access to water is the key issue to be solved, the KAWP should thus consider cooperation in projects focused on:

- **Irrigation systems (at least the local ones – using the water from the river where possible)**
- **Providing pumping equipment and training people to properly maintain and repair the supply systems**
- **Assistance in constructing ponds and other water storage systems (reservoirs)**
- **Hydrogeological surveys, constructing new wells for safe water, or introducing water cleaning techniques**

However, these „hard“ components must be financially guaranteed by local people and/or local government.

Internal capacity building of KAWP for ensuring own sustainability and further dissemination of knowledge and experience could include:

- **Training/mentoring on project preparation, implementation and monitoring, and reporting**
- **Financial management skills (in relation to project management and also in relation to Collaborative Saving for Investment)**
- **Access to experts on vocational training related to developments in agriculture and also for non-agricultural jobs creation**
- **Access to experts on market studies and marketing**

Technical recommendations

Recommendations

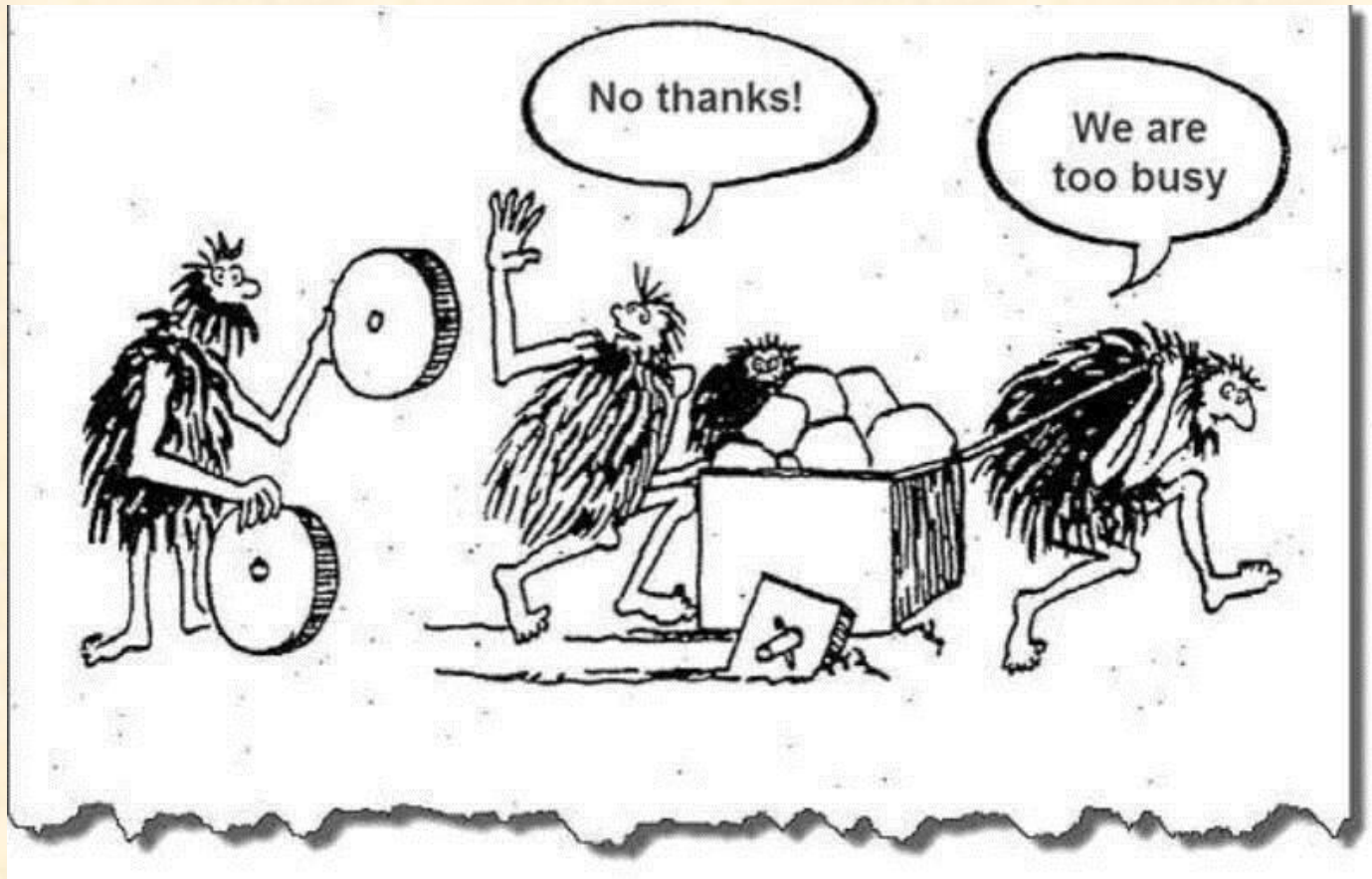
Recommendations for KAWP:

- **Use simpler language**
- **Identify the right experts**
- **Improve visibility and contacts with other actors**
- **Better and timely report the successes and failures and the changes in the project to partners and donors**
- **Do not rely on one source of funding**

Recommendations for CBO/AC:

- **Better explain the relations and cooperation schemes to avoid further confusion and overlapping**

Evaluation



Minutes from debriefing at KAWP, Battambang, 28/03/2016

Participants: 13 people of the KAWP staff (7 men, 6 women)

Evaluators: Mr. Meas Nee, Mr. Daniel Svoboda

For debriefing at the end of evaluation mission, the evaluators prepared a presentation (see Annexes 12 and 17). All presented information was thoroughly discussed with the participants.

The first part of presentation recapitulated the objectives of the evaluation and the project, the applied methodology including the surveys done during the field evaluation mission, and the evaluation criteria. The evaluators also summarized several issues to be still clarified – e.g. the correct names of the visited villages (the KAWP then submitted the list of all villages and communes to the evaluators by e-mail).

In the next part of presentation, the evaluators explained the findings and conclusions according to the applied OECD/DAC criteria. The KAWP staff provided comments to some conclusions, and the evaluators provided a feedback:

Relevance:

- Animal raising seems to really be a feasible alternative for family businesses. Diversification is necessary and it is crucial to solve the shortage of water.

Efficiency:

- Besides direct interventions in the target villages, the project also addressed some policy issues, e.g. regarding the new Fishery Law.
- Some problems in reporting relate also to inappropriate timing – the proposals must be submitted to donors well in advance before the start (or continuation) of the project and therefore some needed changes cannot be reflected in the proposals. However, the evaluators highlighted that the project team must inform the partners and donors whenever a significant change occurs and must provide a full justification (early warning). Some flexibility is usually accepted by donors as the results are of a key importance.
- Water shortage is really a key problem, influencing all development interventions.
- There are some problems between the ACs and mill owners (and the Mill Association) as these are now becoming stronger. The question is whether the ACs can better negotiate (as they have a support from the Government). There are also traditional relations – somewhat obligation that the village must sell rice to the concrete mills (as these also provide loans to the families). The mill business will be challenged more by the ACs in the future - to make a better deal.

Effectiveness:

- Regarding migration, it is still necessary to explain and discuss pros and contras for legal and illegal migration, why some people have benefit from migration and some do not. The migration also affects children – some do not attend school, some are abused. Migration also leads to a separation of families – separation of husbands and wives brings problems.
- The same is important at a village level – some villages are doing well, some are poor (and poorer). That is truth that no rains in the past 2 years significantly influenced the foreseen results.

Sustainability of results (impacts):

- It is important to protect crops from problems. The farmers are dependent on timely harvest but during heavy rains the heavy machines have problems (e.g. only 1 ha per day instead of 3 ha) – so they are not appropriate for all situations. In addition, the traditional Cambodian rice types are higher and it also brings problems for the machines. Sometimes 20% loss of crops is reported.
- There is also some confusion on best techniques to use with regard to water issues and local conditions. Normally the people knew when to plant the rice, now they do not know as the rains do not come as expected.

- Some villages also face big problems during heavy storms – some houses and other infrastructure are often destroyed and there is no support from local authorities in such cases.
- Regarding sustainability of KAWP, KAWP is probably too unique to be supported by the governmental programs, the governmental support goes to districts.

Visibility:

- In general, there is a good awareness on project partners and donors. However, some dissemination tools could be used in a better way – e.g. the posters should be laminated (like some examples from other projects presented in the KAWP office). The Czech method on composting is well appreciated and more and more people use it.
- Diaconia also prepared very good educational materials for schools – these should be better presented (to donors) and more widely disseminated.

The final part of debriefing focused on recommendations. As the first step, all KAWP staff voted on the proposed strategic decision on future direction – either to replicate the current approaches in other villages and communes or to intensify the support in the villages where KAWP already has a grassroots knowledge and has built mutual trust. All participants voted for the second option. The evaluators highly appreciated this decision.

The comments to proposed specific recommendations included:

- When KAWP distributed the pumps in the past, some beneficiaries sold them later. A proper mechanisms for such a support must be prepared. The evaluators recommended to ask for at least a partial cost-sharing to strengthen the ownership, not providing anything for free.
- Loan systems are used and work well in general. However, whenever the collected amount exceeds the amount that the ACs or CBOs are able to manage themselves, the KAWP must be ready to assist them in proper financial management. There is some cooperation in this regard with VSO. However, VSO has mainly experts in agriculture (rice and vegetable) but some their trainings create more confusion for the people instead of a real help.
- It should be a role of KAWP to identify and select the most appropriate experts, to propose the right time or place and to identify the real issues to be solved. There is some experience from the past that VSO sent experts with a very limited capacity to provide the training and to manage it. In addition, they for example insisted on its start at 12 o'clock when the people usually have lunch.
- There is in fact no strategy for a work with volunteers at KAWP. They use them when they come and want something. Evaluator's comment: This approach was in fact confirmed by the second interview with VSO representative – "KAWP has to assist VSO in the deployment of VSO volunteers in the field" – see Annex 6.9, while the right option would be to identify the right volunteers based on the real needs at community level.
- It is really necessary to explain and to clearly set the roles of ACs and CBOs, as there are many confusions due to overlaps (or maybe also due to some sort of competition).
- For higher impacts and sustainability, it is necessary to identify additional and complementary sources of funding.

In general, a consensus on evaluation findings, conclusions and recommendations has been reached at the meeting.

The KAWP will provide some missing information in the coming weeks.

The evaluators will provide the draft evaluation report to the KAWP for a feedback and will then reflect the comments in the Final report.

Minutes reported by Daniel Svoboda

Krom Akphiwat Phum (KAWP) Project Evaluation 2016

Terms of Reference

1. Background

Krom Akphiwat Phum (KAWP) is the Cambodian Non-Governmental Organization established and registered with Cambodian Ministry of Interior on 15 March 1995. The organization was localized from OSB (Overseas Service Bureau), an Australian International organization, which operated a project called rebuilding local community in Battambang during 1992 to 1995. KAWP is operating in Battambang province of Cambodia. Since then, KAWP was formally established and continued its operation only in Battambang Province.

From 1996 till today, KAWP achieved/completed 7 projects, in which each project represents a phase period of 3 years. The 7th project called *CBO Consolidation and Social Enterprise implemented during 2014-2016 focusing* creating ACs engaged by existing CBOs members to allow rural farmers to organize their own developmental activities in a more structured and effective way.

The current phase (8th project), called Community Based Social Harmonization and Livelihood Development, focusing on strengthening the existing 12 ACs and 34 old CBOs and creating 8 new CBOs and capacitate them to become good governance practice. Building their networking with other external business sectors in order to access public services and attract the investment of local resources, and to enhance ownership and self-reliance by reducing dependency on KAWP's support.

12 motivated staffs (6 men, 6 women) are working in KAWP to implement program activities at village level. KAWP is operating in 42 villages (old 34, new 8 CBOs) within 14 Communes of the 7 Districts of Battambang Province. One Agricultural Cooperative was set up in each commune with a total of 13,440 members of which 2,688 is direct members.

KAWP is planning to develop project and proposal for the next phase (2017-2019). In order to do this, it is necessary to look back into the implementation of project in the current phase to gain useful insights and lessons learned that form the basis for future project formulation. An external evaluation will be conducted to serve this purpose.

2. Goal, objectives, and expected outputs of the evaluation

The overall goal of the evaluation is to assess achievements and challenges of current project implementation, and identify lessons learned and suggestions for improvement of project design and implementation in the next phase.

Objectives:

Specific objectives of the evaluation are:

- To review achievements, successes and challenges during the current phase implementation including areas with most success and areas with less success; and their underlying factors;
- To assess outcomes and impact of project activities on communities that KAWP worked with;
- To assess the relevance and effectiveness of KAWP's working approaches and strategies;
- To review current support functions and management relevant to program implementation;
- To identify key lessons learned and suggestions to inform future strategies and practices to improve program implementation;

Expected outputs:

Expected outputs from the evaluation are:

- Relevant documents reviewed
- Community people, staff, and other relevant stakeholders consulted

- An evaluation report highlighting findings, analysis of successes and challenges, lessons learned and recommendations, produced and submitted

3. Methodology

A qualitative approach will be used for this evaluation:

- Review of relevant documents (project plans, baseline, progress reports, evaluation report, etc.)
- Choose sampling of villages (at least 9 villages: different locations, levels of engagement, years of interventions (old/new, etc.) – will be discussed and decided
- Choose at least 3 ACs (out of 12 ACs) in different Districts will be discussed and decided.
- Interview and observations with community people (using focus group discussions, and individual interview), and relevant stakeholders including organizational staff;
- Summarize, consolidate and analyze data gathered; compile them into draft report. Submit draft report to KAWP for comment and verifications; finalize it.

4. Detail steps and activities

a. Preparation

- Agree on TOR (objectives and scope of work);
- Develop evaluation tools (questionnaires/process etc.);
- Develop an evaluation plan and schedule;
- Review relevant documents:
 - Strategic plan; project plans, proposals
 - Reports (evaluation, progress, annual reports)
 - Organizational reference documents (policies, systems)

b. Field data collection and stakeholders consultations

- Conduct focus group discussions, and individual interview with selected communities;
- Conduct reflection with all staff (on program and organizational issues);
- Conduct interview with individual staff, and board (if appropriate);
- Conduct interview with government partners, and other partner

c. Data analysis and reporting

- Summarize data, and produce preliminary findings – present to KAWP
- Further consolidate data and information;
- Produce draft (English) report
- Send it to KAWP for comments/feedbacks;
- Finalize the evaluation report (integrating comments)
- Translate key points of the report into Khmer (using PowerPoint format)

5. Place and timeframe

The evaluation will be conducted in Phnom Penh and in Battambang. Field data collection will be conducted in Battambang while preparation and report writing will be done in Phnom Penh. The consultant will work with KAWP to determine the sampling villages for consultations.

The evaluation will start on 3rd week Mar 2016, and the final report will be submitted no later than 2nd week of May 2016. The consultant will develop a working schedule and discuss with KAWP before starting the activities.

6. Evaluation Team

The evaluation will be conducted by an external team consists of:

- A Team leader (male or female, foreigner or Khmer)
- Team member is subject to the lead consultant.

7. Breakdown of activities

Detail tasks and activities are subject to Team Leader

8. Reporting

The report will be in English, and may consist of the following points:

- An executive summary, including summarized key recommendations
- Main findings by project based on the evaluation scopes/objectives
- Analysis (can be combined into the analytical findings)
- Lessons learned and conclusions
- Recommendations
- Appendices (questionnaires; people consulted)

A Khmer summary of the report (in form of PowerPoint format) will be also produced.

9. Responsibilities

The lead consultant and team members will lead the whole process including designing of evaluation tools, review documents, conducting interview and discussions, analyze data and reports.

KAWP will be responsible for:

- Arranging appointments with communities, staff, and other stakeholders;
- Providing all necessary documents needed for this evaluation purpose;
- Supporting the evaluation team with administrative and logistic support as needed
- Reading the draft report and provide comments to consultant on time

10. Budget: KAWP has limited budget of USD 5,000.00 for the whole evaluation cost.

Comments from project partners and the evaluators' responses

Diaconia comments:

You did a great work. I have only a few comments to the narrative part of the report, e.g.:

- Additional information: Reporting between KAWP and Diaconia has been changed on quarterly reporting in 2015 and 3 reports per year in 2016.

Evaluators' response: *The text related to CBO/AC reporting was adjusted to avoid misunderstanding. The information on KAWP reporting was added.*

- Please clarify the sentence "Due to shortage of labor force, rice harvest has now being replaced by mechanized processes, using heavy equipment, and thus the rice seeding becomes a common issue in target villages".

Evaluators' response: *The sentence was re-formulated: "Due to shortage of labor force, rice harvest has now being replaced by mechanized processes, using heavy equipment, and thus the manual seed purification can no longer be carried out. Therefore lack of quality rice seeds becomes a common issue in target villages."*

I also corrected a few typos (e.g. KAWP instead of KAPW) and the actually used English translation and acronym of Diaconia center: Center of Relief and Development (DECCB-CRD).

I corrected the dates in Annex 2. I agree with all other annexes.

Evaluators' response: *The typos were corrected and the proposed changes of wording were accepted (e.g. using "support" instead of "intervention") – we appreciate these revisions. Corrections and updates were done also in all annexes.*

KAWP comments:

Thanks for your email about feedbacks to report. I went through it carefully and have no any comments, while it was already debriefed with KAWP staffs during the last day of survey.

Evaluators' response: *We appreciate very much the support from KAWP during preparation and implementation of the evaluation mission as well as the provided information during finalization of the evaluation report. We also consider both the initial briefing before the visits with the respondents and the final debriefing with discussing the preliminary results of the evaluation as important and powerful evaluation tool. This enables participatory clarification of objectives of the evaluation and of the evaluated project, confirmation of the key evaluation questions, and understandable formulation of results and recommendations. This also contributes to the ownership of evaluation results and supports the future use of the recommendations.*

Bread for the World comments:

Besides the proposed revisions and corrections in formulations (*which were fully reflected in the final evaluation report*), the significant comments include:

- Summary on Sustainability: I think it would be good to mention here that it is financial contribution as well as in terms of own work capacity. Although further details are given in the chapters, it might be helpful for those who only read the summary.

Evaluators' response: *Fully reflected, the text was adjusted.*

- Summary on Sustainability: I agree if we talk about initiation and support through lobby and advocacy with the government by NGOs. If possible I would like to suggest to specify the access to water, e.g. set up of irrigation system, etc.

Evaluators' response: *Fully reflected, the text was adjusted.*

- Summary on visibility: What kind of negative external factors?

Evaluators' response: *These are specified in the text – closer cooperation with authorities, private sector actors and with other development projects is needed. The basic explanation of the rating corresponds to*

the general scale mentioned in Chapters 3.1 and 5; concrete justification is then added to this general rating.

- Summary – 4th recommendation: Which other projects?

Evaluators' response: This is specified in Chapter 6 (other national and international projects and programs focused on water issues).

- Summary – the same recommendation: Does KAWP have the experience in the water sector? For a sustainable access to water cooperation a lobby and advocacy work on water with the government will be important. Is the recommendation to focus on this, as it is also pointed out on page 26 that hard components must be financially guaranteed by local government? (I agree on that)

Evaluators' response: We fully agree - advocacy work is crucially important, "evaluators thus suggest that the KAWP starts consultations with the government and international donors and strengthens its role as mediator between them and local ACs and CBOs" as specified in Chapter 6. Regarding the experience in water sector, "the added value of KAWP is a genuine knowledge of situation in the target villages and the created mutual trust with local people" as also mentioned in Chapter 6. The soft interventions (like hygiene and some basic equipment) can be directly provided by KAWP (see recommendations 6.2 and 6.3). For more demanding investments like hydrogeological survey, irrigation, water supply or water treatment, the KAWP can effectively play a facilitation role or the project team can be also supported by Czech experts in hydrogeology, irrigation or water treatment (this sentence was added to the rationale for the recommendation 6.4).

- Chapter 2 and Annex 5 – Intervention logic: I would have assumed that the indicators of Annex 5 will be the same binding indicators as agreed with BfdW in the cooperation agreement; however they are not exactly the same for all objectives? What is the reason for? Was this discussed and agreed with KAWP?
- Chapter 4.3 Effectiveness – Intervention logic: Which indicators are not appropriate and not achievable? I would like to point out again, that for the current project phase (01.10.2014 – 31.12.2016) the indicators agreed with BfdW are binding and can not be changed in the ongoing project phase. Is it for future projects?

Evaluators' response: The reconstructed logic used all relevant key indicators from the original logical framework. More explanation was added to Chapter 4.3 Effectiveness:

"The original project logic model (based on desk-review) is too complicated – the intervention logic cannot be understood from 11-page document. There have also been too many indicators and some of them are questionable:

- Some indicators are repeated under the same objective (e.g. indicator on rice production);
- Some indicators are inappropriate (e.g. „increasing vegetable production from 16 kg/year to 20 kg/year“ without any specification of a concrete kind of vegetable, or “incomes from chicken sale from USD 30 to USD 70” without any link to number of chicken);
- Some indicators are incorrectly formulated (e.g. “increasing number of referral cases of human rights violation” in fact means that more violence would be a success);
- Some indicators differ without any explanation (e.g. cows increased “from 60 to 120” or “from 5,820 to 8,140”);
- Some indicators do not have the target value (e.g. “% of 15 households increased their incomes from fish sale” – How many households should increase their incomes?);
- Some indicators are not achievable (e.g. “implementing disaster risk reduction plans” without any significant support from the government).

Therefore, the evaluators proposed a revised model (using the main foreseen results and relevant key indicators from the original logical framework) – please see Annex 5, as an example for future projects. This scheme was discussed both with Diaconia project manager and with the KAWP staff during the initial briefing. The findings are also reflected in recommendation 6.5 on internal capacity building.

- Chapter 4.1 Relevance – There is a potential for cooperation with other organizations: Is this a recommendation of the evaluators or a suggestion of the beneficiaries?

Evaluators' response: *The text was adjusted: "The contacts with some of the above organizations and programs are already established and thus there is a potential for further cooperation."*

- Chapter 4.2 – There is both a need and a potential for creation of non-agriculture jobs: Does this mean there is also a market?

Evaluators' response: *The text was adjusted: "Although there is a need for and interest in creation of non-agriculture jobs, the market potential still must be mapped out."*

- Chapter 4.3 Effectiveness – "The sustainable development depends mainly on access to water and also on appropriate infrastructure (e.g. the ponds, roads and bridges). These issues could not be reflected by the project due to the limited funds": From my point of view this is not only a matter of limited funds, but also lobby and advocacy with local government is needed.

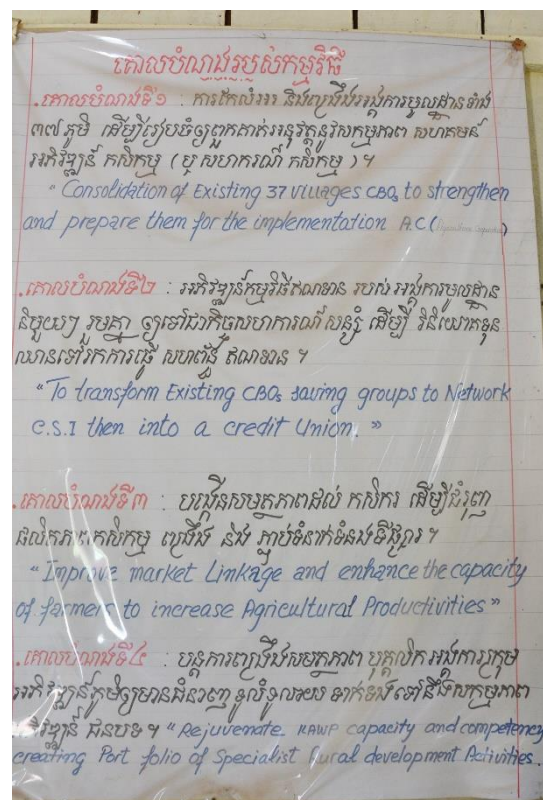
Evaluators' response: *Full agreement, the text was adjusted: "These issues must be primarily addressed by the local authorities. However, even the single projects with limited funds (like CHALD) can contribute through advocacy, awareness raising, capacity building and technical assistance."*

- Chapter 4.5 – "No donor can help, if there is a weak local ownership...": I agree, however from my point of view this makes it even more important to work on local ownership together with the local government to make sure that there is sustainability even when donors have left.

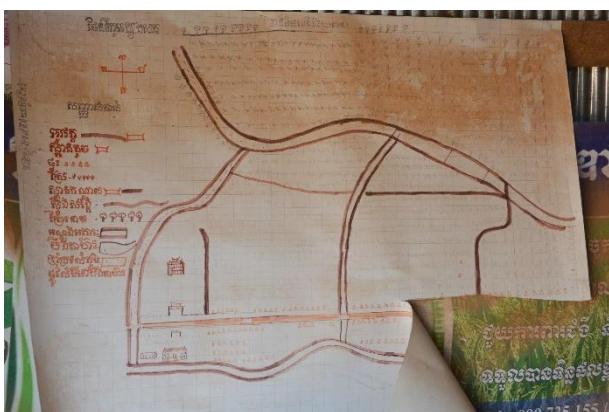
Evaluators' response: *The following text was added: "In this regard, the contribution of the CHALD project to empowering the communities via networking within and between CBOs and ACs as well as via facilitation of communication with Commune Councils and other local authorities are important steps in a right direction. However, the advocacy activities have just only started and the donors' support is still needed to nurture these efforts."*



Briefing KAWP, Battambang, 14/03/2016



Visits to famers – Sambok Ork Village (SBK), 15/03/2016



Visit to farmers – Ansrng Sork Village (ASS), 16/03/2016

Number of HARVEST Signed up Clients

BTB Province

| N° | Activities | Phnom Penh | Siem Reap | Kampong Cham | Kampong Chhnang | Kampong Speu | Kampong Som | Kampong Thum | Kampong Thom | Kampong Tru | Kampong Vach | Kampong Vong | Kampong Vong | Kampong Vong | TOTAL |
|----|-----------------------|------------|-----------|--------------|-----------------|--------------|-------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|-------|
| 1 | Com Hort | | | 134 | 42 | 72 | 16 | | 117 | | | | | | 381 |
| 2 | Home Garden | | | 178 | 36 | 68 | 14 | | 137 | | | | | | 433 |
| 3 | Home Garden 2 | | | 304 | 110 | 141 | 16 | | 229 | | | | | | 800 |
| 4 | School Garden | | | 01 | 02 | 02 | | | 09 | | | | | | 08 |
| 5 | Hort-Scaling up | 56 | 78 | 33 | 24 | 35 | 44 | 142 | 72 | 65 | 147 | 27 | | | 723 |
| 6 | Wet season Rice | | 111 | | 179 | 24 | 28 | 146 | 233 | 56 | | | | | 777 |
| 7 | Dry season Rice | | 01 | | 14 | 03 | 41 | 02 | 203 | 74 | | | | | 83 |
| 8 | Fish Pond | | 124 | | 53 | | 135 | | 203 | 74 | | | | | 589 |
| 9 | Hatchery | | 04 | | 02 | 01 | | | 01 | | | | | | 08 |
| 10 | Input Suppliers | | 09 | | | | 04 | 09 | 18 | 10 | | | | | |
| 11 | Producer Groups | | | | 03 | 03 | 03 | 01 | 03 | 03 | | | | | 25 |
| 12 | Nutrition-Saving Fund | | | | 381 | 95 | 146 | 35 | 31 | 288 | | | | | 976 |
| 13 | Community Forestry | | | | | | | | 04 | 01 | | | | | 06 |
| 14 | NTPP Demo-Bamboo | | | | | | | 2/63 | 02 | | | | | | 04 |
| 15 | NTPP enrichment site | 01 | | | | | | | | | | | | | 01 |
| 16 | Tree Nursery | | | | | | | | 01 | | | | | | 02 |
| 17 | NTPP Producer Group | | | | | | | 5/25 | | | | | | | 05 |
| | CFI | | | | 01 | 02 | | | 01 | | | | | | 4 |
| | Rice Mill | | | | | 03 | | 01 | | 01 | | | | | 01 |



Monitoring system at HARVEST (USAID), Battambang, 18/03/2016



Focus group AC members – Reang Kesey Commune (RKS), 21/03/2016; place for community lake



Observation – Reang Kesey Commune (RKS), 21/03/2016 – private rice mill, functional water well



Focus group CBO members, Interview with CBO leaders – Baeng Veng Village (BVG), 21/03/2016



Focus group AC members, Interview with AC leaders – Preah Phos Commune (PHP), 22/03/2016



Interview DRR and HRFP – Baeng Preah Krorlanh Village (BPL), 22/03/2016; dry ancient lake



Observation – Baeng Preah Krorlanh Village (BPL), 22/03/2016; local school, municipal lake



Focus group CBO members – Chhnal Moin Village (CHM), 22/03/2016



Observation – Chhnal Moin Village (CHM), 22/03/2016 – Water projects supported by donors



Observation – Chhnal Moin Village (CHM), 22/03/2016 – River and irrigation system



Sangkae River Dam, located in Kanghort Village, Kuntir I Commune, Sangkae District, 22/03/2016



Focus group CBO members – Sambok Ork Village (SBK), 23/03/2016 (site for school/kindergarten)



Focus Group CBO members – Tanak Village (TNK), 23/03/2016



Focus Group AC members – Bay Damram Commune (BDR), 24/03/2016 (rice storage building)



Focus group CBO members – Krolapeas Village (KLP), 24/03/2016



Observation – Krolapeas Village (KLP), 24/03/2016 – Basic sanitation at school (disconnected pipes)



Interview with CSO leaders – Prek Tropp (PTP), 25/03/2016, meeting at pagoda place



Focus group Fishery Committee – Prek Tropp (PTP), 25/03/2016

A photograph showing two women sitting at a green, patterned table outdoors. The woman on the right is wearing a white button-down shirt with a red cross emblem on the sleeve and a floral patterned top underneath. She is looking down at a book or document on the table. The woman on the left is wearing a plaid shirt and is also looking at the same book. In the background, there are trees and other people, suggesting a community or outdoor setting.

A group of six women are seated on a blue tarp in front of a corrugated metal wall. From left to right: the first woman wears a white lab coat over a purple shirt and a green patterned sarong; the second wears a pink shirt and a yellow-green sarong; the third wears a patterned short-sleeved shirt and a pink patterned sarong; the fourth wears a light pink long-sleeved shirt and an orange patterned sarong; the fifth wears a teal jacket over an orange shirt and a grey sarong; the sixth wears a purple long-sleeved shirt and a patterned sarong. Several plastic water bottles are placed on the tarp in front of them. The background consists of a wall made of corrugated metal sheets.

A group of people are gathered outdoors under the shade of a large tree. In the foreground, a wooden table holds a large green plastic bag and some papers. Several people are seated on a wooden bench behind the table. A man in a red shirt is speaking, gesturing with his hands. Other people, including a man in a blue shirt and a man in a white shirt, are listening attentively. The background shows a simple building with a corrugated metal roof and some trees.

| 1973-1974 | | 1974-1975 | | 1975-1976 | | 1976-1977 | | 1977-1978 | | 1978-1979 | | 1979-1980 | | 1980-1981 | | 1981-1982 | | 1982-1983 | | 1983-1984 | | 1984-1985 | | 1985-1986 | | 1986-1987 | | 1987-1988 | | 1988-1989 | | 1989-1990 | | 1990-1991 | | 1991-1992 | | 1992-1993 | | 1993-1994 | | 1994-1995 | | 1995-1996 | | 1996-1997 | | 1997-1998 | | 1998-1999 | | 1999-2000 | | 2000-2001 | | 2001-2002 | | 2002-2003 | | 2003-2004 | | 2004-2005 | | 2005-2006 | | 2006-2007 | | 2007-2008 | | 2008-2009 | | 2009-2010 | | 2010-2011 | | 2011-2012 | | 2012-2013 | | 2013-2014 | | 2014-2015 | | 2015-2016 | | 2016-2017 | | 2017-2018 | | 2018-2019 | | 2019-2020 | | 2020-2021 | | 2021-2022 | | 2022-2023 | | 2023-2024 | | 2024-2025 | | 2025-2026 | | 2026-2027 | | 2027-2028 | | 2028-2029 | | 2029-2030 | | 2030-2031 | | 2031-2032 | | 2032-2033 | | 2033-2034 | | 2034-2035 | | 2035-2036 | | 2036-2037 | | 2037-2038 | | 2038-2039 | | 2039-2040 | | 2040-2041 | | 2041-2042 | | 2042-2043 | | 2043-2044 | | 2044-2045 | | 2045-2046 | | 2046-2047 | | 2047-2048 | | 2048-2049 | | 2049-2050 | | 2050-2051 | | 2051-2052 | | 2052-2053 | | 2053-2054 | | 2054-2055 | | 2055-2056 | | 2056-2057 | | 2057-2058 | | 2058-2059 | | 2059-2060 | | 2060-2061 | | 2061-2062 | | 2062-2063 | | 2063-2064 | | 2064-2065 | | 2065-2066 | | 2066-2067 | | 2067-2068 | | 2068-2069 | | 2069-2070 | | 2070-2071 | | 2071-2072 | | 2072-2073 | | 2073-2074 | | 2074-2075 | | 2075-2076 | | 2076-2077 | | 2077-2078 | | 2078-2079 | | 2079-2080 | | 2080-2081 | | 2081-2082 | | 2082-2083 | | 2083-2084 | | 2084-2085 | | 2085-2086 | | 2086-2087 | | 2087-2088 | | 2088-2089 | | 2089-2090 | | 2090-2091 | | 2091-2092 | | 2092-2093 | | 2093-2094 | | 2094-2095 | | 2095-2096 | | 2096-2097 | | 2097-2098 | | 2098-2099 | | 2099-2100 | | 2100-2101 | | 2101-2102 | | 2102-2103 | | 2103-2104 | | 2104-2105 | | 2105-2106 | | 2106-2107 | | 2107-2108 | | 2108-2109 | | 2109-2110 | | 2110-2111 | | 2111-2112 | | 2112-2113 | | 2113-2114 | | 2114-2115 | | 2115-2116 | | 2116-2117 | | 2117-2118 | | 2118-2119 | | 2119-2120 | | 2120-2121 | | 2121-2122 | | 2122-2123 | | 2123-2124 | | 2124-2125 | | 2125-2126 | | 2126-2127 | | 2127-2128 | | 2128-2129 | | 2129-2130 | | 2130-2131 | | 2131-2132 | | 2132-2133 | | 2133-2134 | | 2134-2135 | | 2135-2136 | | 2136-2137 | | 2137-2138 | | 2138-2139 | | 2139-2140 | | 2140-2141 | | 2141-2142 | | 2142-2143 | | 2143-2144 | | 2144-2145 | | 2145-2146 | | 2146-2147 | | 2147-2148 | | 2148-2149 | | 2149-2150 | | 2150-2151 | | 2151-2152 | | 2152-2153 | | 2153-2154 | | 2154-2155 | | 2155-2156 | | 2156-2157 | | 2157-2158 | | 2158-2159 | | 2159-2160 | | 2160-2161 | | 2161-2162 | | 2162-2163 | | 2163-2164 | | 2164-2165 | | 2165-2166 | | 2166-2167 | | 2167-2168 | | 2168-2169 | | 2169-2170 | | 2170-2171 | | 2171-2172 | | 2172-2173 | | 2173-2174 | | 2174-2175 | | 2175-2176 | | 2176-2177 | | 2177-2178 | | 2178-2179 | | 2179-2180 | | 2180-2181 | | 2181-2182 | | 2182-2183 | | 2183-2184 | | 2184-2185 | | 2185-2186 | | 2186-2187 | | 2187-2188 | | 2188-2189 | | 2189-2190 | | 2190-2191 | | 2191-2192 | | 2192-2193 | | 2193-2194 | | 2194-2195 | | 2195-2196 | | 2196-2197 | | 2197-2198 | | 2198-2199 | | 2199-2200 | |
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[illegible]



Debriefing KAWP, Battambang, 28/03/2016 (poster from a previous project)



Some more observations from transect walks:



Pumping equipment is not perfect (15/03/2016)



Some wells are not functional (15/03/2016)



Only a few people raise pigs (21/03/2016)



Local irrigation from ponds works (21/03/2016)



Supply of treated water from river (24/03/2016)



Dry irrigation canals everywhere (24/03/2016)

របាយការណ៍សង្ខេប

ការអធិប្បាយជាសង្ខេបទៅលើដំណើរការនិងបទប្បញ្ញត្តិការងារ

គំរោង **CHALD** បានត្រូវចាប់ផ្តើមអនុវត្តនៅឆ្នាំ ២០១៤ ដល់

២០១៦ ហើយគំរោងនេះស្ថិតនៅក្នុងដំណាក់កាលទី៤របស់អង្គការក្រុមអភិវឌ្ឍន៍ភូមិដែលជាអង្គការមិនមែនរដ្ឋាភិបាលក្នុងស្រុកមួយដែលបានបង្កើតឡើងនិងចុះបញ្ជីជាផ្លូវការជាមួយក្រសួងមហាផ្ទៃនៅថ្ងៃទី១៥ ខែ មីនា ឆ្នាំ១៩៩៥។

គំរោងនេះបានផ្តោតការយកចិត្តទុកដាក់ទៅលើការពង្រឹងសមត្ថភាពដល់សហគមន៍សកម្មក្នុងសហគមន៍ចំនួន១២និងក្រុមអង្គការមហាជនមូលដ្ឋានចំនួន៣៤និងពង្រីកទៅកាន់អង្គការមហាជនមូលដ្ឋានចំនួន៨ថ្មីទៀតហើយធ្វើការពង្រឹងអាយុកាលអនុវត្តន៍នូវអភិបាលកិច្ចស្តង់ដារស្ថាប័ននេះផងដែរ ។ ទន្ទឹមនឹងនេះដែរ គំរោងបានជួយធ្វើការតភ្ជាប់នូវបណ្តាញជាមួយ

ស្ថាប័នជំនួយខាងក្រៅដ៏ទៃទៀតដើម្បីជួយអោយពួកគាត់អាចទទួលបាននូវការគាំទ្រគ្រប់គ្រាន់ពីសេវាកម្មសាធារណៈនិងអាចទាក់ទាញការចូលរួមវិនិយោគធនធានពីក្នុងមូលដ្ឋាននិងការលើកកម្ពស់ដល់ភាពជាម្ចាស់ដើម្បីឈានទៅកាន់បន្ថយការពឹងផ្អែកលើអង្គការក្រុមអភិវឌ្ឍន៍ភូមិ។

ទិសដៅសំខាន់ៗសំរាប់គំរោងនេះគឺជួយធ្វើការរួមចំណែកក្នុងការកាត់បន្ថយនូវភាពក្រីក្រនិងជួយអោយពលរដ្ឋគ្រប់រូបមានសិទ្ធិគ្រប់គ្រាន់ ព្រមទាំងធ្វើការពង្រឹងនិងគាំទ្រដល់សហគមន៍និងអង្គការសង្គមស៊ីវិលដើម្បីអោយពួកគេបានចូលរួមក្នុងការជួយលើកតំកើងដល់ស្ថានភាពសង្គមនិងសេដ្ឋកិច្ចរបស់គ្រួសារជនងាយរងគ្រោះ ។

គំរោងនេះបំណងដើម្បីទទួលបាននូវលទ្ធផលសំខាន់ៗដូចខាងក្រោម៖

- ☐ ធ្វើអោយបានប្រសើរឡើងដល់ស្ថានភាពសុវត្ថិភាពស្បៀងនិងសេដ្ឋកិច្ចតាមរយៈការជួយលើកកម្ពស់សកម្មភាពជីវភាពរស់នៅប្រកបដោយនិរន្តរភាពផ្នែកលើរបរ កសិកម្មនិងជំនួញខ្នាតតូច ។
- ☐ សហគមន៍សកម្មនិងក្រុមអង្គការមហាជនមូលដ្ឋានមានសមត្ថភាពក្នុងការគ្រប់គ្រងអោយបានត្រឹមត្រូវទៅលើធនធានធម្មជាតិរបស់ពួកគេហើយមានការប្រុងប្រយ័ត្នខ្ពស់ក្នុងការកាត់បន្ថយនូវហានិភ័យនានាដែលបណ្តាលមកពីគ្រោះមហន្តរាយធម្មជាតិ។
- ☐ សហគមន៍គោលដៅអាចប្រើប្រាស់នូវសិទ្ធិរបស់ខ្លួនបានពេញលេញនិងទទួលបានគ្រប់គ្រាន់លើរាល់សេវាកម្មសមស្រប។
- ☐ សហគមន៍សកម្មនិងក្រុមអង្គការមហាជនមូលដ្ឋានមានការអនុវត្តន៍នូវអភិបាលកិច្ចស្តង់ដារប្រកបដោយប្រសិទ្ធភាពខ្ពស់ហើយអាចឆ្លើយតបបានយ៉ាងសមស្របទៅតាមតម្រូវការរបស់សង្គមនិងពលរដ្ឋជាសមាជិកទាំងអស់គ្នា។

ការសិក្សាវាយតម្លៃលើគំរោងនេះបានចាប់ផ្តើមធ្វើនៅក្នុងអំឡុងពេលពីខែមីនាដល់ខែ ឧសភា ឆ្នាំ២០១៦ ពេលគឺនៅក្នុងរយៈពេលដើមឆ្នាំទី៣នៃការអនុវត្តគំរោង។ ការវាយតម្លៃនេះបានរៀបចំធ្វើឡើងដើម្បីជួយអោយមានភាពប្រសើរឡើងដល់ការបន្តបញ្ចប់គំរោងនិងជួយដល់ការរៀបចំគំរោងបន្តនាពេលអនាគត។

● **គោលបំណងនៃការវាយតម្លៃ**

គោលបំណងចម្បងនៃការវាយតម្លៃនេះគឺ ធ្វើការប៉ាន់ប្រមាណវាស់វែង

លើកំរិតជោគជ័យនានានិងការប្រឈមនានាដែលស្តែងចេញនិងទទួលបានពីការអនុវត្តគំរោង **CHALD (2014-2016)** និងរកមើលអោយឃើញនូវមេរៀន

សំខាន់ៗដែលទទួលបានពីការអនុវត្តគំរោងហើយធ្វើការផ្តល់នូវអនុសាសន៍

សំរាប់ជួយធ្វើអោយបានប្រសើរឡើងដល់ការរៀបចំគំរោងសំរាប់ដំណាក់កាលក្រោយទៀត។

- ទិសដៅសំខាន់ៗសំរាប់ការវាយតម្លៃមានដូចតទៅ៖
 - ☐ ធ្វើការពិនិត្យឡើងវិញលើភាពជោគជ័យនានាដែលទទួលបាននិងការប្រឈមដែលកើតមានឡើងនៅក្នុងពេលអនុវត្តគំរោងបច្ចុប្បន្នដោយរួមមានទាំងតំបន់គោលដៅដែលមានជោគជ័យខ្ពស់និងតំបន់ដែលទទួលជោគជ័យតិចតួចនិងរាល់កត្តាជំរុញផងដែរ។
 - ☐ ធ្វើការប៉ាន់ប្រមាណដល់លទ្ធផលដែលទទួលបាននិងផលប៉ះពាល់នានាដែលកើតចេញពីសកម្មភាពរបស់គំរោងនៅក្នុងតំបន់គោលដៅដែលក្រុមអភិវឌ្ឍន៍បានធ្វើការជាមួយ។
 - ☐ ធ្វើការប៉ាន់ប្រមាណដល់ភាពសមស្របនិងប្រសិទ្ធភាពរបស់វិធីសាស្ត្រនិងយុទ្ធសាស្ត្រដែលកំពុងអនុវត្តន៍ដោយអង្គការក្រុមអភិវឌ្ឍន៍ភូមិ។
 - ☐ ធ្វើការពិនិត្យឡើងវិញទៅលើការគាំទ្របច្ចុប្បន្ននិងភាពសមស្របនៃការគ្រប់គ្រងដល់ការអនុវត្តគំរោង។

- ☐ រកមើលនូវវាល់មេរៀនសំខាន់ៗនិងផ្តល់អនុសាសន៍សំរាប់ជួយធ្វើអោយបានប្រសើរឡើងដល់យុទ្ធសាស្ត្រនិងការអនុវត្តន៍សំរាប់គំរោងនាពេល

អនាគត។

- ការជ្រើសរើសក្រុមអ្នកវាយតម្លៃ

ការវាយតម្លៃនេះបានប្រព្រឹត្តធ្វើឡើងក្រោមការដឹកនាំរបស់ លោក មាសធី ជាប្រធានក្រុមអ្នកវាយតម្លៃពីប្រទេសកម្ពុជានិងលោក ដាន់ឡែល សូបូដា

(ជាអ្នកជំនាញជាងខ្ពស់ផ្នែកការវាយតម្លៃមកពីប្រទេសសាធារណរដ្ឋអេក្វាទ័រ)។

- របបគំរោងសំខាន់ៗនិងការប្តូរសរុបដែលទាក់ទងទៅនឹង **ToR**

(Key Findings)

គំរោងនេះបានអនុវត្តន៍សមស្របទៅនឹងយុទ្ធសាស្ត្រនិងកម្មវិធីនៃការអភិវឌ្ឍន៍សំខាន់ៗនៅក្នុងប្រទេសកម្ពុជាហើយក៏បានជួយគាំទ្របន្ថែមដល់

គំរោងអភិវឌ្ឍន៍ផ្សេងទៀតនៅក្នុងមូលដ្ឋានផងដែរ។ ចំណេះដឹងក្នុងមូលដ្ឋាន

កិច្ចសហការសំរាប់រយៈពេលវែងជាប្រចាំនិងប្រកបដោយភាពទុកចិត្តដែលបានលើកឡើងដោយក្រុមសហគមន៍នៅក្នុងតំបន់គោលដៅនៅក្នុងពេលដែលសកម្មភាពខ្លះទៀតអាចជួយគាំទ្របានខ្លះៗប៉ុណ្ណោះទៅលើ តម្រូវការពិតប្រាកដរបស់គ្រួសារនៅក្នុងសហគមន៍។

| | | |
|--|---|--|
| គំរោង | CHALD | នេះបានជួយដោះស្រាយដល់បញ្ហាអទិភាពសំខាន់ៗជាច្រើនរបស់ក្រុមគ្រួសារនៅក្នុងតំបន់គោលដៅ |
| ប៉ុន្តែហាក់ដូចជាមិនបានផ្ដោតការយកចិត្តទុកដាក់ទាំងស្រុងទៅលើបញ្ហាដែលកំពុងកើតឡើងថ្មីៗទៀតទាក់ទងទៅនឹងតម្រូវការជាក់ស្តែងផ្នែកការអភិវឌ្ឍន៍ជីវភាពរស់នៅដូចជាបញ្ហាខ្វះខាតទឹកប្រើប្រាស់និងបញ្ហាបង្គាប់ទៀតសំខាន់ៗដែលទាក់ទងលើទីផ្សារនិងតម្លៃផលិតផលក្នុងស្រុកផងដែរ។ នៅក្នុងករណី នេះការពង្រឹងនូវទំនាក់ទំនង | | |
| ជិតស្និទ្ធជាមួយស្ថាប័នឯករាជ្យជាតិបាល់ទាត់នៅក្នុងតំបន់ជាតិនិងថ្នាក់ក្រោមជាតិរួមជាមួយនិងក្រុមអង្គសំខាន់ៗដទៃទៀតដែលអាចជួយធ្វើការឆ្លើយតបទៅនឹងតម្រូវការបន្តនៃផងដែរ។ | | |
| ការគាំទ្ររបស់គំរោងទៅលើ | | |
| ការផ្តួចផ្តើមគំនិតរបស់សហគមន៍និងការគាំទ្រពីសំណាក់រាជរដ្ឋាភិបាលលើការអភិវឌ្ឍន៍ផ្នែកហេដ្ឋារចនាសម្ព័ន្ធ ដូចជា ប្រព័ន្ធធារាសាស្ត្រ ធនធានទឹក | | |
| ផ្លូវថ្នល់និងស្ពានជាដើមនាំមកនូវការរីកចម្រើនឡើង។ | | |
| ក្នុងពេលជាមួយគ្នានេះ | សមត្ថភាពរបស់សហគមន៍កសិកម្មនិងក្រុមអង្គការមហាជនមូលដ្ឋានក៏នៅមានកំរិតផងដែរ។ | ឧទាហរណ៍ |
| ដូចជាការព្យាយាមក្នុងការបង្កើនគុណភាពផលិតផលរួមគ្នា ការវិនិយោគរួមគ្នា ការចែករំលែកដីធ្លីអោយមានភាពប្រសើរឡើងដល់វិស័យទីផ្សារជាដើម។ | | |
| ការប្តូរសរុបដើម្បីឆ្លើយតបទៅនឹងទិសដៅទី៣នៃការវាយតម្លៃគឺការប៉ាន់ប្រមាណវាស់វែងទៅលើភាពសមស្របនិងប្រសិទ្ធភាពនៃវិធីសាស្ត្រនិងយុទ្ធសាស្ត្ររបស់អង្គការក្រុមអភិវឌ្ឍន៍ភូមិ។ | | |

គំរោងនេះបានឆ្លើយតបត្រឹមត្រូវទៅនឹងយុទ្ធសាស្ត្រអភិវឌ្ឍន៍នៅក្នុងប្រទេសកម្ពុជាហើយក៏បានឆ្លើយតបទៅនឹងបញ្ហាអទិភាពជាច្រើនទៀតរបស់គ្រួសារនៅក្នុងតំបន់គោលដៅ។ អាស្រ័យហេតុនេះ យើងអាចធ្វើការប្តូរសរុបបានថាភាពសមស្របនៃគំរោងនេះអាចដាក់ពិន្ទុនៅកំរិតត្រឹមលេខ ៤ (នៃកំរិត៦ដែលបានដាក់សំរាប់ការវាស់វែង។

គំរោងបាននាំមកនូវលទ្ធផលជោគជ័យល្អៗមួយចំនួនប៉ុន្តែក៏នៅមានកត្តាអវិជ្ជមានពីខាងក្រៅមួយចំនួនផងដែរដូចជាការខ្វះខាតទឹកប្រើប្រាស់និងបញ្ហាវិស័យទីផ្សារផលិតផលជាដើម។

ប្រសិទ្ធភាពរបស់គំរោង (Efficiency)

ក្រុមអ្នកផ្តល់សម្ភាសន៍នៅសហគមន៍បានសម្តែងការភាគសរសើរខ្ពស់ទៅលើបទអន្តរាគមន៍មធ្យមចំនួនរបស់គំរោង តម្លាភាពនិងរួមទាំងភាពបត់បែនរបស់គំរោងផងដែរ។

ការវិនិយោគលើវិស័យធនធានមនុស្សបានត្រូវទទួលស្គាល់ថាជាវិធីសាស្ត្រដ៏មានប្រសិទ្ធភាពមួយផងដែរ។ អ្នកផ្តល់សម្ភាសន៍ជាច្រើនបានបង្ហាញនូវភាពជោគជ័យដែលទទួលបានពីសកម្មភាពចិញ្ចឹមសត្វ គុណភាពគ្រាប់ពូជស្រូវនិងភាពប្រសើរឡើងនៃវិធីសាស្ត្រដែលកសិករប្រើប្រាស់ដីនៅលើដំណាំស្រូវរបស់គាត់។ SRİ

ក្នុងពេលជាមួយគ្នានេះ ការដាំដុះស្រូវតាមរបៀបបច្ចេកទេសទំនើប

ដែលអាចផ្តល់ទិន្នផលខ្ពស់ក៏បានត្រូវគេយកមកសាកល្បងពិសោធន៍ដោយកសិករមួយចំនួនតូចហើយក៏កំពុងបានផ្តល់ផលគួរជាទីពេញចិត្តផងដែរ។

ក្រុមបុគ្គលិកអភិវឌ្ឍន៍គំរោងក៏បានបង្ហាញនូវបទពិសោធន៍គ្រប់គ្រាន់នៅក្នុងការបំពេញតួនាទីជាអ្នកជួយសម្របសម្រួលនិងប្រើវិធីសាស្ត្រនានាដែលមានភាពសមស្របហើយទទួលបាននូវការសរសើរខ្ពស់ពីសំណាក់ពលរដ្ឋនៅក្នុងមូលដ្ឋានតំបន់គោលដៅ។

ទោះបីជាយ៉ាងណាក៏ដោយក្រុមអ្នកវាយតម្លៃបានរកឃើញថាសមត្ថភាពនៃការគ្រប់គ្រងខ្លះៗហាក់ដូចជានៅមានកំរិតនៅឡើយជាពិសេសទាក់ទងទៅនឹងជំនាញក្នុងការគ្រប់គ្រងថវិកានិងការជួយផ្តល់ការគាំទ្រដល់ការរកទីផ្សារសំរាប់ផលិតផលកសិកម្ម។

ការត្រួតពិនិត្យនិងការធ្វើរបាយការណ៍ដែលមានភាពស្មុគស្មាញក៏ត្រូវតែធ្វើអោយមានភាពប្រសើរឡើងបន្ថែមទៀតផងដែរ

បញ្ហានេះក៏ត្រូវទាក់ទងទៅនឹងលក្ខណៈសុប្បត្តិស្មារតីរបស់គំរោងហើយនិងវិសាលភាពធំធេងនៃចំនួនអ្នកចូលរួមនៅក្នុងក្រុមគោលដៅ (ដែលមានក្រុមអង្គការមហាជនមូលដ្ឋានចំនួន៤២

និងក្រុមសហការណ៍កសិកម្មចំនួន១២)។

ក្រុមអ្នកវាយតម្លៃក៏បានផ្តល់អនុសាសន៍អោយធ្វើការពិនិត្យវិនិច្ឆ័យអោយបានល្អិតល្អន់ទៅលើវាល់ទីផ្ទៃរបស់របររបាយការណ៍និងធ្វើយ៉ាងណាដើម្បីជួយអោយរបាយការណ៍នេះមានភាពសាមញ្ញនិងងាយស្រួលផងដែរ (ដូចជារបាយការណ៍ចំនួន២៧ក្នុងមួយឆ្នាំជាជាងការធ្វើរបាយប្រចាំរៀងរាល់ខែ)។

ការប្រកួសប្រកួងការឆ្លើយតបទៅនឹងទិសដៅទីមួយនៃការវាយតម្លៃគឺការពិនិត្យឡើងវិញទៅលើជោគជ័យនិងការប្រឈមនានាដែលកើតមានឡើងនៅក្នុងអំឡុងពេលនៃការអនុវត្តន៍គំនិតបច្ចុប្បន្ននោះ យូរមុនទាំងអស់ដែលជាជោគជ័យធំៗដែលទទួលបាននិងភាពកង្វះខាតព្រមទាំងមូលហេតុដែលនៅពីក្រោយបញ្ហាទាំងនោះផងដែរ។

ការប្រកួសប្រកួងនេះក៏មានទាក់ទិនផងដែរទៅនឹងទិសដៅទី៤នៃការវាយតម្លៃដែលតម្រូវអោយមានការពិនិត្យមើលឡើងវិញទៅលើតួនាទីនៃការគាំទ្របច្ចុប្បន្ននិងការគ្រប់គ្រងសមស្របនៅក្នុងអំឡុងពេលនៃការអនុវត្តន៍ គំនិត។

ទោះបីជាបឋមបំប្រែវិញបានបង្ហាញអោយឃើញថាគំនិតនេះមិនបានឆ្លើយតបអោយចំទៅនឹងបញ្ហាអទិភាពដូចជា ការខ្វះខាតទឹក ការរៀបចំគំនិត ការត្រួតពិនិត្យ និងការធ្វើរបាយការណ៍ទាំងអស់នេះត្រូវតែធ្វើអោយបានប្រសើរឡើងថែមទៀត (បានពិនិត្យពិនិត្យសរុប៤) ចំណែកពិនិត្យដែលផ្តល់អោយទៅលើកំរិតប្រសិទ្ធភាពនៃការងារជាមួយសហគមន៍ក្រុមគោលដៅគឺ៥លើពិនិត្យសរុប៦ដែលជាពិន្ទុខ្ពស់(ទិសដៅនេះត្រូវបានទទួលជោគជ័យខ្ពស់)។ ការគាំទ្រដល់សកម្មភាពចិញ្ចឹមសត្វនិងការធ្វើបរិស្ថានលើកកម្ពស់បានត្រូវទទួលបានផលប៉ះពាល់ដែលបណ្តាលមកពីការខ្វះខាតទឹក។

ប្រសិទ្ធភាពរបស់គំនិត(Effectiveness)

ការវាយតម្លៃក៏បានរកឃើញនូវចំណុចខ្វះខាតមួយចំនួនផងដែរនៅក្នុងដំណើរនៃការអនុវត្តគំនិតនោះ (ដូចជាទិន្នន័យនៃការអភិវឌ្ឍន៍ជីវភាពរស់នៅដែលមិនអាចទទួលបានជោគជ័យដោយសារតែ ការខ្វះខាតនិងទីផ្សារសំរាប់ផលិតផល) ហើយនិងភាពស្មុគស្មាញសំរាប់ការគ្រប់គ្រងនិងត្រួតពិនិត្យ។ការវាយតម្លៃនេះនឹងជួយរៀបចំឡើងវិញនូវដំណើរការជាគំនិតមួយសំរាប់ការ អនុវត្តគំនិតនោះនៅគ្រប់ថ្នាក់។ ទោះបីយ៉ាងណាក៏ដោយ

លំទ្ធផលពិតប្រាកដនៅក្នុងសហគមន៍បានបង្ហាញអោយឃើញច្បាស់ថានូវការផ្លាស់ប្តូរជាវិជ្ជមានទៅលើអាកប្បកិរិយាមនុស្សនៅក្នុងក្រុមគោលដៅដែលពួកគេអាចបង្ហាញចេញនូវការព្រួយបារម្ភទាំងនោះលើការ អនុវត្តន៍បច្ចេកទេសថ្មីៗលើការដាំដំណាំស្រូវ ការពង្រឹងអំណាចដល់សហគមន៍និងសិទ្ធិមនុស្ស។

ជាអកុសល គ្រោះរាំងស្ងួតដែលបានកើតឡើងក្នុងអំឡុងពេល ២ឆ្នាំ ជាប់ៗគ្នាក្នុងនោះបានជះឥទ្ធិពលអវិជ្ជមានទៅលើការប្រកបរបរកសិកម្មហើយគ្រួសារជាច្រើនបានជ្រើសរើសជួយការកាត់បន្ថយការស្រុកដោយខុសច្បាប់ទៅប្រទេសថៃសំរាប់ជាំវិធីដោះស្រាយលើបញ្ហាជីវភាពខ្វះខាតក្នុង គ្រួសាររបស់ ខ្លួន។ ការផ្លាស់ប្តូរអាកប្បកិរិយាសំខាន់ៗមានជាអាទិ៍ដូចជា ការអនុវត្តន៍

នូវបច្ចេកទេសថ្មីៗ ភាពប្រសើរឡើងនៃការទំនាក់ទំនង លិខិតអាពាហ៍ពិពាហ៍របស់ពលរដ្ឋក្នុងការសំរែងមតិលើវាល់កង្វល់ដែលគេមាន ការកើនឡើងប្រាក់ចូលសន្សំ ការថយចុះនៃករណីរំលោភបំពានក្នុងគ្រួសារនិងការកើនឡើងនូវការទាមទាររបស់ពលរដ្ឋដើម្បីការអប់រំសំរាប់ពេលអនាគត។

ជាទូទៅពលរដ្ឋនៅក្នុងតំបន់គោលដៅបានថ្លែងអោយដឹងថា ការរំពឹងទុករបស់ពួកគេភាគច្រើនដែលស្តែងចេញពីគំនិតនេះត្រូវទទួលបានជោគ ជ័យជាស្ថាពរហើយ។

ចំណែកការបំពេញទៅលើការរំពឹងទុកជាលទ្ធផល (Outcome)នៅតាម

ទិសដៅវិញនោះបានត្រូវការវាយតម្លៃនេះរកឃើញដូចខាងក្រោម:

- ☐ **លទ្ធផលរំពឹងទុកទី១:** ការធ្វើអោយបានប្រសើរឡើងដល់សុខភាពស្បៀងនិងសេដ្ឋកិច្ចក្នុងគ្រួសារតាមរយៈសកម្មភាពដើម្បីបើកកំពស់ជីវភាពរស់នៅនោះ មានអ្នកផ្តល់សម្ភាសន៍ភាគច្រើនបានមើលឃើញ ថាមានភាពលឿនឡើងអោយកាត់សំគាល់ហើយពួកគេក៏បានថ្លែងអំណរគុណដល់គំនិតផងដែរដែលពួកគេបានចាត់ទុកថាជាជោគជ័យដ៏ធំមួយ (ប៉ុន្តែការកង្វះខាតនៅតែជាកត្តាឧបសគ្គសំខាន់មួយផងដែរ)។
- ☐ **លទ្ធផលរំពឹងទុកទី២:** សហការណ៍កសិកម្មនិងអង្គការមហាជនមូលដ្ឋាន ក៏មានសមត្ថភាពក្នុងការគ្រប់គ្រងបេឡេនធនធានជាតិរបស់ពួកគាត់បានប្រសើរត្រឹមត្រូវហើយនិងការយល់ដឹងទៅលើការកាត់បន្ថយនូវកំរិតហានិភ័យដែលបង្កឡើងដោយសារគ្រោះធម្មជាតិដែលហួស ពីអ្វីដែលគំនិតអាចគ្រប់គ្រងបានដូចជា គ្រោះរាំងស្ងួត (ដែលលទ្ធផលនេះមិនអាចទទួលបានជោគជ័យបានឡើយប្រសិនបើគ្មានការជួយជ្រុំជ្រែងពីរដ្ឋាភិបាលនោះ។ ស្រដៀងគ្នានេះដែរប្រសិទ្ធភាពនេះក៏មានតិចតួចសំរាប់លទ្ធផលដែលស្តែងចេញពីការរៀបចំសិក្ខាសាលានានាសំរាប់កាត់បន្ថយដល់ជនចំណាកស្រុក។ តែក៏មានអ្នកផ្តល់សម្ភាសន៍ជាច្រើនបាននិយាយថាពួកគេនឹងមិនមានគំនិតនោះដើម្បីចំណាកស្រុកទៀតទេមកទល់ពេលនេះ។

☐ **លទ្ធផលរំពឹងទុកទី៣:** សហគមន៍គោលដៅអាចប្រើប្រាស់សិទ្ធិរបស់គេពេញលេញនិងទទួលបាននូវសេវាកម្មបំរើសាធារណៈសមរម្យដោយនៅក្នុងនោះមានលទ្ធភាពមានបានកើតមានឡើងនៅក្នុងសហគមន៍ដោយមានការទទួលស្គាល់និងជំរុញដោយមានការអនុវត្តន៍សិទ្ធិមនុស្ស កាត់បន្ថយអំពើហិង្សានិងមានលទ្ធភាពក្នុងការបញ្ចេញតម្លៃរបស់បញ្ហាដែលពួកគាត់និងស្ថាប័នកំពុងប្រឈម។

☐ **លទ្ធផលរំពឹងទុកទី៤:** សហគមន៍សិក្សានិងអង្គការមហាជនមូលដ្ឋាននឹងមានការអនុវត្តន៍អភិបាលកិច្ចល្អហើយអាចធ្វើការឆ្លើយតបទៅនឹងតម្រូវការជាក់ស្តែងរបស់សមាជិក (គំរោងនេះនឹងនាំមកនូវការចូលរួមយ៉ាងសំខាន់ទៅលើលទ្ធផលដែលបានរំពឹងទុកទាក់ទិនទៅនឹងការបន្ត ធ្វើអោយកាន់តែប្រសើរឡើងដល់ជំនាញក្នុងការគ្រប់គ្រងនិងបង្កើតនូវដំណើរនៃការសម្រេចចិត្តរួមគ្នាដើម្បីបង្កើតប្រព័ន្ធក្រុមសង្ស័យ។ ការប្តូរកសុបទាំងនេះទាក់ទងជាសំខាន់ទៅនឹងទិសដៅទី២នៃការវាយតម្លៃដើម្បីប៉ាន់ប្រមាណទៅលើលទ្ធផលនិងផលប៉ះពាល់របស់សកម្មភាពលើសហគមន៍ដែលក្រុមអង្គការអភិវឌ្ឍន៍ភូមិកំពុងធ្វើការជា មួយ។

នៅក្នុងទិសដៅដែលគេបានបង្កើតឡើងសំរាប់គំរោងក្រុមអ្នកវាយតម្លៃបានឃើញនូវភាពប្រសើរឡើងគួរជាទីពេញចិត្តដោយរួមមានទាំងការផ្លាស់ប្តូរនូវអត្តចរិករបស់កសិករហើយនិងការកើនឡើងនូវការទាមទាររបស់ពលរដ្ឋនៅក្នុងតំបន់គោលដៅដើម្បីសុំអោយមានការរៀនសូត្រជាបន្តបន្ទាប់ទៀតក្នុងករណីនេះការដាក់ពិន្ទុសំរាប់កំរិតប្រសិទ្ធភាពគំរោង ដល់៥ដែលជាពិន្ទុខ្ពស់(ដោយមានន័យថា ទិសដៅទាំងអស់ត្រូវទទួលបានជោគជ័យហើយពលរដ្ឋនៅក្នុងតំបន់គោលដៅក៏បានបង្ហាញនូវភាពពេញចិត្តទៅលើអ្វីដែលកំពុងកើតមានឡើងទាំងនេះដែរជាពិសេសការវិនិយោគទៅលើផលធនមនុស្ស)។ ទោះបីជាយ៉ាងណាក៏ដោយ នៅពេលយើងគិតទៅដល់កត្តានៃការអភិវឌ្ឍន៍ប្រកបដោយនិរន្តរភាពវិញ (ដូចជាបញ្ហាទឹក កង្វះខាតហេដ្ឋារចនាសម្ព័ន្ធសម្របនិងបញ្ហាទីផ្សារផលិតផល) ពេលនោះការកំរិតពិន្ទុនៃភាពជោគជ័យអាចមកនៅត្រឹមតែរវាងពីលេខ២ដល់៥នៃលំដាប់កំរិតទាប (តែទោះបីជាមានការប្រឈមបែបនេះក៏ដោយ គំរោងនៅតែបានទទួលជោគជ័យខ្លះៗដែរ) ទៅដល់លេខ៣ដែលជាកំរិតពិន្ទុទាបបន្តិច (ដោយសារការរៀបចំដំណើរ លទ្ធផលឬការសន្និដ្ឋានទុកជាមុននោះមិនត្រូវបានកើតឡើងដូចដែលបានរំពឹងទុកនោះឡើយសំខាន់ដោយសារតែកត្តាពិខាងក្រោយចំនួន)។

ផលប៉ះពាល់របស់គំរោង (Impacts)

អ្នកផ្តល់បទសម្ភាសន៍ភាគច្រើនបានចង្អុលបង្ហាញអោយឃើញនូវភាពប្រសើរឡើងសំខាន់ៗមួយចំនួនដែលកើតមានឡើងទៅលើគុណភាពនៃជីវភាពរស់នៅរបស់ពួកគាត់។ តែទោះបីជាយ៉ាងណាក៏ដោយការខ្វះទឹក ការចុះថោកនៃតម្លៃទីផ្សារផលិតផលកសិកម្ម ភាពគ្មានការងារធ្វើដែលផ្តល់ផលប៉ះពាល់ដោយផ្ទាល់ដល់ការចំណាកស្រុកដែលសុទ្ធតែជាកត្តាដែលនាំអោយការខំប្រឹងប្រែងអភិវឌ្ឍន៍មិនអាចបានទទួលជោគជ័យដូចដែលគេចង់បាន។ វាមានសារៈសំខាន់ណាស់ដែលពលរដ្ឋក្រុមគោលដៅបានបង្ហាញនូវការកោតសរសើរហើយមានអំណរអគុណដោយសារតែគំរោងនេះបានជួយធ្វើអោយគ្រួសារគេមានការរីកចំរើនជាបន្តបន្ទាប់និងបានជួយធ្វើអោយកុមារអាចបានទៅចូលសាលារៀន។ មានក្រុមអ្នកផ្តល់សម្ភាសន៍ខ្លះបាននិយាយសង្កត់ធ្ងន់ថាដោយសារតែគំរោងនេះនិងការជួយគាំទ្រពីសំណាក់អង្គការក្រុមអភិវឌ្ឍន៍ភូមិពួកគេនឹងមិនមានផែនការប្រមូលហេតុអ្វីដើម្បីចាកចេញទៅធ្វើចំណាកស្រុកនៅប្រទេសថៃនោះឡើយ។ ការប្រមើលមើលឃើញ ទៅលើការផ្លាស់ប្តូរជាវិជ្ជមាននៅពេលអនាគតក៏ត្រូវបានគេលើកឡើង (ជាការស្រឡាញ់ចិត្ត) នៅក្នុងអំឡុងពេលនៃការវាយតម្លៃទាក់ទងជាសំខាន់ជាមួយនិងការទទួលបាននូវប្រព័ន្ធប្រជាប្រិយស្រពសំរាប់គាំទ្រដល់របរកសិកម្ម ដោយរួមបញ្ចូលទាំងការដឹកស្រូវគ្រួសារផងដែរ។ ក្នុងនោះមានមនុស្សតែមួយចំនួនតូចដែលបាននិយាយថាពួកគេចង់បានទឹកសំរាប់ទទួលទាន។ ហើយការស្រាវជ្រាវឃើញថា ដែលសំខាន់នោះគឺការភ្ជាប់និងភាពប្រសើរឡើងលើតម្លៃទីផ្សារផលិតផលកសិកម្ម។ វាមានភាពសំខាន់ផងដែរ ដែលក្រុមអ្នកផ្តល់សម្ភាសន៍ភាគច្រើនបានអះអាងដូចៗគ្នាថាពួកគេបានរៀបចំនូវការស្រាវជ្រាវស្រាវចង្វាក់ការបរិច្ចាគនិងចូលរួមទៅលើការផ្លាស់ប្តូរនានានៅពេលអនាគតទាំងផ្នែកថវិកានិងកម្លាំងផ្ទាល់ខ្លួន។ ពួកគេបានសម្តែងនូវការរៀបចំនូវការស្រាវជ្រាវផងដែរដើម្បីចូលរួមចេញលើការចំណាយទៅលើកិច្ចប្រតិបត្តិការនិងការថែទាំផងដែរ។ ការប្តូរកសុបទាំងនេះមានទំនាក់ទំនងទៅនឹងទិសដៅទី២នៃការវាយតម្លៃ គឺធ្វើការប៉ាន់ប្រមាណទៅលើលទ្ធផលនិងផលប៉ះពាល់នានាដែលកើតចេញពីការអនុវត្តន៍សកម្មភាពគំរោងទៅលើសហគមន៍គោលដៅដែលអង្គការក្រុមអភិវឌ្ឍន៍ភូមិបានធ្វើការជាមួយ។

ដូចដែលក្រុមអ្នកចូលរួមសម្ភាសន៍ភាគច្រើនបានលើកឡើងបញ្ហាដែលកើតចំពោះផ្នែកជីវភាពរស់នៅហើយនិងការបញ្ឈប់នូវគំនិតដើម្បីចំណាកស្រុក ដូចនេះការដាក់ពិន្ទុលើកំរិតនៃផលប៉ះពាល់របស់គំរោងនេះអាចបានដល់លេខ៤ដែលជាពិន្ទុកំរិតខ្ពស់បន្តិច (ដោយសារតែគំរោងនេះបានផ្តល់នូវលទ្ធផលគួរជាទីពេញចិត្តដូចជាការពង្រឹងនូវកិច្ចសហការរវាងពលរដ្ឋនៅក្នុងភូមិជាមួយអ្នកភូមិជិតខាង។ ប៉ុន្តែកត្តាពិខាងក្រៅដូចជាការខ្វះទឹកនិងទីផ្សារផលិតផលនៅតែជាឧបសគ្គសំខាន់ប៉ះពាល់ដល់ជីវភាពរបស់ពលរដ្ឋនៅក្នុងតំបន់គោលដៅ។

និរន្តរភាពរបស់គំរោង

ការផ្លាស់ប្តូរផ្នែកអត្តចរិតគឺជាផលវិជ្ជមានមួយដែលមិនអាចសាបសូន្យទៅបានឡើយ
(ហើយមុននៅក្នុងតំបន់គោលដៅនៅតែសង្កេតឃើញការប្រើប្រាស់ប្រព័ន្ធកែវស្រូវដែលពួកគេបានរៀន ការបន្តក្នុងសកម្មភាពសន្សំប្រាក់ ការបង្កើនផលិតផលកសិកម្ម
ការចិញ្ចឹមសត្វដោយធ្វើការជិតស្និទ្ធជាមួយក្រុមសហគមន៍កសិកម្ម និងក្រុមអង្គការមហាជនមូលដ្ឋាន។
មានក្រុមអ្នកផ្តល់សម្ភាសន៍ភាគច្រើនក៏បានអះអាងយ៉ាងច្បាស់លាស់ផងដែរក្នុងការអនុវត្តន៍ជាបន្តទៀតទៅលើបច្ចេកទេសដែលពួកគេបានចេះនិងប្រើប្រាស់នូវបច្ចេកទេសថ្មីៗទៀតផងដែរ។
ពួកគេបានបន្តទៀតថាគេបានត្រៀមខ្លួនរួចជាស្រេចក្នុងការបរិច្ចាគចូលរួមដល់ការផ្លាស់ប្តូរនានានៅពេលអនាគតផងដែរ។

ទោះបីជាយ៉ាងណាក៏ដោយក្រុមអ្នកវាយតម្លៃនៅតែមើលឃើញនូវភាពចាំបាច់នៃការទទួលខុសត្រូវនិងការជួយគាំទ្រពីសំណាក់រាជរដ្ឋាភិបាលលើការប្រើប្រាស់បច្ចេកទេសដោយសារការរស់នៅរបស់ពលរដ្ឋមិនអាចចង់ចាំតែការពឹងផ្អែកទៅលើកត្តាជំនួយពីខាងក្រៅដូចជាគំរោងអង្គការមិនមែនរដ្ឋាភិបាលឬក្រុមអ្នកផ្តល់ជំនួយនោះឡើយ។
រាល់ដំណោះស្រាយលើបញ្ហាសុពលភាពនានាដែលទាក់ទិនទៅនឹងកត្តាធនធានទឹក ហេដ្ឋារចនាសម្ព័ន្ធត្រូវតែជាកត្តាទទួលខុសត្រូវជាបឋមរបស់អង្គការនៅក្នុងមូលដ្ឋានក្រោមកិច្ចជួយគាំពារពីសំណាក់រាជរដ្ឋ
រដ្ឋមូលដ្ឋាននិងរាជរដ្ឋាភិបាលផងដែរ។ គំរោងអភិវឌ្ឍន៍នានាអាចនឹងត្រូវការឈាមការចូលរួមពីសំណាក់ក្រុមអ្នកជំនាញដែលពួកគេអាចជួយផ្តល់ការគាំទ្រផ្នែកបច្ចេកទេសនិងផ្នែកសម្ភារៈខ្លះៗផងដែរ។
ការជួយគាំទ្រពីខាងក្រៅនៅតែមានភាពចាំបាច់សំរាប់ជួយដល់ការហ្វឹកហ្វឺននិងដោះស្រាយបញ្ហានានាដូចជាដីថ្មីៗ ការចិញ្ចឹមសត្វ ការរៀបចំគ្រាប់ពូជនិងរួមទាំងការផ្តល់នូវការពង្រឹងសមត្ថភាពនៃការគ្រប់គ្រងថវិកា
និងការពង្រីកទីផ្សារផលិតផលផងដែរ។

ការប្រកួតប្រជែងនេះទាក់ទងទៅនឹងទិសដៅទី១ នៃការវាយតម្លៃគឺធ្វើការពិនិត្យឡើងវិញលើភាពជោគជ័យដែលទទួលបាន
ការប្រឈមនានាដោយរួមទាំងកន្លែងដែលមានជោគជ័យខ្ពស់បំផុតនិងកន្លែងដែលបានទទួលជោគជ័យតិចតួចហើយនិងកត្តាជាមូលហេតុផ្សេងៗ
(រួមទាំងការសន្និដ្ឋានពីកត្តាខាងក្រៅនិងបញ្ហាទាក់ទិនទៅនឹងនិរន្តរភាពរបស់គំរោងផងដែរ។

ដោយផ្អែកទៅលើការអភិវឌ្ឍរបស់ក្រុមអ្នកវាយតម្លៃការដាក់ពិន្ទុលើការមាននិរន្តរភាពរបស់គំរោងនេះអាចបានទទួលរហូតដល់កំរិត៤ (រៀងខ្ពស់បំផុត)
ដោយសារតែគំរោងនេះបាននាំមកនូវលទ្ធផលជាវិជ្ជមានមួយចំនួន ហើយក្រុមគោលដៅនៅតែមានបំណងចង់បន្តប្រើប្រាស់បច្ចេកទេសថ្មីៗ ប៉ុន្តែកត្តាអវិជ្ជមានពីខាងក្រៅដូចជា
ការខ្វះខាតទឹក ទីផ្សារផលិតផល ភាពខ្វះការការពារក្នុងវិស័យឧស្សាហកម្មនិងការកើនឡើងនូវការចំណាកស្រុកនៅតែជាឧបសគ្គសំខាន់រារាំងដល់និរន្តរភាពយូរអង្វែងរបស់គំរោង។

កិត្តិយសនិងកិត្តិសិទ្ធិរបស់គំរោង

វាមានភាពចាំបាច់ក្នុងការជួយលើកតម្កើងដល់កិត្តិសិទ្ធិរបស់គំរោងដើម្បីធានាបាននូវស្ថាពរគំរោងនេះកាន់តែច្បាស់ថែមទៀត។
កត្តានេះមិនមែនគិតត្រឹមតែការយកចិត្តទុកដាក់តែទៅលើការធ្វើបទបង្ហាញស្តីពីគំរោងទៅដល់សហគមន៍ក្នុងតំបន់គោលដៅតែប៉ុណ្ណោះទេ ប៉ុន្តែសំខាន់គឺការផ្សព្វផ្សាយគំរោងនៅកំរិតថ្នាក់ជាតិផងដែរ
(សំរាប់ផ្តល់ឈាមការចរចាជាមួយអាជ្ញាធររាជរដ្ឋាភិបាល) និងនៅក្នុងចំណោមក្រុមអង្គការនិង សហគមន៍អ្នកផ្តល់ជំនួយ
(ដើម្បីបង្កើននូវថាមពលបន្ថែមឬក៏កិច្ចសហការជាមួយនិងគំរោងអភិវឌ្ឍន៍ដទៃទៀតផងដែរ។

ការដាក់ពិន្ទុលើកិត្តិសិទ្ធិនិងកិត្តិយសរបស់គំរោងអាចនៅកំរិតលេខ៤ដែលជាកំរិតខ្ពស់បំផុត (ដោយសារគំរោងនេះបាននាំមកនូវលទ្ធផលជាវិជ្ជមានមួយចំនួន
ហើយក្រុមគោលដៅបានដឹងទាំងអស់គ្នាអំពីអ្វីដែលគំរោងកំពុងអនុវត្តន៍ ប៉ុន្តែកត្តាពីខាងក្រៅនៅតែជាឧបសគ្គដូចជា—ការភ្ជាប់នូវទំនាក់ទំនងជិតស្និទ្ធជាមួយអាជ្ញាធរ វិស័យកសិកម្ម
និងជាមួយគំរោងអភិវឌ្ឍន៍ដទៃទៀតដែលនៅមានកំរិតនៅឡើយ។

អនុសាសន៍សំខាន់ៗ៖

| ការសម្រេចចិត្តជាយុទ្ធសាស្ត្រ | | |
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| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| បង្កើននូវកិច្ចជួយគាំទ្របច្ចេកទេសដោយផ្ដោតទៅលើកត្តាអាទិភាពជាពិសេសបញ្ហាទឹកនិងការលើកកម្ពស់ចំណេះដឹង បច្ចេកទេស និងការផ្លាស់ប្តូរផ្នែកអត្តចរិត | KAWP និងស្ថាប័នដទៃទៀត | 1 —សំខាន់បំផុត |
| អនុសាសន៍ជាយុទ្ធសាស្ត្រសំរាប់គំរោងនាពេលអនាគត | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |

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| ពង្រឹងបន្ថែមទៅលើចំណេះដឹងមូលដ្ឋានពីក្នុងសហគមន៍ហើយផ្ដោតការយកចិត្តទុកដាក់ទៅលើតម្រូវការដែលប្រែប្រួលនានាដូចជាបញ្ហាទឹក ការធ្វើអោយបានប្រសើរឡើងដល់ជំនឿការក្រុមសម្លៀកបំពាក់ ពង្រីកទីផ្សារសំរាប់ផលិតផលនិងការស្វែងរកជំនួយគាំទ្រពីក្រុមអ្នកជំនាញ។ | KAWP ស្ថាប័នដៃគូនិងក្រុមអង្គការអ្នកផ្តល់ជំនួយ | 1 —សំខាន់បំផុត |
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| អនុសាសន៍សំរាប់កិច្ចប្រតិបត្តិការ ដោយធ្វើការពង្រឹងលើការគាំទ្រផ្នែកទំនាក់ទំនងនិងកិច្ចសហប្រតិបត្តិការ | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| បង្កើនកិច្ចសហការជាមួយសាលារៀន ក្រុមយុវជននិងអនុវត្តន៍ជាបន្តនូវសកម្មភាពសង្គមនានា | KAWP និងស្ថាប័នដៃគូ | សារៈសំខាន់ ទី២ |

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| អនុសាសន៍សំរាប់កិច្ចប្រតិបត្តិការ លើកកម្ពស់លើកិច្ចសហការជាមួយគំរោងដ៏ទៃទៀត | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| ផ្ដោតទៅលើការទទួលបាននូវធនធានទឹកប្រើប្រាស់ដោយ KAWP ត្រូវធ្វើការជាអ្នកសម្របសម្រួលរកការគាំទ្របន្ថែមដល់ក្រុមភូមិគោលដៅ។ | KAWP ស្ថាប័នដៃគូនិងក្រុមអង្គការអ្នកផ្តល់ជំនួយ | សារៈសំខាន់ ទី១ |

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| អនុសាសន៍សំរាប់កិច្ចប្រតិបត្តិការ ការពង្រឹងសមត្ថភាពខាងក្នុងអង្គការ | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| ពង្រឹងសមត្ថភាពដល់ KAWP នៅពេលចាំបាច់ដើម្បីជួយធ្វើអោយមាននិរន្តរភាពនិងគុណភាពនៃការធ្វើអន្តរាគមន៍អភិវឌ្ឍន៍បន្ថែមទៀត (ម្ចាស់ថវិការតម្រូវតែជួយដល់ផ្នែកនេះ) | KAWP ស្ថាប័នដៃគូនិងក្រុមអង្គការអ្នកផ្តល់ជំនួយ | សារៈសំខាន់ ទី២ |

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| អនុសាសន៍សំរាប់ផ្តល់ការគាំទ្របច្ចេកទេសដល់ KAWP | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| សម្របសម្រួលប្រព័ន្ធសាសនាសាមញ្ញស្វែងរកជំនួយពីក្រុមអ្នកជំនាញ ធ្វើអោយបានប្រសើរឡើងដល់កិត្តិយសនិងកិត្តិនាមរបស់គំរោងនិងការសរសេររបាយការណ៍និងមិនត្រូវពឹងផ្អែកទៅលើប្រភពជំនួយថវិការតម្រូវ។ | KAPW | សារៈសំខាន់ ទី១ |

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| អនុសាសន៍សំរាប់ផ្តល់ការគាំទ្របច្ចេកទេសដល់ CBO/AC | | |
| អនុសាសន៍ | អ្នកពាក់ព័ន្ធ | កំរិតនៃភាពសំខាន់ |
| ធ្វើការពន្យល់អោយបានប្រសើរឡើងដល់កិច្ចសហការក្នុងគំរោងដើម្បីជៀសវាងការភ័ន្តច្រឡំឬភាពត្រួតស៊ីគ្នានៃតួនាទីនិងប្រើប្រាស់សម្លៀកបំពាក់អភិវឌ្ឍន៍សហគមន៍។ | CBOs និង ACs | សារៈសំខាន់ ទី១ |