

# Application form: **LARGE-SCALE DEVELOPMENT PROJECT** or phased projects (budget between DKK 1 and 5 million)

**March 2011**

This form must be used to apply for funding of large-scale development projects or phased development projects. It is divided into four parts:

**1. Cover page with basic information**

Applicant, partners, synthesis, title, amount applied for, etc.

**2. Application text**

This part is built around a structure, which must be adhered to in the description of the large-scale development project. Instructions on how to fill in this framework are reproduced at the end of the form.

**3. Budget summary**

The main items of the budget drawn up for the project. Please, note that the budget summary must be elaborated upon in the annex *Budget format (large-scale development project)*.

**4. List of annexes**

This is to indicate the obligatory and supplementary annexes that support the application.

## **Instructions**

The instructions elaborate on what should be included under each section and subsection in order to have the application assessed.

### **Please, note:**

- **NUMBER OF PAGES:** Part 2 'Application text' must not exceed 25 pages. Applications longer than that will be turned down.
- **SIZE OF ANNEXES:** The length of supplementary annexes must not exceed 30 pages.
- **LANGUAGE:** The project description must have been drawn up in between the Danish applicant organisation and its local partner. Consequently, a document must be available in a language commanded by the local partner. The actual application, however, can only be submitted in Danish or English.

The application form and all annexes must be submitted in three printed copies to:

**Project Advice and Training Centre (Projektrådgivningen), Klosterport 4A, 3.sal, DK-8000 Aarhus C, Denmark**

In addition, the application form and Annexes A-C must be sent electronically to: [projektpuljen@prngo.dk](mailto:projektpuljen@prngo.dk).

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# 1. Cover page

## LARGE-SCALE DEVELOPMENT PROJECT (from DKK 1 to 5 million)

|   |  |  |  |
|---|--|--|--|
| <b>Project title:</b>   | <b>Empowerment of Civil Society in Oddar Meanchay, Cambodia (CISOM)</b>  |  |  |
| Danish applicant organisation:  | <b>Agricultural Development Denmark Asia (ADDA)</b>  |  |  |
| Other Danish partner(s), if any:  | N/A  |  |  |
| Local partner organisation(s):  | <ul style="list-style-type: none"> <li>• READA - Rural Economic and Agricultural Development Agency</li> <li>• CIDO – Community-based Integrated Development Organisation, Cambodia</li> <li>• RCEDO – Rural Community and Environmental Development Organisation, Cambodia</li> <li>• KBA – Khmer Buddhist Association, Cambodia</li> </ul> |  |  |
| Country(-ies):<br>Cambodia  |  | Country's GDP per capita:<br>830 US \$ |  |
| Project commencement date:<br>1 <sup>st</sup> of January 2013   | Project completion date:<br>31 <sup>st</sup> of December 2015  | Number of months:<br>36                |  |
| Contact person for the project:<br>Name: Bodil Pallesen<br>Email address: <a href="mailto:bp@djurs.net">bp@djurs.net</a>  |  |  |  |
| <b>Amount requested from the Project Fund:</b> 5 million DKK  | <b>Annual cost level:</b><br>1,67 million DKK  |  |  |
| Is this a re-submission? (To the Project Fund or Danish Ministry of Foreign Affairs)?<br><input type="checkbox"/> No<br><input checked="" type="checkbox"/> Yes, previous date of application: 16.04.2012   |  |  |  |
| Is this a:<br><input checked="" type="checkbox"/> A. New project?<br><input type="checkbox"/> B. A project in extension of another project previously supported (by the Project Fund or others)?<br><input checked="" type="checkbox"/> C. An intervention conceived from the outset as divided into several project phases, of which this phase is number [1] out of [2]   |  |  |  |
| <b>Synthesis</b> (maximum 10 lines – must be written in Danish, even if the rest of the application is in English)<br>Oddar Menchey, der grænser ind til Thailand, er en af de mindst udviklede provinser i Cambodia. Oddar Menchey er tyndt befolket, men der er stor tilstrømning, fordi der er adgang til opdyrkning af jord. Fattigdom og sult præger imidlertid befolkningen, og der er fundamental mangel på grundlæggende viden om jordbrug, indkomst skabende aktiviteter, hygiejne og ernæring, ligesom skolegang og uddannelse er ringere, end i den øvrige del af landet. Det er projektets mål at øge fødevarerproduktionen og at udvikle et demokratisk civilsamfund fra et græsrodsniveau, som især vil tage udgangspunkt i fattige kvinder og andre særligt sårbare befolkningsgrupper. I fase 1 vil der blive dannet 80 selvhjælpsgrupper, der på basis af demokratiske principper for gruppernes sociale og kommercielle aktiviteter, øver indflydelse på lokalpolitiske prioriteringer. I projektets anden fase vil der blive dannet sammenslutninger af selvhjælpsgrupper, der ved fortalervirksomhed vil øve indflydelse på vilkårene for fattige og udsatte i provinsen. |  |  |  |

\_\_\_\_\_

Date

\_\_\_\_\_

Person responsible (signature)

\_\_\_\_\_

Place

\_\_\_\_\_

Person responsible and position (block letters)

**List of ABBREVIATIONS:**

|                 |   |
|-----------------|---|
| <b>ADDA</b>     | Agricultural Development Denmark-Asia   |
| <b>CBO</b>      | Community-Based Organization  |
| <b>CDHS</b>     | Cambodia Demographic and Health Survey  |
| <b>CHHRA</b>    | Cambodian Health and Human Right Alliances  |
| <b>CIDO</b>     | Community Based Integrated Development Organization   |
| <b>CISOM</b>    | Empowerment of Civil society organisations in Oddar Meanchey                                  |
| <b>CP</b>       | Commune Professionals   |
| <b>CPC</b>      | CISOM Project Coordinator   |
| <b>CSA</b>      | CISOM Senior Advisor  |
| <b>CSES</b>     | Cambodia Socio-Economic Survey  |
| <b>DANGO</b>    | Network of Non-Governmental Organization in Oddar Meanchey                                    |
| <b>DANIDA</b>   | Danish Foreign Aid  |
| <b>DEU</b>      | Delegation of European Union  |
| <b>DFID</b>     | Department for International Development  |
| <b>DIPW</b>     | District Integration Planning Workshop  |
| <b>DKK</b>      | Danish Kroner   |
| <b>EU</b>       | European Union  |
| <b>FFS</b>      | Farmer Field School   |
| <b>FLD</b>      | Farmer Livelihood Development   |
| <b>FOA</b>      | Food and Agriculture Organization   |
| <b>GDP</b>      | Gross Domestic Product  |
| <b>HH</b>       | Household   |
| <b>INFOSE</b>   | Innovative Approaches to Food Insecurity for Urban and Peri-Urban Poor in Siem Reap Province. |
| <b>IO</b>       | International Organisation  |
| <b>IWEP</b>     | Integrated Women Empowerment Project  |
| <b>KBA</b>      | Khmer Buddhist Association  |
| <b>LEAP</b>     | Livelihood Enhancement and Association of The Poor in Siem Reap                               |
| <b>MDG</b>      | Millennium Development Goals  |
| <b>MoU</b>      | Memorandum of Understanding   |
| <b>NCDD</b>     | National Committee of Sub-National Democratic Development                                     |
| <b>NGO</b>      | Non-Governmental Organization   |
| <b>NPDD</b>     | National Program for Democratic Development   |
| <b>NSDP</b>     | National Strategic Development Plan   |
| <b>NZAID</b>    | New Zealand Aid   |
| <b>ODM</b>      | Oddar Meanchey Province   |
| <b>PADEK</b>    | Partnership for Development in Kampuchea  |
| <b>CISU</b>     | Civil Society in Development  |
| <b>PC</b>       | Project Coordinator   |
| <b>PCU</b>      | Project Coordination Unit   |
| <b>PDA</b>      | Provincial Department of Agriculture  |
| <b>PDWA</b>     | Provincial Department of Women's Affairs  |
| <b>PL</b>       | Project Leader  |
| <b>PSC</b>      | Project Steering Committee  |
| <b>PRA</b>      | Participatory Rural Appraisal   |
| <b>PVDP</b>     | Participatory Village Development Planning  |
| <b>RCEDO</b>    | Rural Community and Environmental Development Organisation                                    |
| <b>READA</b>    | Rural Economic and Agricultural Development Agent   |
| <b>REDD</b>     | Reduction of Emission   |
| <b>SA</b>       | Senior Advisor  |
| <b>SAFFPHAM</b> | Sustainable Actions to Fight Poverty, Hunger and malnutrition Village Extension Worker        |
| <b>SCDP</b>     | Small Community Development Project   |
| <b>SR</b>       | Siem Reap   |
| <b>VEW</b>      | Village Livestock Agent   |
| <b>VDP</b>      | Village Development Plan  |
| <b>VLA</b>      | Village Livestock Agent   |

## 2. Application text

### A. THE PARTNERS

#### A.1 The Danish organisation

Agricultural Development Denmark Asia (ADDA) is a Danish NGO established in 1994 with the objective of improving living conditions of the poor segments in rural populations in developing countries. ADDA has been using the Farmer Field School (FFS) approach adopted from FAO and later adjusted by ADDA, according to the experience obtained over the years of implementation. ADDA has implemented agricultural projects in Cambodia since 1996, Vietnam since 1999 and Tanzania since 2009. By now, ADDA and partners have conducted more than 1,500 FFS and offered app. 45,000 poor farmers training that usually increases their income to the double and provide the basis for development of well functioning Community Based Organisations (CBO). Emphasis of ADDA activities is capacity building of local partners applying participatory training methodologies, which eventually will lead to a stronger civil society where poor people get organized, enhance their advocacy capability and last - but not least – increase their income. During the implementation of projects in Cambodia, ADDA has built effective partnership with local institutions (e.g. Ministry and Department of Agriculture, Department of Women Affairs, Public vocational training centres in Siem Reap) and local organisations (e.g. READA and Banteay Srei). ADDA is also a member of various networks in Denmark and Cambodia: The Danish NGO education network, the Danish Vietnamese Association, Agronet.dk, U-landsnyt.dk, CISU, the Cambodian gender and development network, the National climate change network, the coordination forum on food security (DEU).

ADDA considers it an opportunity and a challenge to facilitate the transfer of development knowledge cross-country as well as across provinces e.g. from SR to Oddar Meanchey province in Cambodia. This transfer of experiences ensures that training is based on the participant's curiosity and best approach in the particular area of operation; that most appropriate methodology is implemented efficiently when setting up relevant CBOs and strong civil society organisations, organisational capacity training etc. The expertise on participatory training and civil society development is available in SR and the need is evident in ODM.

Formation of Farmer Field Schools (FFS) and development of democratic Self Help Groups (SHG) comprising especially women farmers from ID1 poor 1 or ID poor 2 classes in the villages are the most important elements of ADDA development strategies implemented for the benefit of rural poor and vulnerable people in South East Asia. The process includes an exhaustive explanation of the action to all the selected project villages at meetings with beneficiaries. This process is backed up by the Village Development Committees and involves consultation with Commune Councils, ensuring that the existing political establishment is fully aware of the project objectives and actions. Farmers are invited to sign up to participate in a Farmer Field School. The duration of this training is 13-15 weeks which is equal to the time from planting until harvest and marketing; and also equal to the time it takes to produce broilers, or 90 kg pig. ADDA has developed full protocols for the conduction of FFSs in 15 crops/vegetables and small livestock. All participants are encouraged to apply exactly what they have learned during the FFS training sessions in their own home garden. Most often it is found to be necessary to provide farm input at subsidised rates for the beneficiary's first growing cycles. Farmers are doing all the preparations and routine work at the FFS under the supervision of trained project staff. The FFS is an effective forum for communication and debates on the project's objectives and activities, e.g. develop a strengthened civil society structure at village level.

The next step after the FFS is to encourage participants to join together in SHGs which in reality develop into basic civil society organisations with an inbuilt element of micro saving and loan schemes. The SHGs are encouraged to establish small businesses and to raise their advocacy power on behalf of individual group members strengthening the tangible and long term effects of these groups. These steps are initiated after half a year of participatory training on group dynamics and democratic principles, social and gender issues, transparent and proper accounting etc. This type of training is the grounding for the SHGs to develop into strong civil society organisations. After half a year of group training on democratic principles and individual savings most groups are ready and geared to enter into small business undertakings partly - or fully - financed by the group savings. The advantage of taking loans from the group fund is that the members themselves determine the level of interest, payback time and allocation of savings for emergency reserves of the group. Loans from finance institutions, and not least private money lenders, are often linked to very high interest rates. In case of default the loan taker are often forced to give up whatever small collateral that has been provided. Well functioning civil society organisations or Self-Help-Groups established in SR; Cambodia and elsewhere in the world by ADDA provide

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<sup>1</sup> ID Poor 1 and 2 are the lowest of the poor categories comprising households without land or less than 0,5 hectares per family, no other assets, low education and largely living on hand-to-mouth existence on a day-by-day basis (Defined by the Cambodian Ministry of Planning).

some degree of social security to the group members. Normally, SHGs establish emergency reserves to be used in case of crisis in a family e.g. sudden illness and hospitalisation of a family member, crop failure. In such cases the group may grant a prolonged repayment period or even nullify the loan completely. When a group has existed for some time (app. one year) and has developed into a comparatively strong and viable group they are connected to the local commune, the Commune Council, and the members are thus trained and encouraged to use their democratic rights to speak and to come forward with their opinion.

The preparatory phase of this project proposal has revealed that a close collaboration with local NGOs in ODM would be very constructive. It is recognized by all partners that the ADDA farmer field school approach leading to formation of SHGs would be very relevant for the strengthening of the civil society in ODM. The adoption rate of disciplines learnt during farmer field school and SHG formation is expected to be very high. ADDA and our NGO partners in SR have formed almost 200 well functioning SHGs in SR province since 2005. The majority of these groups are registered Community-Based Organisations (CBO), focusing on income-generating activities and advocating on behalf of their members. Most of the group members are women (90%) and the groups are functioning very well in terms of saving, group management, utilisation of group funds, social issues e.g. domestic violence prevention, and advocacy towards the commune councils. More than 60 Village Extension Workers (VEW) have been trained on extension methodology, vegetable growing and animal raising techniques, self help group formation and gender issues. SHG leaders and VEWs/VLAs agents have developed significantly and have become great assets in their villages. The project has strengthened the capacity of our local NGO partners READA, Banteay Srei and rural civil society structures in the target villages and communes. ADDA has been present for a long term in SR province with an ADDA country office since 1995. ADDA has a Memorandum of Understanding with Ministry of Agriculture and Ministry of Foreign Affairs of Cambodia; generally outlining the cooperation, development objectives, implementation and evaluation of ADDA projects. ADDA is in charge of two projects in Cambodia, including: “Integrated Women’s Empowerment Project (IWEP II)” supported by DANIDA and “Innovative approaches to food insecurity for urban and peri-urban poor in SR (INFOSE)” supported by EU. Furthermore, ADDA is active in the implementation of the World Bank initiative: “Livelihood Enhancement and Association of Poor (LEAP). Experienced local and expatriate staff from our country office in SR would be able to coach and efficiently liaise with key staff from the NGOs implementing this project proposal.

### A.3 The local organisation

The project is implemented in close cooperation between READA in SR and the three local NGOs in ODM to strengthen a dynamic, diverse and democratic civil society in ODM. The local NGOs in ODM comprises (i) CIDO covering Koak Khpos and Koak Mon commune in Banteay Ampil district, (ii) KBA covering Chong Kal and Samrong districts and (iii) RCEDO covering Anlong Veng and Trapeang Prasat districts. READA is transferring knowledge from SR and building further organisational capacity and advocacy skills of the NGOs based in ODM, especially during the first phase of the project (reference to figure 1 table 1). READA have very experienced management, project supervisory capacity, very experienced senior advisors as well as district facilitators with outstanding experience from the implementation of IWEP activities in SR. Four of the most experienced READA staff will be fully (2) or part time (2) dedicated to CISOM activities during phase 1.

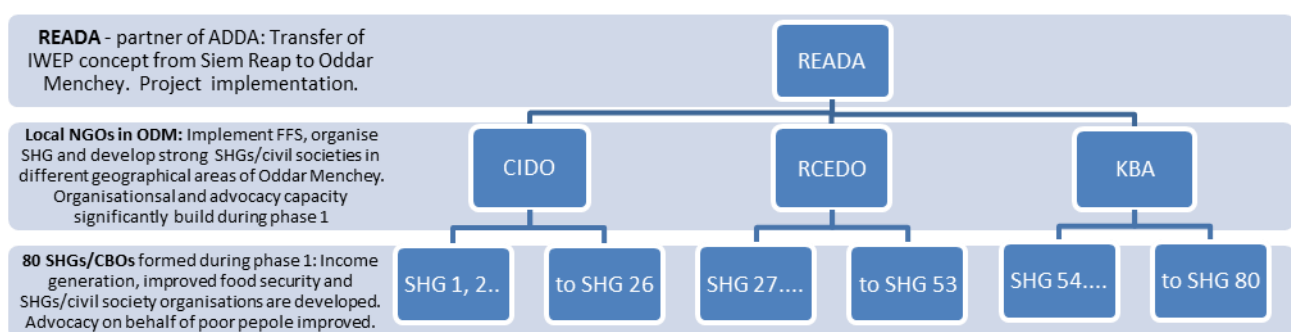


Figure 1: The local organisation.

During a second phase it is expected that the local NGOs in ODM have build capacity to implement project interventions with much less external technical assistance. Capacity of CIDO, RCEDO and KBA is going to be built in line with lessons learned during implementation of CISOM and experience from implementation of similar actions in SR.

The local NGOs in ODM are very experienced and they have been operating from 7 to over 11 years on a number of projects related to agriculture, food security, community development and community based organizations, good governance, water and sanitation. They are thus very familiar with local conditions, they have outstanding sector specific expertise and long standing relationships with project stakeholder’s e.g. they have strong relationship with local authorities, target groups/final beneficiaries, NGOs and projects in ODM and they possess technical expertise very suitable for the implementation in the CISOM project in

ODM. Reference is made to organisational factsheets - annex 2 - for further details. CISOM will definitely help raise the profiles of the project partners as civil society actors.

**Table 1: Role, geographical area of operation and NGO partnership**

| Role  | NGO initials | Full name  | Geographical area of operation                                  | Partnership  |
|---|--------------|--|---|--|
| Transfer knowledge and building further capacity of NGOs based in ODM | READA        | Rural Economic and Agricultural Development Agency         | Siem Reap (SR) province   | Implementing partner of ADDA activities in SR.   |
| Implementation of the action in Koak Khpos and Koak Mon               | CIDO         | Community based Integrated Development Organisation        | Koak Khpos and Koak Mon communes in Banteay Ampil District, ODM | A partnership has been operating since May 2010, when preparations for this project proposal were initiated. |
| Implementation of the action in Chong Kal and Samrong                 | KBA          | Khmer Buddhist Association                                 | Chong Kal and Samrong districts, ODM                            |  |
| Implementation of the action in Anlong Veng and Trapeang Prasat       | RCEDO        | Rural Community and Environmental Development Organisation | Anlong Veng and Trapeang Prasat districts ODM                   |  |

#### A.4 The cooperative relationship and its prospects

ADDA and READA have cooperated since 2009 on the implementation of IWEP II (Integrated Woman Empowerment Project Phase 2) in SR Province. READA has gradually taken over full leadership of the IWEP II project activities which include strategic services, staff capacity building, formation of SHGs and federations/cooperatives delivering advocacy on behalf of - and services to - poor people. A partnership has been operating between ADDA, READA and the local NGOs in ODM since May 2010, when preparations for this project proposal were initiated. This partnership was established to analyse problems and opportunities alleviating problems of poor people in the ODM province using a logical framework approach (Annex 5). Numerous meetings with final beneficiaries, existing donors and local authorities in ODM have been executed within this partnership. Several workshops have been conducted to outline lessons learned and to outline best approach to be implemented in ODM province. Local implementation, ownership, NGO training needs and division of roles within the partnership has been intensively discussed and clearly defined (reference is made to D.1 division of roles and Annex 7 and 8 Partner agreements). Numerous fact finding visits to final beneficiaries and existing SHGs in ODM and SR have been carried through during project development and appraisal.

The organizational structure of the proposed project, tasks and responsibilities assigned to each partners favours collaboration, exchange of ideas and utilisation of lessons learned between the three local NGOs in ODM, READA i SR and ADDA. A project coordination unit is designed to facilitate a fruitful and learning partnership between the partners: regular steering committee meetings (annually) and project coordination meeting (at least every 3 months), and meetings involving all project staff is planned, including occasional exchange visits.

Local knowledge, significant experience, and valuable reputation gained by the 3 NGOs during implementation of other projects in ODM Province, contribute to address the project objectives and challenges. It is foreseen that the project will build significant capacity and add value to each NGO within the partnership.

The CISOM project would be a fine opportunity for the 3 NGOs to fulfill their missions for local development within the ODM province and their geographical area of operation. By implementing the project, they will be able to strengthen strategic services, build organisational capacity and improve ability to advocate on behalf of their target beneficiaries. Activities would be extended to new target villages and beneficiaries. This will allow them to gain an even better reputation and higher appreciation from people, authorities and other concerned stakeholders. This also applies for READA who will be able to extend its intervention area to a new province and acquire experiencing on working with new local partners having a leading role in the transfer of knowledge.

The 3 NGOs in ODM will acquire in-depth experience on implementation of participatory FFS; SHG development and advocacy based on READA/ADDA experiences from SR province. CISOM represents a chance to adapt and implement elements of a well proven concept in ODM within a strong partnership complementing each other in geographical areas of activities and competences.

## B. PROJECT ANALYSIS

### B.1 Context

Oddar Meanchey province is a very young province in Cambodia, created in 1999 after integration of the final elements of the Khmer Rouge into the Government, following the Prime Minister's "win-win" policy to end decades of conflict. Due to the years of insecurity, the population of ODM used to be very low, however, improved security and accessibility of the province is attracting large numbers of previously landless families from other, more populated provinces of Cambodia in search of land to farm. Starting life all over again, these families are more vulnerable to food insecurity than the older residents of the area. 15% of the households (HH) in the province are headed by female who are struggling for the survival of their families.

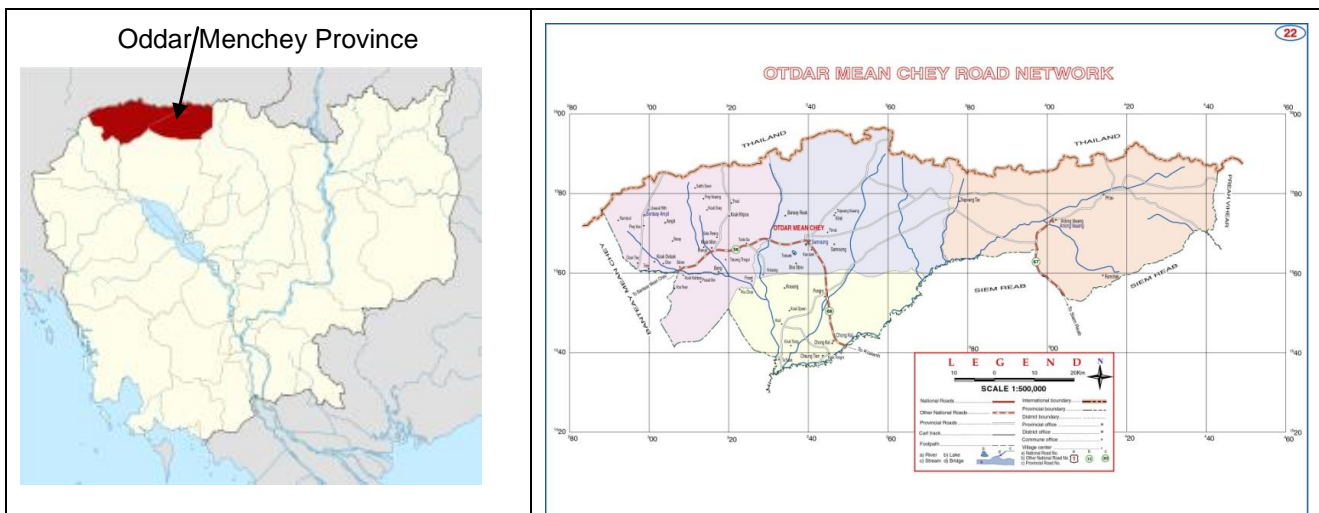


Figure 2: Geographical location and road network in ODM province in Cambodia

The poverty rate comparison report (Identification of Poor Households programme, 2010) estimates that the total poor ID 1 and ID 2 households in ODM reach 30 %. 14,5% of households belong to poor 1 whereas 15,2 % belongs to poor 2, representing a total of 12.932 poor households. Samrong District in ODM province has the highest number of poor households.

Table 2: Poor 1 and 2 compared to the total number of households in districts of ODM.

| District        | Total                | Poor 1 | Poor 2 | Poor 1 & 2 |
|-----------------|----------------------|--------|--------|------------|
|                 | Number of households |        |        | %          |
| Anlong Veang    | 8.157                | 1.216  | 1.120  | 29         |
| Banteay Ampil   | 9.588                | 951    | 1.561  | 26         |
| Chong Kal       | 5.109                | 826    | 776    | 31         |
| Samraong        | 12.484               | 2.294  | 2.192  | 36         |
| Trapeang Prasat | 8.098                | 1.025  | 971    | 25         |
| Total           | 43.436               | 6.312  | 6.620  | 30         |

### Agriculture

89 % of households declare that agriculture is their main occupation whereas 6 % of HHs indicates that services are their main occupation. Two third of the cultivation area is used for rice cultivation. Other crops like soya bean, sesame, corn and cassava are cultivated on less than 1 % of the total area. The average rice yield vary from 1,1 t/ha for wet rice land to 2,8 t/ha for dry rice land. 9 % of the families do not have any rice fields, and 11 % have less than 1 ha of rice. However, more than half of the families raise cattle/buffalo, with an average of 3 heads per families, and one third of families raise pigs, three quarter of the households raise chicken; only 12 % raise ducks. Fish production is marginal with only 1 % of the families involved. It is noteworthy that only 4 % of families had access to irrigation water or irrigation wells in 2008 (Source: ODM provincial data Book 2009).

### Education: (Main source of information: Provincial data book 2009)

The illiteracy rate reaches 30 % for the population over 25 years old. The province counted 206 primary schools, 22 lower secondary schools and 5 upper secondary schools in 2008. 81 % of the total number of children from 6 to 14 years old is attending school and 58 % of youngsters between 15-17 years are studying. According to the education statistics and indicators 2010/2011 from the Ministry of Education Youth and Sport the dropout rates in ODM from grades 1 to 12 exceed by far the national average for rural area. The dropout rates in primary school (grades 1 to 6) vary between 10 to 21,5 % compared to below 10 % in average for all rural areas in Cambodia. Dropout rates are closer to the rural national average for grades 7 to 10, but the gap increases again for grades 11 to 12 (39,7 % of drop out of grade 12 in ODM compared to 16,9 % for rural areas).

### Health, sanitation and nutrition

The prevalence of malnutrition among the child population is relatively high/very high compared to other provinces. 47 % of children less than 5 years old are moderately or severely stunted, 39 % with underweight and 11 % wasted according to WFP 2005. More than half of the families get their drinking water from unsafe sources in the dry season compared to 47% at national level for rural area (Source: CDHS 2010). Less than one quarter have access to water within a range of 150 m from their home. 39 % of families boil water for



drinking and 18 % use water filter. The ratio of people to latrine is 25.5 in ODM, or an average of 18,5% households with improved sanitation, compared to 22,9 % for rural area at national level (source: CSES 2009 Survey of household conditions).

### Development programs

12 International Organizations (e.g. ZOA and Malteser International), 2 UN agencies (UNICEF and UNDP-PSDD) and 15 local NGOs (e.g. Buddhism for Development, CIDO, RCEDO, CHHRA) have been operating in ODM in the educational sector, agriculture and livelihoods, health, natural resource management and good governance, security and others sectors.

### Projects to be highlighted:

- ODM Community Forestry; UN-REDD Project- Cambodia, initiated in 2008 and funded by Danida, DFID, NZAID and the William, J. Clinton Foundation. The objective of the Cambodia UN-REDD National Programme is to support Cambodia to be ready for REDD+ implementation, including development of necessary institutions, policies and capacity.
- Sustainable Actions to Fight Poverty, Hunger and Malnutrition (SAFPHAM) project implemented by Farmer Livelihood Development (FLD) in partnership with World Vision with European Fundings (2010-2014). 1,7 million Euro budget. The project targets 4.093 families living in 71 villages of 7 districts in 2 provinces (ODM and Preh Vihear). In ODM, the project is active within 41 villages in 10 communes of Banteay Ampil and Samrong districts. It is a multi-sector rural development project covering agriculture, farmer organisation, irrigation, water sanitation, health, education, disaster management, and livelihood in general.
- ZOA's EU food facility - EU rapid response to soaring of food prices in Cambodia: Agriculture and irrigation project (2010-2011, 17 months). Project funded by EU (1,39 Million Euro) and implemented jointly by ZOA and local partners: CIDO (in Banteay Ampil district, 3 communes, 29 villages) and KBA (in Anlong Veang and Trapeang Prasat districts: 9 communes, 74 villages), Provincial Department of Agriculture (provide agricultural training in all target villages) and Provincial Department of Water Resources. The project targeted 3.500 households' beneficiaries in the 4 target districts. The main interventions were distribution of agricultural inputs, tools and equipment, training of farmers on agricultural production techniques, forming and supporting local organisations and construction of small scale irrigation systems.
- FAO's EU food facility - EU rapid response to soaring food prices in Cambodia: Agriculture and irrigation project (2010-2011, 17 months). Project funded by EU and implemented by FAO. FAO sub-contracted with local NGOs: KBA (in Anlong Veang district) and RCEDO (in Chong Kal district) and collaborated with the Provincial Departments of Agriculture and Water Resources through a MoU using expertise of these two provincial departments. The project targeted around 2.000 households' beneficiaries in the 2 target districts. Provision of agricultural inputs, tools and equipment, training of farmers on agricultural production techniques and construction of small scale irrigation.
- FAO's MALIS - Improving food security and market linkages of smallholders in Otdar Meanchey and Preah Vihear (2012-2015). The specific objective is enhanced agricultural productivity, income, nutritional status and resilience to external shocks for vulnerable smallholder farmers in target provinces. This is to be achieved by increasing agricultural productivity and diversification, improving access to adequate quality-assured agricultural inputs and technologies, improving the integration of smallholders, including women farmers in value chains, promoting disaster risk reduction strategies and promoting improved food utilisation through better diets and food processing at household level. MALIS will consolidate and sustain the achievements made under the EU Food Facility and other investments made by the EU. The project will work with selected government agencies and some NGOs as implementing partners, to provide assistance to smallholders through community based organizations and agricultural cooperatives in the target provinces. KBA, CIDA and RCEDO have all applied to become implementers of the MALIS project within selected communes of their geographical area of operation. However, field implementation has not started and details on NGO activities are not discussed or outlined, Sep. 14, 2012.
- PADEK's Integrated Community Development Project (from January 2010): a 6-year project funded by Oxfam-Novib (App. 50.000 US \$ per year) implemented by PADEK in 14 villages of Cheung Tea and Chong Kal communes in Chong Kal district. The project focuses on agriculture, SHG/CBOs, and education with a gender mainstreaming approach.

Previous and ongoing development programs implemented in ODM have been implemented with a strong focus on disaster management and strategic delivery in terms of distribution of agricultural inputs, equipment, construction of small irrigation systems, training on agriculture, etc. On-going and previous projects do not emphasise on the development of civil society organisations (SHGs/CBOs) into democratic bodies with significant advocacy power and they do not have a specific focus on the poorest of the poor. It is the intention of the CISOM project to build on any previous training, inputs, equipment and to achieve synergy with ongoing project in ODM and a preliminary agreement on collaboration has been made with FAO MALIS and PADEK. Synergy is especially foreseen from interventions of our three local NGO partners

pursuing further development of civil society organisations (SHGs/CBOs) and/or building advocacy capacity of SHGs/farmers organisations/CBOs funded by other projects and initiatives.

Project activities in ODM funded by different donors are coordinated among NGOs during meetings every second month. New project initiatives are outlined, activity plans drafted, risk of overlapping and possible synergy is discussed. All NGO partners in ODM are represented during these meetings (CISO is member of the coordination unit of the NGO network in ODM). Overlapping of similar activities between CISOM and other projects is not going to happen, because CISOM activities and specific project villages and beneficiaries are discussed and agreed upon within the NGO network and local authorities before activities are started. Furthermore, it is the intention to facilitate synergy with other projects and especially to encourage advocacy capacity building of civil society organisations funded by other donors.

### **Existing human capacity and training**

The provincial Department of Agriculture (PDA) has trained and supported Village Livestock Agents in all villages in the target communes. Some VLAs have received refresher training and coaching in order to improve their performance and quality of services. This training was supported by International Organizations (IOs) or NGOs. VLAs are the only local human resource trained and certified by PDA to provide service in animal husbandry. PDA has been able to provide few technical staff to some of the IOs and NGOs implementing agricultural development projects in the province. This was arranged in line with the terms of short service contracts or MoU with IOs/NGOs.

The Provincial Department of Woman's Affairs (PDWA) has assisted commune and village councils to identify and appoint women to head gender and women affairs at commune and village levels. These gender focal women are local people living in their villages and communes. They are trained and supported by PDWA; however, they are not fully able to fulfil their tasks, because the cost of their services is not paid by the PDWA, or by any other users. Provincial Vocational Training Center (under ministry of Labour and Employment) provides few short training courses on agriculture to farmers, conducted within local villages.

It is the overall conclusion that the qualifications, capacity and esteem of the VLAs and gender focal women within villages is comparatively low; the level of their activities is not sufficient and the interaction within the local community is inefficient. It should also be underlined that neither VLAs nor focal women are on the payroll of the governmental institutions in ODM.

### **Project Appraisal main conclusions**

Household agricultural productivity and production diversity in ODM is very low. However, there is a big potential for an increase since each household possesses relatively big rice fields and there is a big potential for significant improvement of rice productivity using improved production techniques.

Due to insecurity following decades of civil war in the province, some people moved to live very close to each other inside the village's residence area. This practice still continues to date in a number of all old villages even though the war ended late 1990s. Most of these villagers in these old and densely populated villages are not able to grow vegetables or raise animals for self-consumption due to insufficient space, lack of water and lack of knowledge. However, authorities encourage villagers in these densely populated locations to cultivate land in the outskirts of their villages and to establish new settlements.

Development of vegetable production and small scale animal husbandry is a real need which is expressed by almost all villagers interviewed; this would help them save money from buying food, or a production may even generate a surplus that subsequently could generate an income from selling. The CISOM project is going to focus on villages and settlements with sufficient space for vegetable and small animal production. Furthermore, the integrated Farmer Field Schools concept in ODM will be designed to support the development of rice and cash crops such as cassava, mung bean, soya bean, corn and water melon grown during the last few years on upper land belonging to poor people (Dey Tuol, non-flooded areas) which would be fully in line with the need expressed by villagers/users. Some of the target villages initially proposed by the three partners have been exchanged with more appropriate villages because of (i) lack of sufficient land for vegetables and small animal production or (ii) some overlap with ongoing farming activities of other NGOs which would interfere with some of the planned activities of CISOM. It must be underlined that the number of extremely poor people not supported by any projects in ODM – unfortunately – is very high. The target group of CISOM remains the poorest of the poor. The adjustments mentioned above are mainly indicating a dynamic and ever on-going coordination among donors striving to secure best possible utilisation of the scarce Donor resources.

It was concluded during the appraisal mission that the CISOM project is highly relevant when taking the above mentioned characteristics of some settlements in ODM into account. The design of the project is sound with regard to targeting the real needs and problems of the project final beneficiaries.

The objectives and proposed actions of CISOM are highly appreciated by the Provincial Departments of Agriculture (PDA) and of Provincial Department of Women's Affairs (PDWA) and local authorities (expressed during interviews with involved target communes). These stakeholders find that the proposed actions are

relevant, because CISOM would increase income of poor people, contribute to identification, highlight and share the heavy tasks of provincial and local authorities in their attempt to address the real needs of rural poor. Local authorities highly appreciate, welcome and express their commitment to collaborate with the project when it comes into action. PDA offers office facilities to CISOM and would be willing to provide technical staff wherever feasible and under the precondition of an appropriate collaboration agreement (payment). The Provincial Department of Agriculture (PDA) advises the project to make use of and further strengthen the capacity of Village Livestock Agents (VLAs) whereas PDWA recommends CISOM to make use of - and further strengthen - the capacity of Focal Women at village and commune levels. They were previously supported by PDWA. This would strengthen capacity building and promote the use of FFS model by local authorities.

Consequently, CISOM partners are planning a close collaboration with local authorities in order to promote widespread use of the participatory FFS model and the overall IWEP concept. Following recommendations of CISU, PDA and PDWA it is planned to:

1. Mobilize gender trainers and other relevant governmental staff during "Training of Trainers (ToT)" and other courses organized by the CISOM project. A total of four relevant governmental employees will be selected for participation during the entire ToT training program.
2. Recruit trained and qualified VLA and/or qualified Focal Woman for Community Professionals (CPs) positions wherever possible.

The local authority are ready to participate in identifying the project target beneficiaries (the poorest of the poor), mobilizing their participations with the project and assist the project staff in organizing meeting and training within the villages.

The Logical Framework Approach has been thoroughly discussed among partners and stakeholders taking opportunities and budget limitations into consideration. The updated LFA and phasing of the project is considered appropriate in terms of results, indicators and timing.

Roles and responsibilities of READA and the local partners operating in ODM: CIDO, RCEDO and KBA has been discussed and outlined in details in order to reach a high level of ownership of their respective tasks as early as possible in the process. Each of the local partners will have their own organisation and staff who will be responsible for day-to-day management of CISOM activities within their geographical area. Each local NGO will implement FFS and build capacity of 26-27 SHGs within their own geographical area of operation under the overall supervision of READA. A very efficient transfer of knowledge and lessons learned in SR is anticipated, because local implementation is supervised by highly skilled READA staffs who have implemented the IWEP concept. Implementation reflections, feedback, efficient communication and coordination are planned within a CISOM project coordination unit (PCU).

The local NGOs in ODM are not very experienced on advocacy. However, they are dedicated to clarify relevant actions that need to be taken towards achieving the objectives of poor people and to campaign on their behalf. The local NGOs also plan to increase their own' advocacy on behalf of the poor at the provincial level in accordance with the intentions of the civil society strategy. Villagers especially underline their interest of strategic delivery elements, SHGs development, micro business opportunities and the saving/credit scheme. They do not yet foresee the benefit of other collective actions. PDA support the development of federations of SHGs (e.g. development into agricultural cooperatives) when SHGs have developed some basic organisational capacity. Village and commune councils welcome and express that it would be helpful for them if SHGs or local civil society organisations/organisations could identify and express their real problems as well as their requests for support. It would be possible to integrate such requests from local civil society organisations into annual investment plans of communes. Such collective request could further be prioritised and supported at higher levels of the government structures if needs are well argued and found relevant. The appraisal team concluded that the planned benefits of the project are realistic and it is foreseen the beneficiaries' behavioural patterns would change according to the CISOM project description. The crosscutting issues of poverty, gender, environmental, organizational capacity and advocacy issues are addressed in an appropriately balanced and phased manner. Consequently, the expected impacts are likely to materialize.

## **B.2 How has the project been prepared?**

ADDA has been operating in Cambodia since 1996 aiming to support agricultural production and civil society organisations for the benefit of poor people. We have observed that living conditions has improved among beneficiaries in SR. However; it is also evident that living conditions in the remote province ODM is lagging behind provinces like SR which calls for an effort and a "help to self-help" approach. Our international network comprising several donors operating in ODM e.g. ZOA and Malteser International have encouraged ADDA to implement our concept in ODM province.

The NGOs implementing CISOM in ODM have been recommended by ZOA and Malteser International. Each of these NGOs have actively participated in the overall design of the project proposal, provided input on the social economic profile of ODM, described interventions carried out by local authorities/other

organizations and collected relevant data from their geographical area of operation. Also, they have assessed the number of poor people that would significantly benefit from the action, assessed opportunities and highly participated during the developing the LFA and the CISOM project proposal. The preparation and the design of CISOM is the result of numerous meetings, frequent partner consultations and intensive stakeholder involvement during the preparation process. Consequently, NGO involvement and local ownership is high and local NGOs express that the concept to be introduced would supplement their own implementation strategies create synergy with on-going and upcoming projects of other organisations' in ODM province.

Interviews and dialogs with final beneficiaries, as well as village, commune and provincial governing bodies were carried out during May, September, November 2011, January, March, April, August and September 2012. Output and recommendations from these meetings are built into this project proposal.

### B.3 Problem analysis

#### Main causes of the problems

Stability and security came late in ODM province. A comparatively large proportion of lands are not occupied and the vast majority of the land in ODM Province has never been titled, nor is boundaries between owners of land been well-demarcated. Ownership has remained unclear, though this situation is slowly changing. Micro finance institutions did not develop in Province and poor people was forced to rely on private money lenders. Appropriate agricultural techniques are not used, because of a low level of skills and education. New comers arrive without any assets; they start from scratch and they rely mostly on non timber forest products and a day to day survival strategy. It is also highlighted that development programs came in very late.

Specific problems of poor people in the target area:

1. They have access to land but lack the means to make productive use of it. Poor farmers have only very limited knowledge, even on most basic agriculture techniques
2. Income generation is limited, with the majority of farmers relying on a single crop (rice)
3. Loss of crops or production capacity due to drought
4. Lack of marketing opportunities
5. Lack of drinking water in specific areas of the province
6. Migration of people to especially Thailand
7. Unsanitary health and hygiene practices, linked with low dietary intake, lead to disease and malnourishment, especially among women and children
8. Poor infrastructure. New settlements in a rather vast province entail significant distances between villagers/final beneficiaries, schools and authorities
9. Land rights are not secured. Lack of land use planning means that these newly settled farmers live in fear of losing this hardly acquired land because of lack of official recognition.
10. Lack of financial capacity
11. Lack of civil society organisations that could effectively advocate on behalf of the poor people

Addressing these issues requires an integrated approach, which this action aims to provide. Lack of financial capacity and civil society organisations that could effectively advocate for the needs of poor and vulnerable people in ODM are major obstacles hampering improvement of living conditions. This intervention is designed to build strong SHGs and strong civil society organisations that would improve income generation activities, food security and subsequently improve advocacy capacity of the target groups. This action would also improve nutritional and educational status of children and youngsters raised under very difficult/poor living conditions in ODM province. (Main problems addressed by the intervention: 1, 2, 4, 7, 9 and 11).

Communes within ODM have expressed the following top development priorities: crop cultivation training (requested by 21 out of 24 communes), livestock and fisheries training (requested by 18 communes), livestock health service (requested by 16 communes). Other top priorities requested include school buildings, kindergarten and childcare facilities, Natural Resources and Environmental Management training and domestic violence prevention.

### B.4 Stakeholder analysis

Most obvious stakeholders are woman and men farmers, youth and village heads in the ODM province who will benefit from training, capacity building and other activities of the project. Further to these stakeholders are CISOM NGO partners, international organisations and other NGOs operating in ODM.

From interviews and focus group discussions it is anticipated that direct beneficiaries of CISOM - poor people - are committed and eager to participate in project activities. They have to allocate sufficient time to participate in trainings and meeting activities and to apply new innovations that may challenge them in unaccustomed ways and bring change to their social status. However, they are dedicated and eager to improve their income and livelihood.

Provincial Department of Agriculture and Provincial Department of Woman Affair as well as other local and provincial authorities in the province are major stakeholders that may influence the project significantly. The CISOM project would contribute to the obligations of the local government authorities and fulfil major missions of these institutions e.g. improve livelihood of poor people, taking voice of poor people into account in investment planning processes, legal issues etc. Local authorities would be able to boost activities and achieve synergy in terms of livestock, crop cultivation training, improve livestock health service and respond to needs expressed by the target beneficiaries. They would gain more knowledge and experience in community development work and collaboration with the CISOM project has potential to improve the overall image of authorities when local people achieve better living condition and are better organised. A very close collaboration, communication and involvement of governmental authorities/staff at all levels is planned in order to share the outcome from success stories and events e.g. field days, SHG activities and campaigns. Such an approach minimizes the risk of undermining their authority and power and it also reduces any fear that the CISOM project may draw attention to shortcomings of local authorities.

The governmental institutions have very limited capability to respond to an omnipresent need for development in the province due to lack of resources in terms of manpower and capital. The number of qualified staff is limited, because ODM is a very remote province; and qualified staff does not have ODM as their first priority duty station. The CISOM project and NGO partners are going to work very closely together with local authorities at all levels, because they represent a very important framework. Furthermore, they possess some financial (however limited) and legal capacity (the authority) that may further be directed towards the needs of poor people. PDA and PDWA are invited to become members of the CISOM steering committee and we have received very positive supporting letters from these institutions.

A meaningful voice for the poor in political decision-making is challenging in many countries. However, it is thoroughly discussed with local authorities in ODM and therefore anticipated that the Royal Government of Cambodia intends to implement its vision of the sub-national governance system which will encourage popular participation in decision-making at all levels. A more comprehensive description of primary stakeholder's interest, fear, strengths and weaknesses/risks is outlined in annex 4.

## C. PROJECT DESCRIPTION

### C.1 Target group and participants

The primary direct beneficiaries are poor and vulnerable farming families, especially women-headed households. Target groups are ID Poor 1 and 2 households from 54 villages in ODM which is indicated in the table 3 below. The target areas and target villages are selected in agreement with local authorities based on their poverty rankings. A total of 2.000 beneficiaries will be selected among the poor and poorest of the villagers. The project uses the existing ID poor lists as well as internal assessments to identify target people who have similar "poorest of the poor" socio-economic status.

Table 3: Target communes, number of families, poverty ranking, participants and number of SHGs to be formed. Target households in ODM are ID Poor 1 and 2 households.

| NGO/<br>District/Krong | Commune/Sangkat | Number<br>of<br>villages | Total<br>number<br>of<br>families | Total<br>Population | Households   |              | ID<br>Poor<br>1 & 2 | SHGs<br>to be<br>formed |
|------------------------|-----------------|--------------------------|-----------------------------------|---------------------|--------------|--------------|---------------------|-------------------------|
|                        |                 |                          |                                   |                     | ID<br>Poor 1 | ID<br>Poor 2 |                     |                         |
| <b>CIDO</b>            |                 |                          |                                   |                     |              |              |                     |                         |
| Banteay Ampil          | 2               | 18                       | 1.906                             | 8.814               | 144          | 372          | 516                 | 26                      |
| <b>Total CIDO</b>      | <b>2</b>        | <b>18</b>                | <b>1.906</b>                      | <b>8.814</b>        | <b>144</b>   | <b>372</b>   | <b>516</b>          | <b>26</b>               |
| <b>RCEDO</b>           |                 |                          |                                   |                     |              |              |                     |                         |
| Samrong<br>(Krong)     | 1               | 5                        | 1.086                             | 5.429               | 248          | 205          | 453                 | 10                      |
| Chongkal               | 4               | 10                       | 1.605                             | 7.336               | 179          | 272          | 451                 | 17                      |
| <b>Total RCEDO</b>     | <b>5</b>        | <b>15</b>                | <b>2.691</b>                      | <b>12.765</b>       | <b>427</b>   | <b>477</b>   | <b>904</b>          | <b>27</b>               |
| <b>KBA</b>             |                 |                          |                                   |                     |              |              |                     |                         |
| Anlong Veng            | 3               | 12                       | 1.585                             | 7.017               | 240          | 317          | 557                 | 16                      |
| Trapeang<br>Prasat     | 3               | 9                        | 1.546                             | 1.294               | 249          | 280          | 529                 | 11                      |
| <b>Total KBA</b>       | <b>6</b>        | <b>21</b>                | <b>3.131</b>                      | <b>8.311</b>        | <b>489</b>   | <b>597</b>   | <b>1086</b>         | <b>27</b>               |
| <b>Total all</b>       | <b>13</b>       | <b>54</b>                | <b>7.728</b>                      | <b>29.890</b>       | <b>1.060</b> | <b>1.446</b> | <b>2.506</b>        | <b>80</b>               |

The Cambodian land law states that any person has the right to request a definitive title of ownership when a citizen has had uncontested possession of an immovable property for at least five years. However, having the right to request a definitive title and actually attaining a land title are two quite different things in ODM.

The poor may qualify for a land title under the law, but they are not aware of their status and they are unfamiliar with the procedures for requesting land titles. Some families have land certificates acknowledged by local authorities (village chief and commune council) only. "Hard land title certificates" issued by provincial authorities are hardly issued to the poor. Less than 1 % of the rural families in ODM have attained hard land title certificates. CISOM interventions intend to address this challenge of the poor beneficiaries.

Previous ADDA projects have shown significant outreach and great spill-over effect of knowledge to the families, neighbors and friends of the primary target group. It is estimated that at least 30.000 people will increase their knowledge on agricultural production, benefit from improved influence on community development and/or improve their legal status related to e.g. land rights by the end the first phase of this project. The total number of beneficiaries of the CISOM interventions is shown in table 4.

Table 4: Total number of beneficiaries of CISOM interventions

| Interventions  | Number | Participants-<br>[outreach] per<br>intervention | Total<br>number*    | CISOM outputs benefitting a larger group of<br>beneficiaries by the end of phase 1  |
|--|--------|---|---------------------|---|
| Farmer Field Schools   | 80     | 25  | 2.000               | Use of enhanced production techniques at 2000 households representing the poorest of the poor and especially woman  |
| Farmer Field Days  | 65     | 80  | 5.200               | Fellow villagers share experience from FFS and SHGs - and they are encouraged to form SHGs.   |
| Focus trainings  | 150    | 20  | 3.000               |   |
| Self Help Groups   | 80     | 23  | 1.840               | Suggestions and priorities of rural poor have efficiently been communicated to local authorities for integration into Village, Commune and District Investment Planning within 40 villages of ODM   |
| Participatory Village Development Planning                     | 40     | 60 -<br>[770]                                   | 2.400 -<br>[30.800] |   |
| Community development projects                                 | 20     | 40  | 800                 | SHGs have advanced to become efficiently operating forums; able to analyse problems and opportunities in their community, knowledge of local governance frameworks and the skills to make use of that knowledge in community decision-making. This is achieved in close collaboration with local NGOs in ODM. |
| Land rights addressed - lobbyism improving legal status/rights | 40     | [770]   | [30.800]            |   |
| Local NGOs in ODM build capacity                               | 3      |   | [10.000]            | Major elements of the FFS, SHG and advocacy of the CISOM concept is applied outside the project focus areas   |
| Capacity building of staff of PDA and PDWA                     | 4      |   | [5.000]             | Staff of PDA/PDWA and CPs apply major elements of the FFS and/or SHG concept outside the project target area.   |
| Capacity building of CPs                                       | 20     |   | [3.000]             |   |

\*Major interventions has a significant impact on all members of households and not only a single person participating

## C.2 The project's objectives and success criteria (indicators)

### Overall development objective

Democratic civil society organisations have developed to efficiently advocate on behalf of poor people to defeat poverty & hunger and they are reaching out for the Millennium Development Goals in Oddar Meanchey

### Success criteria

Civil society organisations have improved living standards and poverty ranking of poor people and more inhabitants acknowledge popular influence on decision making.

### Immediate objectives:

1. End 2015, at least 80 % of 2.000 poor families in ODM have increased their own consumption and/or increased income at least 30 % from sale of vegetables, cash crops, rice and small livestock.

#### Success criteria/indicators:

- 1.600 poor families report 30 % increase in their own consumption and/or income has increased at least 30 % from sale of vegetables, cash crops, rice and small livestock.
- Household status (wealth ranking) has improved.

#### Verification:

- Baseline surveys compared to results of mid-term and final evaluations.

2. End 2015, at least 80 SHGs in ODM - comprising the poorest of the poor and in particular woman - have developed into basic democratic civil society organisations improving livelihood of SHG members, providing a safety net against shocks and promoting income generating activities of SHG members.

#### Success criteria/indicators:

- End 2015, 85 % of the SHGs meet regularly - at least every second week – they have discussed and agreed on democratic principles, including election of committee, voting's and they collect savings.

- At least 75 % of the SHG members are female
- End 2015, 85 % of the SHGs operate according to the group's constitution, internal leadership, structures, procedures and simple protocols developed.
- End 2015, 80 SHGs are registered CBOs at the commune council level
- End 2015, 20 SHG have established micro business activities.

*Verification:*

- Meeting minutes of SHG meetings and saving records.
- Random evaluation of SHGs
- 80 SHG evaluation reports
- CBO Registration document
- Quarterly CISOM progress reports

3. End 2015, the action has build enhanced advocacy power of the 4 NGO partners and at least 60 (out of 80) SHGs in ODM which has resulted in increasingly influence on local and provincial decision making regarding rural development and livelihood of poor people.

*Success criteria/indicators:*

- End 2015, advocacy themes have been discussed and prioritised by SHG assisted by NGOs
- End 2015, representatives from 60 SHGs were actively involved during the village and commune planning process.
- End 2015, local authorities respond positively and adopt priorities and recommendation of NGOs and civil society organisations into development plans of local and regional authorities

*Verification*

- Minutes from meetings, number of advocacy meetings executed.
- Village, commune, and district investment plans
- Evaluation of civil society and NGO involvement in the planning process conducted by external evaluation

For a more comprehensive description reference is made to the Logical Framework Approach (Annex 5).

**C.3 Outputs and activities**

| O                     | Expected outputs   | Activities   |
|-----------------------|--|--|
| Immediate objective 1 | Output 1.1:<br>End 2015, NGO partner staff in ODM has conducted 80 FFS and 100 focus trainings which have resulted in increased production at 1600 households comprising the poorest of the poor and especially woman. | <ol style="list-style-type: none"> <li>1 Conduct baseline study of farmers socio-economic factors</li> <li>2 Train NGO management, district supervisors and coordinators in ODM on the FFS and SHG concept to be implemented in ODM – adaption of the IWEP concept and lessons learned in SR</li> <li>3 Select the specific areas, beneficiaries, and CPs.</li> <li>4 Develop/adapt existing ToT and FFS curriculum for home gardening, cash crops, rice, small animal husbandry, assessment of markets, development of SHGs and advocacy.</li> <li>5 Conduct ToT course on vegetable, cash crops, rice production, small animal husbandry, formation and development of SHGs and advocacy.</li> <li>6 Conduct FFS on vegetable and small livestock</li> <li>7 Collect data, discuss, report and disseminate best approach/methodology and lessons learned</li> <li>8 Conduct follow-up ToT on relevant topics and refresher training on e.g. vegetables, rice and cash crop production</li> <li>9 The concept of SHG is explained and discussed with FFS participants.</li> </ol> |
|                       | Output 1.2:<br>By 2015, 50 % of the FFS alumni/SHG members are able to assess the market and adjust their production according to market opportunities.  | <ol style="list-style-type: none"> <li>1. Train CPs in market analysis/market assessment and basics of accounting and micro business planning during TOT</li> <li>2. Train farmers during FFS and SHG meetings on market assessment and basics of income generating activities/micro business planning</li> <li>3. Gather and disseminate market information to SHG</li> <li>4. Train SHG members on specific agricultural production issues proposed by SHG members and based on market information.</li> </ol>   |
|                       | Output 1.3:<br>Fellow villagers share experience from FFS and SHGs - and they are encouraged to form SHGs.   | <ol style="list-style-type: none"> <li>1 Arrange field days and visits for exchange of exchange of knowledge</li> <li>2 Conduct demand driven focus training courses on specific agricultural production issues</li> <li>3 FFS trainees are encouraged to network with fellow villagers and share knowledge gained from FFS</li> </ol>   |
| Immediate objective 2 | Output 2.1:<br>End 2015, members of 80 SHGs have agreed on internal leadership, democratic principles, structures, procedures and simple protocols of each SHG.  | <ol style="list-style-type: none"> <li>1 Facilitate SHG formation, e.g. outline constitution, SHG committee, activity plans and develop group vision</li> <li>2 CPs attends all SHG meetings facilitating development of strong SHG societies</li> <li>3 Conduct training for SHG committee on groups leadership and proper management</li> <li>4 Women's leadership Skills Training delivered to SHG leaders and CPs</li> </ol>   |

| O                     | Expected outputs   | Activities  |
|-----------------------|--|---|
|                       |  | by specialized trainers from NGOs<br>5 Conduct follow – up training of the groups on democratic principles, social and technical issues<br>6 SHGs are assisted to register CBOs status at local authorities.  |
|                       | Output 2.2:<br>End 2015, a regular saving scheme is implemented within 80 SHGs and all members have access to micro-capital for emergencies and new productive activities.   | 1 SHG members are trained on opportunities and obligations of SHG saving schemes<br>2 Train members and the committees are on proper bookkeeping and regular updates of books of accounts<br>3 A regular saving scheme is implemented within each SHG<br>4 Facilitate linkage with micro finance institutions whenever feasible.  |
|                       | Output 2.3:<br>End 2015, SHG use the skills gained from trainings and organize 20 micro group business activities - mainly joint procurement of inputs and/or marketing of their production.   | 1 Conduct household asset analysis and discuss results within the SHGs<br>2 Constraints and potentials for positive change are discussed<br>3 Household action plans are developed<br>4 Conduct training for SHG members on basics of micro business planning and market assessment<br>5 Train on common procurement of inputs and group marketing.   |
|                       | Output 2.4:<br>End 2015, 4 Staff from the PDWA and PDA in ODM acknowledge the project concept and they apply major elements of the FFS and/or SHG concept outside the project target area.   | 1 Train staff of PDA and PDWA on the overall project concept including farmer field school, SHG, advocacy and linkage with village/commune councils.<br>2 Train staff of PDA and PDWA on self help group formation<br>3 Interact and encourage PDA and PDWA staff to use the project concept wherever possible.   |
|                       | Output 3.1<br>End 2015, local NGOs in ODM have assisted 60 SHGs and 1.300 other villagers in their analysis of problems and opportunities within 40 villages.  | 1 Local NGOs are trained on PVDP using major tools from the Participatory Rural Appraisal (PRA)<br>2 PVDP is facilitated in 40 villages, involving SHGs and other villagers by NGOs in ODM.<br>3 Participants and NGOs work out small reports outlining priorities and recommendations of rural poor to be used for to village, commune and district investment planning.   |
|                       | Output 3.2<br>End 2015, partner NGOs in ODM have improved capacity of 80 SHG and at least 60 have advanced to become efficiently operating SHG forums, where in particular poor woman are able to analyse social issues, acquire knowledge of local governance frameworks and the skills to make use of that knowledge in community decision-making. | 1 Organize training for SHG members on social and gender issues<br>2 Organize training of SHG members on local governance, advocacy<br>3 Train SHGs on advocacy and networking with local authorities<br>4 Initiatives that will be desirable for the SHG members are discussed and prioritised in close collaboration between NGOs and SHGs<br>5 Training on how to make a detailed Small Community Development Project involving SHGs and possible other villagers, e.g. participatory identification and construction/rehabilitation of irrigation facilities<br>6 Implement at least 15 SCDPs taking cost of each and available resources into consideration.   |
| Immediate objective 3 | Output 3.3<br>End 2015, local NGOs in ODM have strengthened their knowledge on advocacy; NGOs have facilitated improved interaction between local authorities and 60 SHG plus 1300 villagers and existing civil society structures; thereby increased influence in the planning processes and planning decisions.                                    | 1 Train NGO partners on advocacy and lobbying and other issues according to specific training needs assessment<br>2 Train NGO partner staff on gender specific topics and a gender specific strategy is discussed and outlined for implementation of activities.<br>3 Organize training of NGO members on efficient advocacy techniques, agricultural production, market issues and organization<br>4 Prevailing agricultural priorities and the current policies are discussed among NGOs and summarised to be used for dialogs with SHGs<br>5 Recommendations and initiatives that will be desirable for the SHG members are discussed and outlined in close collaboration with SHGs<br>6 Facilitate meetings with local authorities for presentations of SHG priorities at village and commune level (reference is also made to output 3.4 below). |
|                       | Output 3.4<br>End 2015, suggestions and priorities of rural poor to the Village, Commune and District Investment Planning have efficiently been communicated to local authorities in ODM by the 3 NGOs and 50 (out of 80) SHGs in ODM  | 1 Arrange meetings with local authorities for presentations of SHG and NGO priorities regarding rural development and livelihood of poor people, e.g. priorities on land rights, irrigation/wells rehabilitation, and proper schools including skilled teachers for children.<br>2 Arrange publicity on suggested recommendations and priorities of civil society organisations e.g. SHG priorities   |
|                       | Output 3.5 (visibility)<br>By 2015, local authorities are aware of the positive results of the SHG and NGO activities in ODM.  | 1 Invite local authorities to visit SHGs, NGOs and facilitate a positive dialog during relevant meetings and training sessions<br>2 Train commune council members on local planning process (CCSP training on advocacy)<br>3 Invite the press to publish results from trainings and SHG advocacy priorities and   |
|                       | Output 3.6   | 1 Partner NGOs in ODM discuss CISOM initiatives and progress during monthly meetings of the NGO network in ODM<br>2 Stories of success are identified, described and disseminated to  |



| O   | Expected outputs   | Activities   |
|---|--|--|
|   | End 2015, the positive outcome from SHG and NGO involvement in the planning process at village and commune level has been communicated to a wider range of civil society organisations in ODM. | <ul style="list-style-type: none"> <li>relevant recipients</li> <li>3 Conduct a stakeholder workshop involving beneficiaries, NGO partners, authorities, relevant projects and civil society initiatives in ODM.</li> <li>4 Outline curriculum for organisational management and a monitoring and evaluation guideline</li> <li>5 Follow-up meetings on possible joint initiatives</li> </ul>  |
| 4 Outputs re several immediate objectives | Output 4.1<br><br>By 2015, NGO partners have increased organisational capacity and capacity on human and financial issues related to project management.                                       | Train local NGOs in ODM on all issues listed below and READA on issue 5: <ul style="list-style-type: none"> <li>1 Financial system training (double entry accounting e.g. implementation of QuickBooks)</li> <li>2 Database management and analysis</li> <li>3 Standards, lines of responsibility, and effective work procedures within their own organisations</li> <li>4 Efficient project management, monitoring, evaluation and learning's</li> <li>5 Leadership training encouraging staff commitment and motivation</li> </ul> |
|   | Output 4.2<br><br>By 2015, all NGOs in Cambodia have build capacity on the overall concept and specific activities of the CISOM project  | Train local NGO staff in ODM on all issues listed below and READA on 4: <ul style="list-style-type: none"> <li>1 CISOM interventions/lessons learned in SR</li> <li>2 Democratic principles of SHGs, including procedures, structures and protocols,</li> <li>3 Interactions with governmental structures</li> <li>4 Communication, publicity and involving media to raise awareness on goals that the NGO is striving to achieve</li> </ul>   |
|   | Output 4.3<br>End 2015, local NGOs applies major elements of the CISOM concept outside the project focus areas.  | <ul style="list-style-type: none"> <li>1 Recommend and implement NGO activities to increase the outreach of the project impacts, e.g. amplify advocate elements of partner NGO partners to include geographical areas outside project focus areas.</li> </ul>  |

#### C.4 Strategy

##### Methods, stages and project sequences

The following sections – until section: “F Phased projects” - are exclusively describing interventions and outputs during the first phase of the CISOM project.

The project combines an activity strategy and a process-intervention strategy. The activity strategy addresses areas that directly aim to improve food and livelihood situation of 1.600 poor families (equivalent to 8 -10.000 poor people) in ODM. The process-intervention is building the capacity of 80 local SHGs/CBOs and 3 NGOs in ODM to improve livelihood of the poorest of the poor, and to increasingly influence local and provincial decision making, by (i) building of advocacy capacity, (ii) facilitating interactions with villagers and authorities in their community outlining priorities of the poor, and (iii) advocacy on priority issues through dialogs with local authorities and other stakeholders.

Implementation of activities and processes of CISOM is highly based on the concept and lessons learned during implementation of phase I and II of the Integrated Woman Empowerment Project (IWEP) in SR from 2005 until 2013. (The IWEP project and interventions are described in section A1).

The first output of the project is implementation of Farmer Field Schools designed to improve agricultural production in quality in quantity and thereby increasing own consumption and income generation among poor people. Prior to the implementation of FFS community professionals (CPs) are intensively trained on how to conduct FFS. 20 candidates living in the target villages in ODM are recruited to become CPs; each CP covering between 2 and 3 villages. Candidates are preferably recruited among existing Village Livestock Agents and Focus Woman; however, best qualified candidate in the village is selected. A selection process involving villagers, village councils and project staff is used by the local NGOs operating in ODM to select most appropriate candidates. 20 CPs and 4 staff from PDA/PDWA are trained during an intensive 12 weeks training course followed by refresher training courses and on-the-job supervision of CPs by district NGO staff operating in the field. CPs and staff from PDA/PDWA are trained on vegetable growing, cash crops, rice, small animal husbandry, facilitation skills, basics of marketing & micro-business planning, development of basic civil society organisations SHGs, gender issues, principles of advocacy and the overall project concept.

The duration of FFS is 14 weeks. Participants meet once a week at the demonstration site where activities of the coming week are demonstrated in a practical manner. Afterwards FFS participants apply demonstrated methods at their own field under the guidance of CPs. In addition to “hands on” training on crop and small animal husbandry FFS participants are also trained on the basics of marketing, market assessment, market linkage, pricing and basic profit analysis. Should some of the vegetable varieties or cash crops proposed have a poor business/market potential, this is discussed and crops with better business potential is recommended. This is to make sure that the participants are able to adjust their production according to market opportunities.

FFS are introduced to become eye-openers of the poor farming community; FFS is as a mean to build links and trust between villagers and to introduce the concept of SHGs; subsequently basic SHGs are formed, comprising especially the poor women-headed households. Farmer field school graduates will decide themselves to form groups with app. 25 members. With the assistance of the CPs and under the overall guidance of project district staff (staff of local NGOs), the members will constitute themselves properly as a democratic body. SHGs are developed further into basic civil society organisations. The SHG group is a mechanism for change and empowerment. Members develop important skills, gain new knowledge and self-confidence from their participation in regular meetings and discussions on social issues, especially those that affect rural women and their children. Special attention will be given to training on internal leadership, democratic principles, structures, procedures and simple protocols of each SHG in order to build capacity of the SHGs

The collection of small savings is one of the primary activities during early stages of the SHG development. These saving funds provide a safety net for individual members against shocks as soon as small loans are issued to members. The experience from SR show that even very poor people are able to save small amounts on a weekly basis, especially because FFS result in additional food to their family and therefore very expensive borrowing of rice or money from “rich” people in the villages can be avoided. Later on these saving funds enable SHG members to buy production inputs which will promote small investments in income generating activities. Experience from IWEP also reveals that many SHGs enter into joint procurement of inputs, and/or marketing of their production, during relative early stages of their development; that is within the first 3 years of their development. Lessons learned have also revealed that SHGs need to undergo a phase with income generating activities to become sustainable and ready for the next steps e.g. to exert influence within their local community. If the groups skip this phase, there is a comparatively high risk that the group may collapse.

Each SHG meet at least two times every month. All meetings are guided by the local CP under the overall supervision by local staff of the NGOs in ODM. According to experience from SR and taking the sequential start of SHGs into consideration (reference is made to annex 6) it is expected that local NGOs have facilitated that at least 60 out of 80 SHGs have advanced to become efficiently operating SHG forums, - where in particular poor women are able to analyse social issues, acquire knowledge of local governance frameworks and the skills to make use of that knowledge in community decision making - by the end of 2015.

Farmer field days and focus training sessions involving fellow villagers are arranged to share experience regarding FFS, SHGs and specific issues related to the demand of the beneficiaries, e.g. integrated pest management in rice and cash crops, SHG saving schemes, establishment of rice banks. Fellow farmers are encouraged to form SHGs which is expected to increase the number of SHGs formed during the lifetime of the project.

Local NGOs and subsequently most advanced SHGs in ODM will receive training on how to analyse problems and opportunities within villages using major tools from the Participatory Rural Appraisal (PRA). Trainings will also be designed to strengthen the knowledge of NGOs on advocacy and a gender specific strategy as part of organizational management training. To put the training into action, NGOs are going to facilitate involvement of SHGs, fellow villagers and other civil society structures in the commune development planning process within 40 villagers in ODM before the end of 2015. This is going to improve interaction between local authorities on the one hand and (i) 60 SHG, (ii) existing civil society structures and (iii) fellow villagers on the other hand. NGO partners in ODM are also participating and entering into a constructive dialog – and even training sessions - with local village leaders related to the community planning process. These interventions are designed to improve participation and the influence of villagers during the planning processes and planning decisions. SHGs that have shown great interest in village development planning (VDP) as well as personal energy to handle both their micro-bushiness and activities for community development will be chosen to participate.

Capacity building within target villages will also include exercises on how to prepare a detailed Small Community Development Plan (SCDPs) involving fellow villagers and SHGs. It is expected that app. 20 SHGs can be supported by ADDA's own funds to implement SCDPs, e.g. funds to establish rice banks, small water ponds or ring wells.

Local NGOs and members/representatives of the SHGs will be able to advocate and influence decision making in their community organizations. They will interact and have influence on the village development committees and commune councils, because of their increased capacity: knowledge and skills. During project implementation and especially after the first 1-2 years of operation it is anticipated that partner NGOs and SHGs have build significant capacity to advocate on issues linked to land rights, food security, children's education, health, social issues, infrastructure, cost of input, marketing of local production etc.

Interactions and communication are planned to make sure that local authorities are aware of the positive results of the SHG and NGO activities in ODM. Furthermore, it is planned to efficiently communicate the positive outcome from SHG and NGO involvement during the planning process at village and commune level

to a wider range of civil society organisations and stakeholders in ODM, e.g. communication during monthly NGO network meetings, steering committee meetings, and to conduct a stakeholder workshop involving beneficiaries, NGO partners, authorities, relevant projects and civil society initiatives in ODM by the end of the project phase 1 (2015).

After the training sessions a curriculum for organisational management as well as a monitoring and evaluation guideline will be made in co-operation with the SHG members. These tools will be available for NGOs and project staff in their future work with SHGs.

### **Women's and men's equal participation**

All trainings and training venues will be suitable for both male and female participants. However, the strategy of CISOM is explicitly and deliberately gender biased, in favour of enabling women to take their rightful positions in society. Lessons learned in SR reveals that women who gain confidence and leadership experience within SHGs sometimes go on to become members of village development committees and other local civil society organizations. The project is going to train especially woman to become effective leaders in their communities.

### **Coherence and balance between capacity building, advocacy and strategic services.**

#### Strategic services

Training of farmers and SHGs on enhanced agricultural production techniques is a strategic service chosen for the project. Agriculture is the main income generating activity for the majority of the poor farmers and the target group request increased knowledge on production techniques. There is a great potential to reach higher yields and diversification of production in the agricultural sector, which would significantly improve livelihood of the target group.

Small Community Development Projects (SCDPs) is another strategic service designed to make sure that SHGs use the knowledge gained on organisational management in practical manner, which at the same time is going to improve livelihood of fellow villagers within their own communities. The SCDPs are meant to benefit not only the SHGs, but also other villagers who join hands with SHGs. It is expected that each SCDP project would involve 30 to 50 villagers. All beneficiaries are expected to participate in the planning and implementation of the SCDPs. Before attending the training, the SHGs have to discuss the need(s) of the village at a village meeting and by consensus decide on the specific issue of the SCDP. The aim is to inspire friends, families and neighbours of the SHGs to engage in community development activities.

There is a big need for SCDPs in the remote, isolated areas of ODM, and the projects are expected to focus on rice banks, wells, water ponds etc. Each SCDP will benefit 30 to 50 households. By making the SHGs use their knowledge on a concrete SCDP, they learn how to plan, implement and evaluate a project; even daily management and maintenance become a part of the learning process. Furthermore they will learn how to cooperate - not only within the SHGs - but also with fellow villagers. Everyone involved in the SCDP will contribute with labour, whereas cost of some building materials will be procured by external funding from ADDA or other external funding attracted by NGOs/SHGs.

SHGs are requested to outline the overall concept in close collaboration with CPs and NGO staff. Each SCDP is allocated app 1.000 US \$ from own resources of ADDA. However, it is expected that a SCDP will have a higher cost, but participants have to contribute part of funding for the initial investment and a user payment system will be established for maintenance of the SCDP. This method is used to secure that the villagers/SHG members acquire ownership of the SCDP and to make sure that the facility is maintained in the long term. Lessons learned from SR reveals that the sequence involving FFS, SHG development and implementation of small SCDP (rice banks, ring wells etc.) is a perfect combination that will improve income generation and secure learning processes within poor communities in a very practical manner during the first years after establishment of SHGs.

#### Capacity building

The local NGO partners in ODM will receive capacity building in several ways during the project and NGO staff at all levels will be the target for several training activities. The overall aim of the trainings is to strengthen the capacity of the NGO staff to build strong SHGs and civil society organisations that - hand in hand with NGOs - are able to influence local authorities and related stakeholders at all levels on issues related to rural development and livelihood of poor people.

The SHGs and especially the committee will receive training on leadership, how to outline and reach a group vision (dream), communication, action planning, conflict resolution, active member involvement, interactions with village and commune councils and advocacy. The training on active member involvement is essential, since it is the goal of the project that all SHGs are well organised. This is to make sure that forums are developed, where poor people are able to analyse social issues, acquire knowledge of local governance frameworks and have their voices heard. A strategic guide for bottom-up member involvement will be developed after training of the NGO staff and after they have tested the new techniques.

A detailed training needs assessment of all local NGOs was carried out in August 2012 outlining general as well as specific training needs of each local NGO related to the implementation of CISOM interventions. Analysis shows that the three local NGOs in ODM are quite similar in their competences and capacity, whereas our present partner in SR is very familiar with the interventions and methods to be applied by the CISOM project. The local partners in ODM: CIDO, RCEDO and KBA are especially requesting capacity building related to the implementation of specific activities of the CISOM project, e.g. training of staff on (i) CISOM interventions/lessons learned in SR (ii) democratic principles of SHGs, including procedures, structures and protocols, (iii) interactions with governmental structures (iv) advocacy, (v) communication, publicity and involving media to raise awareness on goals that the NGO is striving to achieve, and (vi) Participatory Rural Appraisals used to develop VDP. Local NGOs also request general organisation capacity building on: (vii) financial system training (double entry accounting e.g. implementation of QuickBooks), (viii) database management and analysis, (ix) standards, lines of responsibility, and effective work procedures within their own organisations, (x) efficient project management, monitoring, evaluation and learning's. READA is requesting refresher trainings for their staff and further capacity building on issues related to advocacy and communication. READA also recommends including issues on leadership encouraging staff commitment and motivation. The NGO staff will receive training according to the need outlined above before end of 2015.

Furthermore the NGO staff will receive training on land rights, legal rights of CBOs, cooperatives and associations. In the future this will strengthen their work on land rights, facilitation of SHGs and farmer cooperatives/associations and prepare the NGOs to assist even more civil society organisations to lobby and influence at local level. The above-mentioned capacity building activities will ensure that all NGO staff is capable of providing the SHGs with trainings and competent assistance during the entire project. Furthermore, NGOs will use their capacity and major elements of the CISOM concept outside the project focus areas and beyond project termination.

#### Advocacy

Agricultural training, SHG development, involvement in the commune development planning process and community development projects, is preparing for and anchoring advocacy activities of the project. The aim is to create a fruitful dialog and efficient interactions between civil society organisations representing the voice of the poor (SHGs and NGOs) and authorities at all levels in ODM by the use of practical and sustainable methods. The village development committees are involved during the entire process of SHG development and CBO registration. The results from the activities of SHGs and NGOs regarding Village Development Plans and SCDPs will be used to influence local authorities, showing that civil society organisations/SHGs are very useful and serving as community development actors. Civil society organisations can implement great positive changes within their communities. This approach is very much in line with the intended strategy of the government program bringing development to the rural areas, by active participation of poor rural people. However, until now such involvement of villagers in VDP and positive changes hardly exist in the project target areas of CISOM.

Different strategies will be used to get the attention of the authorities. Registration of SHGs, small reports on SHG progress, challenges and priorities of the poor are discussed at regular meetings with village development committees and commune councils. The Village and Commune councils will be invited to the opening ceremony of each SCDP. The SHGs, NGO staff and village heads will present the results of their work. The local press will also be invited to document and publish the effects of some of the SCDPs. Major problems and opportunities within 40 villages are analysed using Participatory Rural Appraisal (PRA) to outline a Village Development Plan for each village. A total of at least 1.300 SHG members and 1.300 other villagers will actively participate during phase 1. The outcomes - priorities of rural poor - are efficiently communicated to village, commune and district authorities to be used for the District Integration Planning Workshop (DIPW) organised by these institutions. Advocacy pressure will be used to secure that priorities of villages are integrated in the DIPWs. The DIPW process often takes place in ODM without involvement of villagers, because village and commune councils are unfamiliar and unaccustomed with popular participation in these processes. Therefore, it can be expected that advocacy and influence of villagers is greatly improved by such interaction. It is also foreseen that such intervention will significantly improve future planning processes at village, district and higher levels.

NGOs will advocate on behalf of rural poor people in ODM and assist SHGs in their advocacy. Local NGOs are not highly experienced on advocacy. However, they are dedicated to clarify relevant actions that need to be taken towards achieving the objectives of poor people and campaigns together with SHGs as well as on their behalf. A bottom up approach is used to secure that advocacy themes reflect **the real need** of the poor ensuring that advocacy activities addresses relevant priorities. The schedule of activities is going to be selective in the timing and use scheduled events (farmer field days, relevant holidays, events, budget speeches, provincial hearings, etc.) to attract additional attention.

Most important challenges of each poor person/SHG/village have been intensively discussed and a list of priority advocacy themes is regularly updated. A preliminary list of advocacy themes has been drafted according to discussions with NGOs and representatives of the final beneficiaries:

- Land rights
- Food security and nutrition
- Children's education,
- Social issues, e.g. health, domestic violence
- Infrastructure, including water ponds roads
- Factors affecting income of rural poor, e.g. cost of input, marketing of local production

Land (and water) rights will be analysed in 40 target villages targeted under the overall supervision of NGOs. Potential risks and proposed mitigation measures will be outlined. Since land right is a sensitive issue in Cambodia it is planned to cooperate with lawyers, e.g. Legal Aid of Cambodia whenever such assistance is deemed necessary. Results of the analyses including recommendations of lawyers will be discussed (i) within SHGs, (ii) with other villagers during the village planning process and (iii) with other stakeholders to outline the most appropriate roadmaps securing legal ownership of the land. Women and men's equal rights to acquire ownership of land will be included in these discussions. Recommendations will be outlined and advocacy pressure improving legal status of poor people will be put into action.

A stakeholder workshop will be hosted by the end of the project period where ministry bodies and mass organisations will be invited. The results from training on agricultural techniques, VDPs and SCDPs will be presented. Furthermore, it will be discussed how the participating stakeholders themselves can work with SHGs and civil society structures. A joint note sheet for further initiatives will be written at a follow-up meeting on these joint efforts.

**The project strengthens the local partner's and SHGs role as part of civil society.**

By the end of CISOM phase 1 partner NGOs have gained significant capacity within agricultural and gender balanced advocacy strategies to support rural civil society organisations in ODM province.

Local NGOs are going to strengthen capacity on the use of a bottom-up participatory planning approach; they acquire skills and become prepared to take an active role and facilitate changes initiated from grass rooted civil society organisations. A systematic flow of information is developed to ensure that the planned activities actually are based on expressed needs and expectations from final beneficiaries. Each partner NGO organisation will have trained staff in SHG facilitation and group dynamics. Staffs of NGOs that have been employed by the CISOM project will be able to replicate the training in new areas and whenever new activities are initiated by the NGO.

When the SHGs have been trained on enhanced production techniques, all SHGs are assisted to obtain a legal CBO certificate. This will strengthen SHG recognition and influence in their local community; and CBO registration is going to legitimate support from various stakeholders. Self help groups are expected influence according to the needs of their members; they are expected to communicate the needs of the poor to the local authorities and to support their members in income generating activities. The local NGOs are assisting during this process and they will acquire appropriate qualifications during phase 1 of CISOM. Furthermore, partner NGOs are expected to play an active role in their interaction with decision makers. They will put pressure to reach most appropriate decisions at village and higher levels regarding VDP, constraints, difficulties and high priority recommendations of the poor farmers in ODM. NGO partners are intensively trained and they will build their capacity to play a more significant role as part of the legitimate civil society in ODM during the first phase of this project.

**The project will secure support from important stakeholders (cf. B.4).**

Poor farmers will improve productivity, develop democratic SHGs and improve overall livelihood which create a desire to participate and continue working together.

*Other NGOs and local authorities*

Local partner NGOs have a close working relationships with ODM Provincial governmental departments and other local authorities and the project will benefit from these positive contacts. Local NGOs are very familiar with the final beneficiaries of the project and they also have a positive partnership with a number of institutions, companies, local and international NGO's. Furthermore, local partner NGOs are participating in the network "DANGO" and they will meet every second month in order to share information experiences and coordinate their actions in the province.

It is planned to network and involve local authorities from the very start; to share and highlight the positive role of local authorities in any good results of the CISOM interventions. The PDA and PDWA in ODM have seats within the Steering Committee of CISOM and they will be involved in the overall planning, monitoring, supervision of project activities and adjustments with relation to the project document. Staff of the Provincial departments will be directly involved in the project, especially during training (e.g. ToT) and capacity building

sessions during FFS and SHG establishment. The extension service will play a direct role on specific agricultural advises and training.

The project is going to contract with all qualified existing Village Livestock Agents and/or qualified Focal Women at village level. Whenever qualified it is planned to enrol these agents to become CPs.

Provincial Departments have strongly expressed that they are ready to support CISOM on strategic deliveries, capacity building and prepared to take voice of poor people into account and integrate realistic requests into investment planning at village, district and provincial level. The CISOM project intends to increase interaction with local authorities; advocate for a participatory planning methodology involving the recommendations of poor people and promote the use of FFS/SHG model by local authorities. This project intends utilise capacity and expertise of local authorities, and further strengthen it. Furthermore, it is planned to network and involve local authorities from the very start; to share and to highlight the positive role of local authorities in any good results of the CISOM interventions.

The preparatory work of this project has proven that the partnership between READA, CIDO, RCEDO, KBA and ADDA is dynamic and strong. Appropriate solutions are convincingly developed within this partnership to overcome challenges. The preparation of CISOM has shown that methodology and strategy of partners is not static. Learning and adoption of improved approach has been convincingly displayed during project implementation e.g. implementation of civil society strategy with a strong emphasis of advocacy.

### **External technical assistance**

CIDO, RCEDO and KBA are new to ADDA. Therefore, it is necessary that ADDA closely monitor and build capacity of CIDO, RCEDO and KBA during the first phase of CISOM to secure: efficiency, adjustments to unforeseen circumstances that may appear (incorporate the learning as feedback into future cooperation and planning processes); transparency and accountability of CISOM. Additionally there will be specific activity tasks where the expatriate country coordinator will assist NGO staff, e.g. the baseline studies, how to amplify advocate elements of NGO partners to include geographical areas outside project focus areas and facilitation of stakeholder workshops etc. Furthermore, the coordinator will be overall responsible for all communication and reporting to CISU and ADDA.

The ADDA coordinator and senior advisor is going to train and build capacity of NGO partners on all issues related to “increased organisational capacity and capacity on human and financial issues related to project management” as they are specified in the LFA (activities related to output 4.1). Partner capacity is also build by external technical assistance on issues related to the specific trainings needs assessment of the NGO partners (i) assistance to NGOs partnership on the use of major tools from the Participatory Rural Appraisal (PRA) for Participatory Village Development Planning (PVDP), (ii) Advocacy and lobbying (iii) Interactions with governmental structures (iv) Communication, publicity and involving media to raise awareness on goals that the NGO is striving to achieve. Specific training activities, capacity building of project staff on project concepts, procedures, and advocacy is carried out in close cooperation with READA

Total external input on technical assistance is equal to 99 working days during the 1st phase of the project. ADDA assistance to the overall CISOM project management equals 54 and monitoring 45 days. Terms of reference of the ADDA Country Coordinator and External Technical Assistance are attached (Annex 9).

## **C.5 Phase-out and sustainability**

### **Phase-out**

The participatory approaches used in the project will provide groups of beneficiaries with the tools to gain more influence over their own situation. Villagers will have further developed their technical and decision-making skills, while all groups will have improved their ability to express their opinions to a larger audience. The latter will have special importance to the women who are often too shy to express their ideas in public. When people in the village are organized, they will be able to present their ideas and needs to the local decision makers, thereby gaining more influence on the development of their communities.

The SHGs will have resilient organizations built, and they will build sufficient experience and success to proceed without external support when CISOM phase one is completed. Furthermore, capacity at local level is built to continue the formation and development of strong SHGs and their federations. Intensity of NGO support after phase 1 depends on resources from donors (CISU and other), and possibly synergy with new programme initiatives hopefully appearing in ODM. Capacity is also built at local level to promote further community building and technical training by e.g. CP's, who would be able to charge a fee for their services. 50 SHGs have learned a constructive way to approach local authorities and will be able to use these channels after phase one has been completed.

The local NGO partners have been operating in ODM/SR for almost 10 years and are securing their financing from several different sources, which mean that the financial security is not solely dependent on Danish contributions. Local NGOs would not be severely affected if a second phase of CISOM would not be possible, because sources from other donors most probably would make use of their better/highly qualified staff and NGO improved capacity resulting from the first phase of CISOM.

Close collaboration with local authorities and other donors in ODM is part of the exit strategy. It is anticipated that the expected positive impact of the project interventions will pave the way for self help groups to enter into other poverty reduction programmes and community development activities further to the income generating activities of the groups, and thereby ensure financial sustainability of the project activities. The role of READA and ADDA would be significantly reduced during a second phase, because capacity is build in ODM to replicate the concept with less external support.

### **Sustainability**

The positive **results exclusively coming from the first phase** of CISOM are (reference is made to the LFA and table 4):

- At least 1.600 households (representing 8-10.000 people) have increased their income due to enhanced agricultural techniques and/or membership of SHG. A total of 5.200 participants have been trained during Farmer Field days and Focus Training sessions on enhanced agricultural production and the advantages/benefits of SHGs/civil society organisations
- 80 SHGs have developed into basic civil society organisations officially recognised CBOs
- CIDO, RCEDO and KBA have build capacity to facilitate projects with strong emphasis on the development of democratic civil society organisations and their interaction within local communities influencing decision making on priority issues of the poor. It is estimated that at least 30.000 villagers directly or indirectly will benefit from results of Participatory Village Development Planning within 40 villages and e.g. advocacy pressure improving land rights. It is also expected that major elements of the FFS, SHG and advocacy strategy of the CISOM concept is applied outside the project focus areas
- 4 staff from PDA and PDWA and 20 CPs have build capacity and they implement major elements of the FFA and/or SHG concept outside the project focus villages
- Local and provincial authorities in ODM are aware of the positive results of FFS and basic civil society organisations increasing income and developing community development projects
- Local and provincial authorities in ODM are aware of the benefits of collaborating with civil society organisations to develop Village Development Plans. VDPs include priorities of the poor to be used for District Integration Planning Workshops.
- CIDO, RCEDO and KBA have built skills to advocate - and the NGOs have actively advocated on most important legal and social priorities of the poor, e.g. land rights, children's education supporting a sustainable improvement of livelihood of poor people in ODM.

Sustainability of the project will be centred on four aspects found important for CISOM:

#### Organisational:

The SHGs strive for sustainability at several levels. It is the aim to develop sufficient capacity in the Self Help Groups to generate significant and sufficient economic benefits for their members in order to ensure that they will continue to develop also after project completion.

NGO staff will receive training during the project that significantly will improve their organisational capacity and they will be fully familiar with the CISOM concept and the importance of strong civil society components, e.g. democratic principles of SHGs, interactions with governmental structures, advocacy, communication, publicity and involvement of medias to raise awareness on goals of civil society goals. The training will ensure that NGOs improve their capability of facilitating development projects on their own.

80 SHGs will receive organisational management/leadership trainings, and they will become registered CBOs and able to function as such after the project. If they should encounter problems, NGO staff and CPs will always be available to help overcome these. Commune professionals are the local change agents operating at village level and they are expected to continue their advising activities and facilitation of changes in their local communities after project completion, because they will be able to charge a small fee for their services.

#### Civil society influence:

Local NGOs will be able to facilitate development SHGs/CBOs and assist these groups in their interactions with authorities in order to have increased influence in the planning processes and planning decisions. The local authorities welcome such interactions and realise the value of local knowledge and priorities to the overall planning processes. It is discussed with local decision makers and expected that ODM provincial authorities will encourage participation at village, commune, district and regional level during planning and policy development. This approach is in line with basic principles of the National Committee of Sub-National Democratic Development (NCDD)<sup>2</sup> in Cambodia. This reform of the sub-national governance system is aiming to: (i) consolidate and deepen the process of democratization at the grass roots, and (ii) promote

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<sup>2</sup> Strategic Framework for Decentralization and De-concentration Reforms. Royal Government of Cambodia 2005. [www.ncdd.gov.kh](http://www.ncdd.gov.kh)

local development and poverty reduction. One of the cornerstones is popular participation including introduction of systems and procedures for people's participation in decision-making at all levels of the sub-national governance system. Therefore it is expected that local NGOs and strong SHGs would be able to influence the decision making of authorities at village, district and province level to better target public expenditures to eradicate poverty by focusing on vulnerable groups.

Economically:

The focus on skill-building training methodologies (FFS) is expected to result in long-term benefits for the participating farmers. Relevance of training activities and farmers' genuine interest in participation will be ensured through farmers' contributions (cost sharing). Farmers and SHGs trained during the project will benefit from enhanced production techniques adapted to the local conditions. This will ensure that an increased income benefitting farmers and members of SHGs during - and after - the first phase of this project. The fact that the SHGs are registered CBOs will increase formal as well as informal contact with village and commune councils contributing to a fruitful economic perspective. The trainings provide sustainable knowledge for the SHGs and will be an integrated part of their working habits long after the project has ended.

Socially:

During the project, democratic processes will be employed internally in the SHGs and on village level. The SHGs will need to involve fellow villagers when developing SCDP, to discuss most needed project interventions and to design a joint plan of operation. The SHGs will need to involve representatives the entire village. A similar approach is used to develop a Community Development Plan; however CPDs involve representatives of the entire village. These processes will create ballast for future democratic processes even after the first phase of this project.

**Systematisation and dissemination of experiences**

Project experience and lessons learned is systematically collected during project implementation activities e.g. awareness sessions, implementation of FFS, facilitation meetings with final beneficiaries, SHGs and meetings with local authorities. Project plans, progress, opportunities and challenges are actively discussed during weekly meetings of local project coordinators and facilitators. Project experience and best practice is communicated and discussed with the CISOM Project Coordinator (CPC from READA) during systematic and regular meetings. Dissemination plans are developed by the project staff (ODM NGO staff) in close collaboration with the project coordinator and distributed to the beneficiaries and relevant stakeholders. The objective of dissemination of experiences is to:

- Increase awareness of the project and its benefits among the poor, the targeted beneficiaries, and the development partners in the Province, e.g. NGOs/CBOs and the private sector
- Communicate a better understanding of SHG and civil society formation, dynamics and benefits
- Improve coordination and synergies with other projects through better information about the project.

Communication and awareness campaigns outlining the objectives and merits of associating and combining efforts and energies of groups will be undertaken targeting the beneficiaries, elected officials, and other stakeholders (staff, NGOs). Field days and presentations in various media are organised for information dissemination. Key messages will include information on FFS, SHG formation, objectives, structure and role of SHG in the local community. During implementation messages on success stories will be showcased for dissemination to a wider audience. The communication will be a tool to strengthen the key aspects of the project.

Communication with the poor is focussed on the villagers and the members of SHG formed during the project. Most adequate channels are used to reach the poor community target groups, such as oral, visual and tangible presentations/participatory communication during meetings, leaflets, radio etc. The contents of these communications will be about the features of the project, the benefits for the poor participating in it, and opportunities on advocacy and income generating activities created by the project and others available.

Communication with local authority and NGO's is focused on related public institutions (those working to reduce poverty and to increase of productivity) and cooperation agencies. The goal is to increase synergies among projects targeting the poor, in order to avoid/reduce overlapping and to boost productivity and success of their projects. Communication channels will include newsletters, seminars, official meetings, presentations, workshops and public events.

Dissemination of success stories will be one of the main sources of information showing to a wide audience that the three interventions of CISOM are making a difference in people's lives. Success stories are more than a list of events or activities, because it describes a positive change and shows how that change benefits the poor people of ODM. The dissemination of success stories will be designed to address and activate poor people and local authorities. It is our expectation that the experience on best practice is going to be intensively used and shared among CISOM direct beneficiaries and other poor villagers.



The experience of the SHGs may feed back into CISOM network of stakeholders thus also contributing to dissemination of best practice/new approaches and methods. The CISOM project coordinator will be the responsible for systematising the experiences. In practise this will be executed in cooperation with the partner organisation.

### C.6 Assumptions and risks

To reach the project results successfully there are some assumptions made in the project design. These can be viewed in the logical framework approach matrix in Annex 6. The main assumptions are analysed and mitigation measures outlined in the table below.

**Table 5: Assumptions and risks**

| Risk   | Type          | Assumptions  | Mitigation  |
|--|---------------|--|---|
| Global economic depression could result in rising prices and a food crises   | Economic      | Costs, interest rates and food prices are relative stable and will not offset the added benefits to the beneficiaries of this action | Implement most efficient interventions to give the final beneficiaries best comparative advantages in the market. Food production will increase.  |
| Production does not correspond to market demands and selling is impossible or prices are very low  | Economic      | A market for surplus production of vegetables, cash crops eggs and small animals is available  | Before entering into production exceeding own consumption a market assessment will be made to make sure there is a feasible market for the products   |
| Provincial departments are not supporting interventions  | Political     | Provincial and local officials take ownership for the action   | Local officials have already expressed commitment, based on previous work (has offered an office for ADDA and partners in OD free of charge).   |
| Local authorities are not supportive; fearing that intervention are undermining authority, power and drawing attention to shortcomings of themselves | Political     | Local authority encourages the voices of poor people and acknowledges the influence on decisions at local and provincial level       | It is planned to network and involve local authorities from the very start; to share and highlight the positive role of local authorities in any good results of the CISOM interventions  |
| Border conflict between Thailand and Cambodia is engulfed.   | Political     | Political stability  | Political stability between Cambodia and Thailand and the local authorities are maintaining a dialogue across borders.  |
| Individuals and organisations claiming their rights to land pay by their life  | Political     | *Advocacy on land rights is not representing a life threatening risks to individuals, SHGs or NGOs                                   | Land rights have to be advocated for in conducive and balanced manner taking the land law, capacity of local authorities, economic land concessions and "state of the art" into consideration   |
| Impacts of climate change on rainfall patterns disastrous  | Environmental | Rainfall variability and flooding will increase over the life of the Action and beyond   | The Action is designed to increase diversity of food sources and to improve people's coping strategies  |
| Lack of leadership support in SHG's, federations and communes  | Social        | Leaders of SHG, federations and communes will continue to show strong commitment   | Based on experience over the last decade in the project area, we are confident that good leaders will continue to emerge to serve their communities.  |
| Poor people in rural areas are unwilling to adopt new ways of living   | Social        | Targeted families are willing to invest time and put new techniques and collaboration methods into practice                          | Experience reveals that poor people can change quickly if they – in a practical manner - see a better way of doing things   |
| Lack of coordination between donors results in inefficient use of scarce resources for development work in ODM                                       |               | Selection of villages and beneficiaries is creating synergy with other project   | CISOM activities, specific project villages and beneficiaries are discussed and agreed upon within the NGO-network and local authorities to achieve fruitful collaboration and synergy if - at all - more than one project initiative exists in a CISOM target village. |

\*Advocacy on land rights have been intensive discussed among the partners of CISOM since the very first opening dialog on priority advocacy themes in 2011. By that time it was considered too risky to specifically address land rights, because several individuals have paid by their life when claiming that they were rightfully owner of a particular piece of land. However, the Royal Government of Cambodia is striving to improve and enforce the law on land, including men and women's equally rights to ownership and the theme has "cooled down". Layers in Cambodia have also been contacted to outline pros and cons and partner NGOs have

decided to include advocacy on land rights during the first phase of CISOM project implementation following intensive discussions in August 2012.

## D. PROJECT ORGANISATION AND FOLLOW-UP

### D.1 Division of roles in project implementation

CIDO, RCEDO and KBA are responsible for the management and implementation of project activities within their respective geographical areas of operation in ODM with reference to READA. READA is responsible for day-to-day implementation and management of the project in accordance with project policies, procedures, approved work plans and budgets. The CISOM Project Coordinator (CPC) from READA prepares – in close collaboration with local NGO in ODM - annual work plans and budgets, progress reports, monitoring reports, status reports etc. for the project, based on the project document, budget and the annual report and submits these to the Project Leader (PL) for approval. READA establish a CISOM project coordination unit (PCU) to ensure efficient communication and coordination among partners. PCU comprise representatives from READA, CIDO, RCEDO, KBA and ADDA.

The partnership between the Cambodian NGOs and ADDA are overall responsible for achieving the results. Any deviations from project plans are addressed within the partnership. Deviations, challenges and recommendations are discussed and outlined; most appropriate solutions are implemented to overcome challenges. Special attention is given to the organisational setup during phase 1, where READA is responsible for the transfer and adaption of knowledge from SR to local NGOs in ODM. The part time ADDA project coordinator (PC), the deputy project coordinator (DCP) and the ADDA senior advisor (SA) will assist READA and local NGOs to learn from experience/feedback during implementation and to incorporate the learning into future NGO cooperation and planning processes.

ADDA staff (SA and PC) is appointed for technical training according to: “External Technical Assistance” (p. 20). Furthermore, ADDA will ensure that funds are available according to achievements and activity plans. Reference is made to the TOR (annex 10 and 11). Key roles and responsibilities of Cambodian NGOs and ADDA are listed in table 6.

Bodil Pallesen, Board Member of ADDA is assigned PL of CISOM. Part-time ADDA senior advisor (SA) Helge Brunse and the ADDA coordinator (PC) Kjeld Vodder Nielsen, both having more than 15 years of relevant expertise, are appointed for specific technical training and NGO capacity development, project monitoring and guidance on how to reach outputs and objectives. The PC and the Cambodian ADDA deputy project coordinator (DPC) are only working part time on the CISOM project. The DPC is responsible for local liaison with the project when the PC is in Denmark.

The Provincial Steering Committee (PSC) is comprised by the directors of the PDWA and PDA, along with CISOM project coordinator and the managers of READA, CIDO, RCEDO, KBA and ADDA. The Steering Committee advises on plans, reports and any adjustments related to the project document.

**Table 6: Key roles and responsibilities of project Institutions**

| Institution                                 | Responsibilities  |
|---|---|
| Provincial Project Steering Committee (PSC) | <ul style="list-style-type: none"> <li>• Providing overall guidance and direction to the Project</li> <li>• Representing the Project at country level</li> <li>• Undertaking advocacy that pro-poor policies are issued by the provincial government</li> <li>• Monitoring of project implementation and achievement of performance indicators</li> <li>• Review and work out recommendations regarding project strategies based on emergent experience from project implementation</li> </ul>  |
| ADDA  | <ul style="list-style-type: none"> <li>• Carry out specific training activities and capacity development of NGOs according to training needs</li> <li>• Monitoring and the implementation of the project in accordance with project guidelines and agreement with donor</li> <li>• Approving monthly, quarterly and annual plans and budgets</li> <li>• Conducting 4 annual project learning workshops involving all partners</li> <li>• Ensure accountability for all fiduciary management of the project</li> <li>• Backstopping of the overall project coordination and implementation</li> </ul>  |
| READA                                       | <ul style="list-style-type: none"> <li>• Responsible for day-to-day implementation and management of the project in accordance with project policies, procedures, approved work plans and budgets.</li> <li>• Carry out training/capacity building of project staff, district and local facilitators on project concepts, procedures, and project objectives in close cooperation with ADDA.</li> <li>• Establish a CISOM project coordination unit (PCU) comprising representatives from ADDA, READA, CIDO, RCEDO and KBA</li> <li>• Establish CISOM financial management, procurement, and administrative procedures and ensure compliance by all project staff and consultants.</li> </ul> |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>• Establish and maintain periodic reporting systems including monitoring and learning systems</li> <li>• Establish norms for partnership/contracts for service providers, organizations and individuals</li> <li>• Establish a reliable two- way information flow from - and to - final beneficiaries</li> <li>• Ensure information sharing, dissemination and learning platforms</li> <li>• Coordination with provincial line departments, district governments, and commune councils</li> <li>• Coordinate overall project activities</li> <li>• Advocate on behalf of the poor community to relevant authorities and stakeholders</li> </ul>   |
| <p>Local NGOs in ODM:</p> <ul style="list-style-type: none"> <li>• CIDO</li> <li>• RCEDO</li> <li>• KBA</li> </ul> <p>Local implementation of activities.</p> | <ul style="list-style-type: none"> <li>• Responsible for day-to-day management with reference to READA of the project in their geographical area according to project policies, procedures, work plans and budgets</li> <li>• Implement FFS and build capacity of SHG and higher level organizations of SHGs</li> <li>• Organize target groups into SHGs, CBOs and facilitate development of strong civil societies</li> <li>• Support SHGs in preparing micro-plans, sourcing finance, and implementation</li> <li>• Train SHGs in improving livelihood activities through advocacy and other methods</li> <li>• Coordinate activities at commune, and SHG level within own geographical area of ODM</li> <li>• Participate in Steering Committee Meetings, CISOM project coordination unit (PCU) and other relevant meetings of the project</li> <li>• Facilitate establishing linkages with relevant stakeholders at local, district and provincial level.</li> <li>• Manage the interface between provincial line departments, local authorities, commune councils etc. and SHGs and their federations.</li> <li>• Monitor Project implementation progress and provide regular reports to</li> <li>• Provide training in SHG norms/guidelines, social solidarity skills, financial management skills</li> <li>• Provide technical assistance</li> <li>• Advocate on behalf of the poor community to relevant authorities and stakeholders</li> </ul> |

#### D.2 Monitoring and evaluation in project implementation

The monitoring system is designed as a tool to provide information regarding inputs, activities, outputs and objectives. It enables management in Denmark and Cambodia to follow the performance of the project. Achievements will be compared to the plans, and therefore planning and monitoring are closely linked, and need to be considered together. The monitoring system is based on regular and planned collection of data and results. Special monitoring emphasis will be put on the ability of READA and NGOs in ODM to learn from experience during project implementation and to incorporate the learning as feedback into future cooperation and planning processes.

The Project Coordination Unit will report to ADDA on a quarterly basis as per agreed requirements. The reporting will be based on the monitoring system, which in short consists of the (i) project logical framework, (ii) annual work plan, (iii) quarterly work plan, (iv) project budget and (v) allocated funds

Monitoring of the input will be limited to the funds received and available per quarter, compared against the needed amount for carrying out the planned activities. Indicators are simply to which degree the planned amount is received and spend, and will be reported by the cashbooks and the accounting system.

Monitoring the activities is progress monitoring. The overall work-plan will be divided into annual work-plans, and subdivided into quarterly work-plans. Planned activities are linked with quantifiable indicators, a source of information and a target for the quarter. These are monitored by actual achievements for the quarter. Plans will be developed by the Project staff in collaboration with the Project management, discussed and distributed to the relevant implementers.

The Project staff will be responsible for reporting on the progress once a month. At a quarterly basis the READA project director report on progress. Based on the quarterly monitoring, there might appear a need for readjusting the activities for the remaining quarters of the year. This must be reported on in the quarterly progress report. ADDA will submit annual progress reports to CISU for approval. ADDA will be responsible for the output monitoring, which have the main purpose to improve the quality of the activities through increasing knowledge about their effect. Output monitoring is carried out on an annual basis, and provides the basis for planning of next year.

Monitoring also aims at documenting progress on output level for the use of Project management in the annual report. Further to monitoring of effect, a methodology quality assurance should be carried out whenever needed. In relation to the annual output reporting the exit strategies will be monitored.

ADDA Denmark will reserve the right to pay quality assurance visits to the project, to ensure that the project is implemented in accordance with the objectives of ADDA. As standard ADDA procedure, ADDA will further make use of project experience and lesson learned to inform its members of the ADDA supported activities.

In addition to the above mentioned quarterly monitoring by staff, the project will use Participatory Monitoring and Evaluation methods, to involve stakeholders in the process. PME tools will be applied on a 6-monthly basis, involving staff of CISOM, the Department of Agriculture, and Commune Council members.

A final evaluation will be carried out 8 months before termination of CISOM phase 1. The results of the evaluation will be compared to the findings of the baseline study. The aim is to obtain an objective and independent analysis of the CISOM in terms of its relevance, effectiveness, efficiency, impact and sustainability. This is to learn from the results and to incorporate the learning as feedback into future planning processes and to prepare for a second phase of CISOM. An external consultant residing in Cambodia will be assigned for this task. The evaluation will be organized by ADDA; findings and recommendations will include results related to project as well as results related to the partnership. An evaluation seminar with all the implementing partners will be established. An evaluation report will be prepared.

## E. INFORMATION WORK

### E.1 Project-related information work in Denmark

Project-related information work is planned in Denmark. However, activities are described when funds begin to be spent taking into account that the description must be submitted not later than six months prior to project completion and information work must be designed to conclude before the end of the CISOM project.

## F. PHASED PROJECTS

### F.1 The combined intervention divided into phases

Development of strong civil society organisations e.g. SHGs, federations of SHGs and cooperatives building on democratic principles among poor people in Cambodia is a time consuming process. Experience from SR show that the first step: (1) building of strong SHGs with organisational capacity to influence local commune councils, would require 2-3 years, whereas the second step: (2) building of strong federations/-cooperatives of SHGs would require another 2-3 years to reach a significant advocacy capacity and an effective dialog with development partners and public authorities at regional and/or provincial level. It is consequently foreseen that a total implementation period of 6 years would be necessary to reach the full potential of this action. However, it should be underlined that significant advocacy is exerted by local NGOs in ODM during both phases of the action. Development and incipient implementation of advocacy by the local NGOs and SHGs is planned to take place during the first year of operation. Relative weight of strategic deliveries, capacity building and advocacy during the various phases of CISOM is illustrated in the table below.

**Table 7:** Relative weight of strategic deliveries, capacity building and advocacy in the various phases

| Year   | 2013       | 2014  | 2015 | 2016 | 2017 | 2018 |
|--|------------|---|------|------|------|------|
| Phase  | 1          | 1   | 1    | 2    | 2    | 2    |
| <b>Strategic Delivery</b>  |            |   |      |      |      |      |
| FFS, SCDP  | SSS        | SSS   | S-   | S-   | S-   | S-   |
| <b>Capacity Building</b>   |            |   |      |      |      |      |
| Local NGOs   | CCC        | CCC   | CC   | C-   | C-   | C-   |
| SHG  | C+         | CCC   | CCC  | CCC  | CCC  | C-   |
| Cooperatives/Federations of SHGs   |            |   |      | C+   | CCC  | CCC  |
| <b>Advocacy</b>  |            |   |      |      |      |      |
| Local NGOs   | A+         | AAA   | AAA  | AAA  | AAA  | AAA  |
| SHG  |            | A+  | AAA  | AAA  | AAA  | AAA  |
| Federations of SHGs/cooperatives   |            |   |      | A+   | AAA  | AAA  |
| <b>Explanation to the weight of strategic deliveries, capacity building and advocacy</b> |            |   |      |      |      |      |
| <b>Service delivery</b>  | <b>S+</b>  | Incipient implementation of strategic deliveries                |      |      |      |      |
|  | <b>SSS</b> | Emphasis on strategic delivery                                  |      |      |      |      |
|  | <b>S-</b>  | Concluding/refreshing strategic deliveries                      |      |      |      |      |
| <b>Capacity Building</b>   | <b>C+</b>  | Incipient capacity building activities                          |      |      |      |      |
|  | <b>CCC</b> | Emphasis on capacity building activities                        |      |      |      |      |
|  | <b>C-</b>  | Concluding/refreshing capacity building activities              |      |      |      |      |
| <b>Advocacy</b>  | <b>A+</b>  | Development and incipient implementation of advocacy strategies |      |      |      |      |
|  | <b>AAA</b> | Emphasis on implementation of advocacy                          |      |      |      |      |
|  | <b>A-</b>  | Phase-out, possibly reviewing advocacy strategies               |      |      |      |      |

It is expected that local NGOs in ODM have build sufficient capacity to efficiently reproduce the CISOM concept in other areas of ODM during the first phase. The reproduction will result in a significant increase in

the number of SHGs/CBOs after the end of phase one. It is estimated that the total number of SHGs easily could double (reaching of total 160 SHGs) during the second phase utilising only comparatively low resources and donor funding on these activities during the subsequent phase.

### **How and when is advocacy developed and implemented in the project**

By the end of the second phase Cooperatives and federations representing a total of 100 SHGs/CBOs (representing app. 2.300 households) has built significant capacity and will be able to advocate for better access and legitimate rights to agricultural resources including land titles, education, infrastructure, advisory and/or financial services etc. according to the needs and priorities of their members. Advocacy of cooperatives is going to influence Departments of e.g. Agriculture, Forestry, Justice and Gender at regional and provincial level and not only at village and commune councils which will be the primary focus of SHGs during. Furthermore, private market operators' e.g. suppliers of agricultural input, buyers in the market and money lenders would be affected from advocacy activities of cooperatives and federations of SHGs.

### **Main immediate objectives and expected main outputs by the end of phase two:**

***End 2018, at least 80 % of 4.000 poor families (poorest of the poor) in ODM have increased their own consumption and/or increased income at least 30 % from sale of vegetables, cash crops, rice and small livestock***

- Skills of the target groups are developed according to their needs and constraints and in line with the demand of the market in order to increase household income
- End 2018, 10.000 farming families have further increased knowledge on rice, cash crops, vegetable and chicken production for own consumption and household income enhancement
- Access to markets and agricultural resources has significantly improved in terms of market channels, costs of inputs, and/or credit facilities e.g. purchasing and negotiating powers of cooperatives is improved benefitting at least 8.000 poor families, because villagers outside cooperative structures and SHG are invited to utilise services of the cooperatives.

***End 2018, at least 160 SHGs in ODM and federations hereof/Cooperatives have developed into democratic civil society organisations improving livelihood of their members***

- End 2018, members of 160 SHGs and federations representing at least 140 SHGs/cooperatives have agreed on internal leadership, democratic principles, saving and/or funding schemes and internal procedures
- Cooperatives are developed; capacity is build and significant organizational capacity achieved
- End 2018, 140 SHGs and 4.000 fellow villagers have analysed of problems and opportunities within 70 villages.
- End 2018, SHGs have organized 80 micro group business activities – and cooperatives has organised business activities serving primarily members, but also fellow villagers

***End 2018, the action has build significant advocacy power of the 4 NGO partners in Cambodia, Cooperatives and at least 140 (out of 160) SHGs in ODM which has resulted in significant influence on local and provincial decision making regarding rural development and livelihood of poor people.***

- End 2018, 140 SHGs have advanced to become efficiently operating SHG forums with knowledge of local governance frameworks and the skills to make use of that knowledge in community decision-making
- Suggestions and priorities of rural poor to the Village, Commune and District Investment Planning have efficiently been communicated to authorities in ODM by the 3 NGOs, cooperatives, and 140 (out of 160) SHGs in ODM
- NGOs and Cooperatives of SHGs representing 100 SHGs (2.300 households) have successfully advocated for priority issues e.g. proper registration of land rights and put pressure on local authorities on behalf of the poor farmers in ODM
- By the end of 2018, Cooperatives have established an effective dialog and they are able to influence development partners and public authorities at regional and/or provincial level.
- End 2018, Provincial Department of Woman Affairs and Provincial Department of Agriculture in ODM acknowledge the influence of civil society organisations representing villagers during planning processes.

Local NGOs, PDA and PDWA apply major elements of the FFS and/or SHG concept outside the project target areas.

### 3. Budget summary

Here a summary of the main budget items should be provided.

A detailed budget with notes must be submitted in the annex ‘*Budget format*’, which can be downloaded at: [www.prngo.dk](http://www.prngo.dk). NOTICE: Remember to click on all three tabs in order to fill in all three spreadsheets.

See also ‘Guide to budget preparation’ at [www.prngo.dk](http://www.prngo.dk)

| Budget summary  |                      | Currency |
|---|----------------------|----------|
| Indicate the total cost (i.e. including contributions from the Project Fund as well as other sources)   | <u>5.000.000</u>     | DKK      |
| Of this, the Project Fund is to contribute  | <u>5.000.000</u>     | DKK      |
| Of this, indicate the amount to be contributed by other sources of finance, including self-funding by the Danish organisation or its local partner, if any  | <u>N/A</u>           | DKK      |
| Indicate total cost in local currency   |                      |          |
| Indicate exchange rate applied  | <u>5,6 DKK/US \$</u> |          |
| If relevant:<br>Indicate the extent of project-specific consultancy assistance (spreadsheet 3 of the budget format), see also ‘Guide to budget preparation’ | <u>524.438</u>       | DKK      |

#### Main budget items:

|  | Full amount | Financing plan             |                             |
|--|-------------|----------------------------|-----------------------------|
|  |             | Of this, from Project Fund | Of this, from other sources |
| 1. Activities                                | 2.434.522   | 2.434.522                  |                             |
| 2. Investments                               | 185.360     | 185.360                    |                             |
| 3. Expatriate staff                          | 300.813     | 300.813                    |                             |
| 4. Local staff                               | 523.824     | 523.824                    |                             |
| 5. Local administration                      | 633.640     | 633.640                    |                             |
| 6. Project monitoring                        | 132.372     | 132.372                    |                             |
| 7. Evaluation                                | 60.200      | 60.200                     |                             |
| 8. Information in Denmark (max 2% of 1-7)    | 40.000      | 40.000                     |                             |
| 9. Budget margin (min 6% and max 10% of 1-8) | 312.167     | 312.167                    |                             |
| 10. Project expenses in total (1-9)          | 4.622.897   | 4.622.897                  |                             |
| 11. Auditing in Denmark                      | 50.000      | 50.000                     |                             |
| 12. Subtotal (10 + 11)                       | 4.672.897   | 4.672.897                  |                             |
| 13. Administration in Denmark (max 7% of 12) | 327.103     | 327.103                    |                             |
| 14. Total                                    | 5.000.000   | 5.000.000                  |                             |

# 4. ANNEXES

## OBLIGATORY ANNEXES

The following annexes must be submitted both in print by post and electronically by email:

- A. Basic information about the Danish applicant organisation
- B. Factsheet about the local organisation
- C. Budget format

Annex B is filled in and signed by the local partner. It can also be submitted in a copied/scanned version.

The following annexes about the Danish organisation must be submitted in print by post:

- D. The organisation's statutes
- E. The latest annual report
- F. The latest audited annual accounts

## SUPPLEMENTARY ANNEXES (max 30 pages):

| Annex no. | Annex title   |
|-----------|---|
| 1         | Organisationens stamdata                                  |
| 2         | Organisational fact sheets: READA; CIDO; RCEDO and KBA    |
| 3         | Budget  |
| 4         | Stakeholder analysis                                      |
| 5         | Logical Framework Approach                                |
| 6         | Project implementation plan                               |
| 7         | Partner agreement: READA                                  |
| 8         | Partner Agreement: CIDO, RCEDO and KBA (sample attached)  |
| 9         | Terms of Reference of External Technical Assistance       |
| 10        | Terms of Reference of the CISOM Project Coordinator (CPC) |
| 11        | Terms of Reference of the CISOM Senior Advisor (CSA)      |

**Notice:** All annexes should be submitted in print in three copies (no magazines, books, newspaper cuttings or ring binders, but copies of relevant excerpts thereof).