



# BANTEAY SREI

Moving towards gender justice and empowerment for  
Cambodian rural communities

## Annual Report 01 January – 31 December 2012



*Phnom Penh, February 2013*

# CONTENTS

<b>CONTENTS</b> .....	<b>1</b>
<b>ACRONYMS</b> .....	<b>2</b>
<b>GENERAL INFORMATION</b> .....	<b>3</b>
VISION .....	3
MISSION.....	3
GOAL STATEMENT.....	3
PROJECT OBJECTIVES .....	3
BACKGROUND INFORMATION .....	3
<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
<b>PLANNED ACTIVITY RESULTS AND OUTCOMES</b> .....	<b>6</b>
1 WOMEN’S EMPOWERMENT AND LEADERSHIP BUILDING.....	6
<i>Key Achievements</i> .....	6
<i>Key challenges to reach the objective</i> .....	11
<i>Lessons learned/Planned adjustments</i> .....	12
2 SUSTAINABLE LIVELIHOOD, DISASTER PREPAREDNESS AND NATURAL RESOURCE MANAGEMENT .....	12
<i>Key Achievements</i> .....	13
<i>Key challenges to reach the objective</i> .....	18
<i>Lessons learned/Planned adjustments</i> .....	18
3 COMMUNITY ACTION AGAINST GENDER BASED VIOLENCE.....	18
<i>Key Achievements</i> .....	18
<i>Key challenges to reach the objective</i> .....	24
<i>Lessons learned/Planned adjustments</i> .....	24
4 IDENTIFICATION OF POTENTIAL TARGET AREAS AND PHASE OUT FROM THE OLD TARGET VILLAGES .....	24
<i>Key Achievements</i> .....	24
<i>Key challenges to reach the objective</i> .....	25
<i>Lessons learned/Planned adjustments</i> .....	26
5 ORGANISATIONAL DEVELOPMENT .....	26
<i>Key Achievements</i> .....	26
<i>Key challenges to reach the objective</i> .....	29
<i>Lessons learned/Planned adjustments</i> .....	29
<b>APPENDICES</b> .....	<b>29</b>
<b>REFERENCES</b> .....	<b>29</b>

## ACRONYMS

AAIC	Action Aid International Cambodia
ADRA	Australian Development Research Awards
APWLD	Asia Pacific Forum on Women, Law and Development
BB	Battambang
BS	Banteay Srei
CAFOD	Catholic Fund for Overseas Development
CBO	Community Based Organisation
CC	Commune Council
CCHR	Cambodian Center for Human Rights
CCWC	Commune Committee on Women and Children
CDP	Commune Development Plan
CDPO	Cambodian Disable People's Organization
CF	Community Facilitator
CIP	Commune Investment Programme
CO	Community Organiser
CPN	Community Peace Network
CPWP	Committee to Promote Women in Politics
CRWRC	Christian Reformed World Relief Committee
CWCC	Cambodian Women's Crisis Center
DCA/CA	Dan Church Aid/ Christian Aid
DE	Developing village
DE-D	Developing village – Don Keo
D&D	Decentralisation and Deconcentration
D&P	Development and Peace
DV	Domestic Violence
GBV	Gender Based Violence
GFW	Global Fund for Women
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPN	Gender Peace Network
GPP	Governance & Professional Practice
IDEA	International Institute for Democracy and Electoral Assistance
IWDA	International Women's Development Agency
LA	Local Authority
LAC	Legal Aid of Cambodia
LICADHO	Cambodian League for the Promotion and Defense of Human Rights
LSCW	Legal Support for Children and Women
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NPA	Norwegian People's Aid
PAC	People's Action for Change
PRA	Participatory Rural Appraisal
PWF	Planet Wheeler Foundation
RHAC	Reproductive Health Association of Cambodia
SH	Safe House
SSC	Social Services of Cambodia
SISHA	South East Asia Investigations into Social and Humanitarian Activities
SR	Siem Reap
SRI	System of Rice Intensification
TPO	Transcultural Psychosocial Organization
VAW	Violence Against Women
VDP	Village Development Plan
WHI	World Hope International
UNCSW	United Nations Commission on the Status of Women

## GENERAL INFORMATION

<b>Name of Project:</b>	Moving towards gender justice and empowerment for Cambodian rural communities
<b>Project Period:</b>	4 Years (1 January 2010 – 31 December 2013)
<b>Project Budget (total):</b>	\$2,194,692 (US dollars)
<b>Project Location:</b>	Phnom Penh, Siem Reap and Battambang Provinces, Cambodia

### Vision

A Cambodian society in which women and men live together with mutual respect for each other's rights and with dignity, political, economic, and psycho-social well-being.

### Mission

Banteay Srei is a Cambodian women's non-government organisation that empowers vulnerable women to improve their political, economic and psycho-social situation through implementation of community development projects, advocacy work and encouraging men's participation in addressing issues affecting women.

### Goal Statement

Vulnerable women in Banteay Srei target areas will be empowered to improve their political, economic and psycho-social status.

### Project Objectives

<b>Objective 1</b>	More women in BS target areas exercise their rights to participate in decentralisation processes and are elected as commune councillors.
<b>Objective 2</b>	Vulnerable families in BS target villages improve their livelihoods through developing women's skills in sustainable agriculture, micro-entrepreneurship, disaster preparedness and natural resource management.
<b>Objective 3</b>	An increase in positive behaviour change among men and women, evidenced by decreased violence against women, increased participation of women in social activities and increased shared household decision making.
<b>Objective 4</b>	The establishment and implementation of a clear process for engagement with new villages and phase out of old villages.
<b>Objective 5</b>	During the period 2009 – 2013, organisational development and programme management systems are strengthened.

### Background Information

Banteay Srei ('Citadel of Women') is a local NGO, named after a tenth-century Cambodian temple which is dedicated to the Hindu god Shiva. BS registered as a local non-government organization (NGO) with the Cambodian Ministry of Interior in June 2000 and passed to full local management on the 1<sup>st</sup> of July 2000. BS evolved from an Australian NGO, the International Women's Development Agency (IWDA) that had been working in Cambodia since 1985.

The current strategic plan runs from January 2010 to December 2013. The strategic plan was developed through a participatory process involving all BS staff and extensive participation from target communities, local authorities, relevant government ministries and departments, BS governance boards and donors/partners. BS agreed to continue working on socio-politico-economic issues faced by the target communities with an extensive focus on a rights-based approach.

Banteay Srei's projects are operating in 53 villages in total (21 villages in BB and 32 villages in SR). In BB these villages are located in the districts of Battambang, Thmar Kol and Bavel. In SR the districts that BS is working in are Angkor Thom, Kralanh and Pourk.

The current target villages have had different inputs from BS in the past. BS has been working in:

- 27 villages (14 villages in BB and 13 villages in SR) for more than 10 years. These villages are categorised as preparation for phase out villages (PPH). All BS development projects have been taking place in these villages and much of the project management has now been handed over to the Village Working Groups (VWGs) who are also known as Community Facilitators (CFs).
- 13 neighbouring villages (7 villages in BB and 6 villages in SR) with the ERAW project in 2004 and all activities of BS development projects in 2007. These villages are categorised as developing villages (DE).
- 13 villages in SR with all activities of BS development projects in 2007. These villages are categorised as developing villages in Don Keo commune (DE-D).

The way in which the programme is implemented is as important as the activities undertaken. BS seeks to be a values-driven organisation, using the following key approaches in its activity design and implementation:

- A participatory and rights-based approach to build relationships with the target communities;
- Working with both men and women to build capacity, confidence and solidarity;
- Empowering communities, particularly with women in leadership;
- Strengthening village development structures;
- Co-operation and co-ordination with LAs and networking with relevant organisations and agencies.

Project design, planning and monitoring activities are managed through regular monthly and six-monthly workshops, involving the whole staff. A detailed monitoring methodology is used which applies 'Most Significant Change' techniques to capture qualitative information about the real differences the programmes are making in individual lives, as well as gathering quantitative information about the programmes impact. Much work has been done on developing this system, which is now beginning to be familiar to staff and yield richer information about the programme effects.

Banteay Srei currently employs 28 Cambodian staff (25 women), working in three locations: four staff (all female) in the Phnom Penh office, eight staff (all female) in the Battambang office and sixteen (13 female) in the Siem Reap office. All three offices are equipped with basic office equipment to ensure production of documents and financial data processing. A large majority of the staff are Community Organisers. Twenty staff members are involved in direct programme delivery, with a further five staff members on the Technical Team, providing capacity building activities for both BS staff and beneficiaries.

Banteay Srei has full bylaws, administration, personnel, financial, gender and child and vulnerable protection policies. Day to day operational decisions are made by the executive director, working with a management committee that includes the Programme Managers (one each for BB & SR), the Finance/Administration Manager, and the Technical Team Manager. This body reports to the Governance Board which is composed of five external advisors/experts from a variety of development agencies and organisations; they meet three times per year or more frequently according to need. The Board oversees BS's operation, endorses the strategic plan and provides guidance.

The projects are supported by AAIC, CAFOD, DCA, D&P, DIAKONIA, Forum Syd, GIZ, GFW, IWDA, NPA, PWF and the SWISS Government. There is also an ongoing partnership with the PDWA on programme implementation and CORD on organisational capacity development.

## EXECUTIVE SUMMARY

Banteay Srei (BS) operates in 53 villages in the provinces of Battambang and Siem Reap in the northwest of Cambodia. This report covers the work and achievements that have been made during the period from January to December, 2012, across our main areas of work: women empowerment and leadership building; sustainable livelihood, disaster preparedness and natural resource management; and community action against gender based violence; as well as phasing out work from some villages and commencing in others; and organisational strengthening.

Over the last year Banteay Srei has seen women becoming increasingly involved in local development processes with government and increasingly able to claim their rights. Community facilitators are ensuring increased accountability and transparency through greater monitoring of political and civil processes. Commune councils are increasingly acknowledging the needs of the community, with acceptance of village development plans, greater involvement in their communities, and real representation of their constituents. There are important benefits for villagers, through increased collaboration between village authorities, commune councils and communities through women leader forum, task force meeting, partner meeting, VDP (village development plans) presentation meeting and annual village seminar meeting. Villagers are more engaged in local governance processes when they see local authorities being more responsive. Female commune councillors are increasingly using the resources available for them and are increasingly representing the needs of their women constituents.

We saw a moderate improvement in food security and livelihoods across Banteay Srei target villages in 2012. Families who were not previously involved in our projects would usually have little food for about a four month period during the year; joining our projects meant that these families had food all year round. We had particular success in a pilot project promoting drought resilient agricultural practices in which women learnt very valuable skills; and also in a pilot project to provide savings groups solely for community facilitators to provide incentives for them to continue volunteering and thus reduce community facilitator turnover. Some communities have improved their skills and knowledge in disaster risk reduction, leading to integration of DRR in village development plans.

Impacts of our activities include demonstrations of greater respect between men and women, such as listening and sharing opinions, sharing housework, and making decisions together. There are some examples of women and men choosing to do things that they want with less pressure from their partners. Women and men understand their equal rights and are aware that violence is wrong. The number of VAW case reports at the local authorities, police and safe house/shelter has increased because more women and community people are aware of their rights and the assistance they can access when violence has been perpetrated against them.

Every village has a phase-out plan with a clear statement of activity, time frame and resources needed. The plans were agreed by the community and local authorities through a workshop to share the phase out assessment result facilitated by BS with the participation of target communities and local authorities. The workshop was a chance for them to fully discuss the assessment results from the survey compared to what they know from their experiences, knowledge and perception. The community facilitators are responsible for keeping the plan and supporting the community as well as monitoring its implementation. Following the assessment result, one village in Siem Reap was confirmed to be ready for phasing out. A formal phase out celebration was held in the village to mark the occasion as a real success for all.

Another major achievement for Banteay Srei in 2012 was the award received for the compliance with all code of ethical principles and minimum standards for NGOs in Cambodia from CCC organisation under NGO GPP project. Relevant key policies have been developed, including a donor development plan; a donor development committee has been formed. We have regularly reflected on our work, based on our M&E system. We have a staff capacity development framework aligned to our current strategic plan, which supports staff to reflect on their skills and knowledge; staff capacity development plans are updated annually.

## PLANNED ACTIVITY RESULTS AND OUTCOMES

### 1 Women's Empowerment and Leadership Building

**Objective 1:** More women in BS target areas exercise their rights to participate in decentralisation processes and are elected as commune councilors.

The aim of this objective is to build awareness of community women and men regarding decentralisation and de-concentration, good governance, human rights and the responsibility of duty-bearers, and Village and Commune Development Plan process. Banteay Srei believes that understanding their rights is central to the empowerment of communities and enables them, especially women, to participate and take more responsibility for the development process as they analyse their own situation and increase the ways in which they and others fulfil their obligations to the community. This objective also aims to build the leadership capacity of women in managing their own development activities as well as in being more politically involved in the local government.

Banteay Srei has seen over the last year women becoming increasingly involved in local development processes with government and increasingly able to claim their rights. Community facilitators are ensuring increased accountability and transparency through greater monitoring of political and civil processes. Commune councils are increasingly acknowledging the needs of the community, with acceptance of village development plans, greater involvement in their communities, and real representation of their constituents. There are important benefits for villagers, through increased collaboration between village authorities, commune councils and communities through women leader forum, task force meeting, partner meeting, VDP presentation meeting and annual village seminar meeting. Villagers are more engaged in local governance processes when they see local authorities being more responsive. Female commune councillors are increasingly using the resources available for them and are increasingly representing the needs of their women constituents.

#### **Key Achievements**

Objective 1, Expected Outcome 1. Community members, especially women, can state their needs and request a response from government and others in power.

Poor families in 34 villages in Battambang and Siem Reap provinces articulated their problems and needs during the design of the village development plan. We also note that a further 19 villages which were phased out of Banteay Srei's programme in 2011 have continued with their village development and have sought the support of the commune councils by themselves. The community facilitators ran small group meetings with poor families in all villages, to analyse village issues and discuss solutions, in order to design village development plans. The community facilitators were mobilised to come together for coaching before presenting the plan, together with the village leaders, to the ten commune councils in which their villages are located and other key stakeholders. The community facilitators have a particular role in representing poor families when they present the plans to the councils. After the presentation, each commune accepted the plan and integrated them into the commune investment program (CIP). Previously, not all communes accepted all parts of the VDP; this is an important step forward. Another very significant result was that communes agreed to fund or otherwise support around 20 % of the plan; for the rest it was agreed to find further supports from Banteay Srei or other NGOs. The plans covered canal and road rehabilitation, village and commune safety, awareness raising on violence against women and children, study materials for poor student, support elderly and pregnant poor women.

The common issues that were identified within the VDP are shortages, livelihood insecurity, health services, violence, education, sanitation and water irrigation system resulting in floods and ineffective agriculture.

23 annual village seminars were held in 13 villages in Siem Reap and 10 villages in Battambang, giving villagers an opportunity to exchange knowledge and information with each other, and seek support from relevant development stakeholders. 1,755 people participated (1,452 women), including community facilitators, female commune councillors, school principals, NGOs and community people. The female commune councillors shared information on family books, birth and marriage certificates and identification card registration, noting that people are not required to pay for these. School principals encouraged community members to send their children to school and at least finish grade 9. 21 villages deferred their annual village seminars to January 2013 as they were too busy at the end of 2012. The financial support

package of \$100 for each seminar has already been disbursed to villages and is being held in community bank accounts till the seminars are conducted. Banteay Srei also provides coaching support before the seminars to communities to help plan the seminars.

The community facilitators are officially welcomed by the commune chief in each of the 10 communes where we work in Battambang and Siem Reap, and given time at the monthly commune council meetings to present issues on behalf of women villagers. The community facilitators have received coaching to support this advocacy, particularly with training on how to demand support from the local government and to monitor the commune council to ensure their accountability and transparency. If the community facilitators do not feel comfortable in expressing some concerns in these meetings, they can anonymously use the accountability box to do so. After having participated in the participatory rural appraisal process, 20 to 30 people have raised their concerns regarding their rights by using the accountability box. Some of the issues raised include violation of land ownership of community people in Leang Dai commune by the APSARA authorities and charging of excessive fees for family book registration and official celebration of weddings by local authorities in Don Keo.

Two community facilitators from each of the 34 villages have been trained on commune investment program/commune development plan and how to monitor the commune implementation as well as the method of demanding the accountability committee to solve the problems faced by community people, including the improper practices of the local authorities.

In Battambang, 20 community facilitators in 10 villages indicate they now have a clear understanding on how to use the accountability box and information board. In Siem Reap, 17 community facilitators also act as local authorities, and therefore are better at monitoring the commune investment programme with the commune and are more likely to succeed in raising women issues to be heard by the commune since their lobby is more powerful.

22 community facilitators from 11 CBOs had received training on fundraising as they believe that this skill could strengthen their ability to mobilise resources for sustaining their community development in the future. As a result of the training, 13 community facilitators submitted proposals to BS for support for activities such as credit group, canal rehabilitation, community facilitators business group, fish sauce production, food distribution to poor families, rice cooperative and well construction.

Objective 1, Expected Outcome 2: Government responds and supports communities when they request change, services and justice

The commune responded to certain issues raised in the village development plan, including the repair and construction of roads and canals. Even though there are five fields/sectors<sup>1</sup> of support in the Village Development Plan, the commune focused on and addressed only the rural infrastructure under economic sector such as road and water canal rehabilitation and constructions.

Four female commune councillors in Battambang and five female commune councillors in Siem Reap received coaching from four BS team leaders the team leader on how to use the commune council budget on gender; and all used the budget this year. In 2011 the female commune councillors either did not use the budget or only used a small amount of it. The process was very complicated to obtain the money. Banteay Srei therefore provided support to them in 2012 in understanding how to access the budget. Five female commune councillors in Siem Reap have used to the commune budget on gender. One of them understands clearly how it works and is able to go through the process on her own. The four others still depend on the commune clerk. In the five communes where we work in Battambang, the four female commune councillors and a female village volunteer can independently access the commune budget without depending on the clerk. The grant was used for gender awareness raising, GBV prevention, to support pregnant women with child delivery and other issues concerning women and children. The female commune councillors have displayed stronger understanding of the needs of women and children.

<b>Commune Grant for CCWC 2012</b>			
<b>Battambang</b>	<b>Projected Budget (US\$)</b>	<b>Siem Reap</b>	<b>Projected Budget (US\$)</b>
Watkor commune	1200	Kampong Thkov	1200

<sup>11</sup> The five fields of support in the VDP are Gender, Economic, Social, Administration/Security, Natural Resource and Environmental Management.



Commune Grant for CCWC 2012			
Battambang	Projected Budget (US\$)	Siem Reap	Projected Budget (US\$)
O Mal commune	1200	Pourk	1200
Bansey Treng commune	1000	Leang Dai	1200
Khnoch Romeas commune	1000	Rerl	1200
Bavel commune	1000	Donkeo	1200

*Objective 1, Expected Outcome 3: More women are in leadership positions at local government level (commune and village authority)*

In 2012, two community facilitators were elected to be commune councillors; one in Battambang and one in Siem Reap. There was an increase of six women across these communes, compared to the second mandate, 2007 – 2012.

The results are due to support activities including: advocacy by women to the local government and political parties to put them as the candidate for the commune council election and put at the top rank of the candidate list; promote thumbprints from 240 community people for their commitment to vote for women; involvement in a national conference for promoting women in politics through CPWP; promotion of women’s achievements and capacity through provincial and national radio; negotiation with five political parties at commune, district and provincial level to nominate women to be the commune council candidate; and provision of training workshops to women on how to promote themselves to the community people.



*Women promoting themselves to the political parties in their local commune, demanding that political parties nominate women on their candidate lists*

The table below represents the number of women of current and previous 1<sup>st</sup> and 2<sup>nd</sup> mandate of commune council in Battambang and Siem Reap.

**Commune Council Election Results (Siem Reap)  
Comparison by Mandate, 1st, 2nd and 3<sup>rd</sup>**

N	Commune Name	CC Member (2002)	Number of Female	CC Member (2007)	Number of Female	CC Member (2012)	Number of Female
1	Leang Dai	7	1	7	2	9	2
2	Kampong Thkov	5	0	5	0	5	1
3	Don Keo	9	1	9	1	9	1
4	Pourk	9	1	9	1	9	1
5	Roeul	9	1	9	1	9	1

**Commune Council Election Results (Battambang)  
Comparison by Mandate, 1st, 2nd and 3<sup>rd</sup>**

N	Commune Name	CC Member (2002)	Number of Female	CC Member (2007)	Number of Female	CC Member (2012)	Number of Female
1	Bovel	11	1	11	1	11	2
2	Knach Romeas	9	1	9	0	9	2
3	Bansay Treng	9	1	9	1	9	2
4	O'mal	9	1	9	1	9	1
5	Watkor	11	1	11	1	11	2

We have seen that voters are increasingly supporting women as political representatives. A national conference was held in Phnom Penh with four political parties, Sam Rainsy, Funcinpec, Norodom Ranaridh and the Human Rights Party (CPP were absent), NGOs and community members, to encourage the nomination of women on party candidate lists. Each party presented their policy to promote women candidates, followed by questions and answers. Female candidates were given the opportunity to say why they believe it is important for political parties to nominate women as candidates and in positions where they are likely to actually win a seat. Banteay Srei collected 240 thumbprints from villagers in two communes of Don Keo and Roeul to show their support to put women in the top ranks of the commune council elections candidates list for 2012.

**Empowerment for Women in International Stage:**

A female commune councillor in Pourk commune, Pourk district, Siem Reap, Ms. Em Samoeun attended the 5<sup>th</sup> ASEAN Ministerial Conference on Disaster Risk Reduction (DRR) in Yogyakarta, Indonesia in October 2012. She was involved in developing a joint statement in the local government session to submit to the ASEAN governments. The points that were raised such as proposing for national budget allocation for DRR, ensuring local accessibility and monitoring of the budget and involvement of women, children and indigenous group in the planning process. Apart from her trip to Indonesia, she also visited an organisation which



is supported by CAFOD, KARINA KAS, to see their project supports to the community on strategy for coping with disaster. She also shared her experiences in supporting the community in Siem Reap through the integration of the village development plan in the commune investment plan. She feels very proud of her experiences on the trip and has committed to share her experiences with the community and local government within her commune and will lobby for more engagement from the local authorities in the DRR plan of the community as well as seeking for more support to the plan.

14 female commune councillors were assisted to lead our women leaders' forums. This is a forum that brings women leaders from each village to have a meeting at commune level to share their achievements and challenges as well as lessons learned either once every six months or one year based on the decision of each female commune councillor and the community facilitators. Before the forum, coaching was provided by BS team leaders and program managers to the female commune councillors who were responsible for the facilitation. 12 women leaders' forums were conducted with 121 participants (all women) in Siem Reap and 136 participants (all women) in Battambang. The participants are from village, commune and district authorities and community facilitators.

During the women leaders' forums, the issues which women faced were discussed. Some issues include: village authorities in two villages paying insufficient attention to engage with community facilitators activities with their community; land compensation in Leang Dai of Angkor Thom; village authorities taking \$20 from people when they came to get the letter of confirmation in order to borrow the money from micro-finance institutions; inadequate market for rice co-operatives; national budget allocation on gender and its process, etc. Most of the issues have been discussed with solutions articulated including clear follow-up action. For those issues which were not resolved, the female commune councillor will continue discussions with the commune councils in the respective communes to find an appropriate intervention.

Some problems solved during the forum include: in Siem Reap, the reduction of the fee for marriage permission from 70,000 riels – 100,000 riels to only 40,000 riels; in Battambang, a community facilitator was sent to participate in the Commune Committee on Women and Children (CCWC) to clarify the case of a girl who had been seriously tortured while being a maid in Malaysia; the removal of all registration fees related to children (birth certificate and school registration); the moving of the accountability box from the commune council office to another public place near the commune market so that people feel more comfortable to use it.

The work of female commune councillors are analysed in the case study, *Moving Beyond the Shadows*. The case study was compiled by Sue Gollifer and funded by an Institute called IDEA based in Sweden. BS staff also participated in collecting the case study of four female commune councillors aged in their fifties and from BS target communes in Battambang and Siem Reap. The key findings were shared in a workshop at the United Nations Commission on the Status of Women (UNCSW). BS staff also used the key findings with guiding questions for in-depth discussion on the current socio-political and socio-cultural environment that forms the reality of the four women in the case study and the role of BS to apply the lessons learned and recommendations from the case study into training, awareness raising and advocacy activities.

The case study shows the following reasons for the increase in women's political participation:

- The Cambodian Constitution (Articles 34; 35; 51)
- National-level policies; laws and strategic plans promoting gender political empowerment (The Rectangular Strategy/Neary Rattanak Strategic Plan)
- Advocacy and training programmes of government, INGOs and LNGOs have changed attitudes/behaviour; increased awareness and built capacity of men and women
- Verbal encouragement from top leaders
- International conventions and declarations (MDG #3; CEDAW; UNCHR; International Covenant on Civil and Political Rights)

However, given that women make up 53% of the voting population, their political representation remains low and women engaged in politics face discrimination, criticism or eventual resignation because:

- Political party control and inadequate and under-utilised party-level and commune-level gender policies and action plans
- Limited transparency and accountability within the political system

- Culture of intimidation; systemic corruption; fear
- Socio-cultural influences (patron/client relationships/merit-making; gender stereotyping)
- Low education levels and limited opportunities
- Economically unstable livelihoods

Given these constraints, the case study shows that the following motivating factors drives women’s political motivation:

- Increased social status and opportunity (gain more respect within the private and public sphere; increased mobility, personal development and political options)
- Seeking personal social justice
- Seeking community social justice
- Seeking social justice for women
- Family honour
- Taking advantage of a changed environment (Government policy promoting women’s participation in politics allows for application of experience, skills and knowledge developed through support from external agencies)

The case study also indicates the following coping strategies used by the female commune councillors:

- Being persistent in building constructive dialogue with male colleagues/family members
- Drawing on previous experience of community solidarity with male colleagues
- Turning gender stereotyping in commune council structures into a source of power
- Drawing strength from peers through local gender networks/forums
- Applying acquired skills and knowledge developed through training and advocacy programmes

Examples:

Female commune councillor 1: playing the “good” housewife to ensure her husband’s support/respect whilst engaging in a traditionally male career.

Female commune councillor 2: Being persistent but constructive when arguing her point of view with male colleagues.

Female commune councillor 3: As an elderly woman who has shared a political activist role with her male colleagues, she has automatic respect that younger women do not have. She uses this experience to her advantage.

Female commune councillor 4: She argues that women have the empathy and emotional skills to deal with women and children issues and men do not have these skills. This is her source of power within the council that has provided her with a security and confidence that has allowed her to assert herself amongst her male peers.

These strategies appear to be unintentional although they are without a doubt partly the result of the training and advocacy programmes that these women have attended from government and NGOs. They all remarked that the space to share concerns with peers was an important source of strength and advice on how to overcome challenges faced in their work.

The full case study is available upon request and will be uploaded to our website in the future.

### ***Key challenges to reach the objective***

Even though the community people raised many of the issues that they are facing through the PRA, they were general issues and given that the root-causes were not questioned, it makes it very hard to find an appropriate solution to address them. Indeed, the community facilitators could not really use the concerns raised as evidence of advocacy to lobby towards responses from the government. This resulted in the commune focusing on addressing only infrastructure issues. People need to be encouraged and supported more, so that

they are able to analyse and raise issues such as women's access to, and control over, land, and the inadequate accountability of public services in the VDPs.

The commune councillors accepted that the VDP should be integrated into the commune investment programme; however, they could not mobilise resources to implement all parts of the plan. This demotivated the community people, especially women, and discouraged them from continuing their engagement in the VDP/commune investment programme process. The female commune councillors were encouraged and supported by other female leaders to continue lobbying the community councils for a better response to gender-related budget requests. The female commune councillors have increased their influence in the commune councils, but more emphasis needs to be placed on ensuring that concerns related to the commune budget mobilisation and allocation are heard.

The political parties remain reluctant to put women in the top ranks on the election lists, resulting in a low percentage of women being elected.

### ***Lessons learned/Planned adjustments***

Banteay Srei believes that with time, community people will improve their analytical capacity of their situation and learn to question more the reasons for the issues they face, through their ongoing collaboration with community facilitators. BS contracted with PAC to build staff capacity on leadership and creative facilitation. The staff members have continued to utilise more analysis exercises in their planning and implementation processes, especially with community facilitators, in order to build the facilitators' analytical ability and facilitation skills. In this way, they can engage in more detailed conversations with the community people, thereby understanding the root causes of gender and other issues raised, and improving the likelihood of them being able to address them, or at least advocate for them.

BS is building the capacity of the community facilitators in seeking funds from key development stakeholders including NGOs, association, private sector and government agencies, in order to ensure that resources can be mobilised to implement village development plans. We are also supporting the community facilitators in encouraging collective action amongst the villagers to ensure that their plans are implemented. Our advocacy work with local authorities, especially commune councils, to increase their support on the plan that responds to the needs of women complements these efforts.

In order to increase the percentage of elected women in the next elections, BS plans to work a long way ahead of the elections to advocate for women with the political parties.

## **2 Sustainable Livelihood, Disaster Preparedness and Natural Resource Management**

**Objective 2:** Vulnerable families in BS target villages improve their livelihoods through developing women's skills in sustainable agriculture, micro-entrepreneurship, disaster preparedness and natural resource management.

The interventions include capacity strengthening of community facilitators on laws and policies related to land, natural resources, food rights and sustainable livelihood promotion through awareness and collective action for land security to women, organic agricultural promotion, people's cooperatives to own, manage and control their produce and market. The project envisages that all such actions are very interlinked and central to the realisation of food sovereignty for the poor and excluded communities in a sustainable manner.

We saw a moderate improvement in food security and livelihoods across Banteay Srei target villages in 2012. Families who were not previously involved in our projects would usually have little food for about a four month period during the year; joining our projects meant that these families had food all year round. We had particular success in a pilot project promoting drought resilient agricultural practices in which women learnt very valuable skills; and also in a pilot project to provide savings groups solely for community facilitators to provide incentives for them to continue volunteering and thus reduce community facilitator turnover. Some communities have improved their skills and knowledge in disaster risk reduction, leading to integration of DRR in village development plans.

## Key Achievements

### Objective 2, Expected Outcome 1. More women from poor families initiate and manage income generation activities

Broadly our achievements leading to this outcome include more poor women working together in developing their income generation plans, facilitating both individual and collective learning and practice. There were also women survivors of GBV who have started and maintained their small business. The activities also strengthened their technical capacity in agriculture and built a farmer network for sharing their experiences.

Banteay Srei facilitated a workshop and an exposure visit for members of ten income generation group and seven role model farmers that allowed participants to reflect on their experiences in managing income-generating projects and in preparing a business plan including marketing approaches

There are seven income generation groups in Old village in Siem Reap with 159 beneficiaries, and 10 income generation and DRR group in Battambang with 156 beneficiaries. As a result, we could see improvement in both Battambang and Siem Reap provinces; where the groups developed plans to increase rice productivity, credit schemes, mushroom plantations, fish sauce and fish paste production, organic rice production, chicken raising and savings group. Some activities in this outcome area link together food security and climate change, including two demonstration farms, drought and flood demonstration farms, as well as a water canal construction and drain off. Moreover, three proposals on savings were implemented since May 2012 in which BS supported the saving groups to set up clear internal guidelines on interest rates and conditions of savings and loans for their members. The table below represents the list of proposals supported.

N	Village	Type of Income Generation Activity (IGA)	Province
1	Don On	Saving	Siem Reap
2	Kok Po	Saving	Siem Reap
3	Kok Pnov	Saving	Siem Reap
4	Takam	Fish paste	Siem Reap
5	Tasne	Rice cooperative	Siem Reap
6	Tasne	Hand made rice	Siem Reap
7	Lberk	Rainy season rice field	Siem Reap
8	7 role model farmers in Don Keo	Improving existing IGA	Siem Reap
9	Don Keo	Saving (3 groups)	Siem Reap
10	Takam	Fish paste	Siem Reap
11	Tabrok	Collective farm	Siem Reap
12	Kok Thmey	Rice planting	Siem Reap
13	Srah	Credit	Siem Reap
14	Sambour	Chicken raising	Siem Reap
15	Trapaing Thom	Mixed crop planting	Siem Reap
16	Chambok He	Drought resilient farm	Siem Reap
17	Kok Dong	(together with Chambok He)	Siem Reap
18	O'thkov	Flood resilience farm	Siem Reap
19	Thmey	Credit and Road Repair	Battambang
20	Svaychum	Credit	Battambang
21	Chrapkorsang	Fish sauce production	Battambang
22	Svaychhroum	Water canal drain off	Battambang
23	Daksorsor	Water canal drain off	Battambang
24	Preyrokar	Water canal drain off and digging	Battambang
25	Kompongchhang1	Water canal digging	Battambang

The income generation members indicated their capacity to manage and make decisions in the group and their small business. They gained confidence to lobby their husband to share housework and support their business.

They found happiness in their families when they did not need to migrate to work outside the village because they could secure income to support their families from participating in the credit and income generation projects. They have less worry when someone gets sick in their families since they could afford to pay for the medical treatment. They also started building good relationship with other villagers and their customers through experience sharing and learning mushroom plantation and fish raising. For example, when they managed to sell their mushroom with a reasonable high price, they called other members to share what they could get so that other members could also follow.

Five farmers from Don Keo commune in Siem Reap have increased their technical knowledge on agriculture through a visit to Prey Veng province. They learned about small business planning, plantation, insects and chicken raising, pumping water without using machine, dream and how to map out their dream. After receiving the training, all farmers planned for their practice starting from January to April and now they can receive a good yield and get some income for their livelihoods.

34 villages in both Battambang and Siem Reap held reflection meetings to discuss their income generation activities including fish raising, chicken raising, fish paste, rice cooperative and mushroom growing with the participation of 311 (283 women) from project members and community facilitators. A separate reflection was also conducted for 7 role model farmers in Don Keo at the Siem Reap town.

9 out of 13 villages in Don Keo have been supported to improve their rice cooperative. 6,870 Kilograms of rice have been sold with the price rank from 1,800 Riels to 2,000 Riels per kilogram. 98 vulnerable families and 22 children received a bicycle (one each) for their means of transportation for generating income to secure livelihoods as well as for the children to go to school.

13 disaster risk reduction plans in Don Keo were developed by community facilitators with technical and financial support from BS. The community facilitators first reflected on their past plans, of which 15 plans have been implemented and 14 plans developed but not yet been implemented. These 14 plans have been incorporated into the 13 new plans. The remaining plans were integrated into the commune investment plan.

19 community facilitators were engaged in a pilot income generation project specially for community facilitators. They have been trained on small business and marketing. After the training, community facilitators came up with five plans for small businesses. The plans included mushroom growing and home gardens for seven community facilitators in Daksorsor, rice fields for four community facilitators in Konsek, credit for three community facilitators in Damnak Loung and a saving group for Community facilitators in Svay Chrum. Two groups started in April 2012 and have already seen benefits shared between the members and the rest of the groups started in December. BS believes that promoting income generation for community facilitators can encourage financial stability that can help community facilitators to maintain their voluntary roles for the community and sustain their livelihood.

*Objective 2, Expected Outcome 2. Vulnerable women and their families have increased knowledge and initiatives to address issues that affect their livelihood such as rights to manage and access land, capacity to cope with disaster, manage natural resources and ensure safe migration*

During the period, we could see that the community whose land is affected by APSARA has a better understanding of APSARA's land management policy. Also some community facilitators were able to advocate with the village, commune and district authorities about informal fees in their community. A group of community facilitators expressed their voice to the ASEAN government through the ASEAN Grassroots People Assembly meeting. The people had more understanding on legal and illegal migration and know how to seek assistance if they face problems.

In their respective village development plans, community women in four target villages identified water canals as a significant resource to support their agricultural food production, as well as a mechanism to protect them from flood and drought. The village development plans were integrated into the commune investment plans; however, the commune councillors did not have the capacity and/or the resources to respond to these requests and were dependent on the efforts made by the community facilitators and NGOs in mobilising resources in order to build the canals. BS, along with the communities, contributed funds leading to the construction of four water canals and one road. Community women have been involved in all the decision-making and management of the construction and will ensure that the most vulnerable families, especially women, can access the water as needed.

270 community people (198 women) from Don Keo and 9 community people (6 women) in Leang Dai commune have improved their understanding of APSARA land management policy by attending a meeting

with APSARA in Don Keo commune. Some people in the community are being forced to move to a different area; the people now understand the important points in the policy and are aware of the location of land that will be provided by APSARA and compensation information. After the meeting, they also shared this information with a further 30 affected families, who are their neighbours, and also planned to visit the place (Run Ta Ek) they are to be moved to and see if it is appropriate for people to live.

The community in Leang Dai, Angkor Thom have been supported with some tools for their advocacy activity. Banteay Srei has given equipment (camera and voice recorder) and training to a land rights activist, Mr Kerm Kerb. He can support other community members and activists to use the equipment and he lives near a place where he can charge the battery.

24 participants (15 women) have attended training on non-violent demonstration and advocacy, provided by a BS community organiser. People reflected on their previous advocacy activities and set the next action plan for continuing their advocacy activities in a more effective and safe way. The rights of people to access public services were also discussed. Two of the community people (1 man and 1 woman) who attended this training took the opportunity to speak to the commune council, district police about public services in their community during the commune-village safety awareness raising in Plong village of Leang Dai commune which was conducted by the local government two days after the training course.

We saw two important results from this advocacy. The first was in response to a complaint about commune police taking 50,000 riels from people for family book registration. The people asked why they were being charged as there was a nation-wide announcement that there is no charge. The district police responded that they can only charge 25,000 Riel for copying documents, and that people should call the district police if they are asked to pay more than this. The second result was in response to a complaint that people are forced to pay police for intervention when there is violence within the community. The district police responded that there is no requirement for people to pay money for this, so it should be reported to him if people are forced to pay money.

Five community representatives (two women) from Leang Dai attended a meeting organised by Metakaruna organisation in Siem Reap about to prepare for the ASEAN Grassroots People Assembly, to ensure that community voices are well represented.

18 community representatives (10 women), of which the majority are community activists on land issue, and one BS community organiser participated in the ASEAN Grassroots People Assembly in Phnom Penh. After the Assembly, a reflection meeting was conducted at the BS office in Phnom Penh. The participants stated that they had gained an understanding of the new law that will be implemented, the law on agriculture community and its pros and cons, and shared experiences with other communities on land advocacy and migration, both in Cambodia and overseas. The participants also now have more understanding about their rights to participate in the ASEAN.

Upon returning from the Assembly, the participants organised a meeting to share what they learned with 34 community people (20 women) in Plong village.

BS provided technical and financial support to community facilitators and land activists from Leang Dai commune to attend a network meeting in Phnom Penh. The participants reported that they had learnt more knowledge on advocacy strategies used by the network and following the meeting they held a reflection and sharing meeting with other community facilitators and community people in their villages to collectively address land issues they are facing. They also raised the issues in the women leader forum where the female commune councillors promised that they would bring the issues to the commune councils meetings. BS also supported the communities in collecting necessary information, official declaration with evidence against APSARA or the authorities, then brought the issues to various advocacy networks for intervention. However, as further explained in the challenges section, due to the complexity of the land situation in Cambodia, not many solutions have been yet provided to these problems.

***We supported tree planting in Roeul commune of 993 trees (timber 120 and fruit tree 873), Kampong Thkov of 1372 tree (timber 520 tree and fruit tree 852).***

Two demonstration farms were created, one in Chambok He village with involvement from seven families and another one in O'Thkov village with involvement of fifteen families from O'thkov and Kork Dong villages. The way people have learnt from these two farms is a collective learning method in which members can learn at the same time and the same place together. They experimented with new agricultural technologies that



consume less water and another type of planting created for flooding areas. The vegetables and crops cultivated include morning glory, bitter melon, green peppers, chilli, corns, long bean, cabbage and salad.

***Local job creation and climate change adaptation through small scale agriculture practice: A case of Ms. Touch Houch.***

Ms. Touch Houch is a 51-year-old widow with two children. She has used new agricultural techniques that she learned from the drought demonstration farm in Chambok He. Before, she did nothing on her land as she thought that her land has too much sand in it and so plants cannot grow there. After she learnt from the demonstration in Chambok He, she started putting compost fertiliser into the soil and practiced techniques that she learnt for keeping the soil well nourished. She has now planted morning glory, bitter melon, long bean and green peppers, cabbage and salad in her 150 square meters land. As a result, she can have a daily income about 5,000-10,000 Riels per day and some amount of morning glory was used for her pig raising. Her son who had migrated to work in Thailand, returned home, as Houch needed labour support in her plantation and pig raising, and he now works with her on her farm.



*Ms. Touch Houch with her salad and cabbage planting by using natural compost fertiliser on the sandy soil.*

***A technical working group, made up of community facilitators and representatives of village, commune and district authorities, provided on-going support and health nutrition awareness building. There was a cooking demonstration conducted at Kralanch district office with participation from 99 persons (74 women). Organic vegetables from collective farms, health and nutrition and family based agriculture that are resilient to drought and flood were promoted. An officer from Kralanch district office of agriculture shared technical knowledge on compost making and the four farmers shared their success in compost making, soil management, seed selection and techniques of plantings to the participants. There was also a person responsible for controlling Kralanch market to encourage farmers for more vegetable plantations and she stated her willingness to contact customers for the farmers.***

Commune and district authorities have improved their knowledge on DRR assessment and planning through training. There were 21 persons (among which 12 are women) in Kralanch district.

14 members of the technical working group on climate change (TWG are composed of 15 members from CF, village, commune and district authorities) have improved their knowledge on rice intensification system, fruit tree plantations and animal raising through a visit to Takeo province.

We supported a field visit of five staff including a team leader, sustainable livelihood coordinator and community organiser with seven farmers to visit Prey Veng to see fish raising by using plastic cover and mushroom plantation by using dry stalk of rice.

Five wells were built and two wells were rehabilitated which benefits 41 families who are most vulnerable to access to the water for agriculture. The location of the well was decided by the technical working group and BS community organiser in a place where the most vulnerable families can access the water, and also based on the soil quality most appropriate for well digging.

Two roundtable meetings for project reflections were conducted. On 27 April, Banteay Srei's community organiser and sustainable livelihood coordinator facilitated a roundtable meeting at the district level with the participation of 22 persons, among which 12 members of the technical working group, village, commune and district representatives and members of an NGO, Foda organisation. On 27 December, a meeting was conducted with 44 participants of whom 29 were women.

At the first roundtable meeting, we reflected on progress made during the 15 months from February 2011 till April 2012. At the second roundtable meeting we reflected on progress made in the project from February 2011 till December 2012. The participants included community facilitators, village, commune and district authorities and non-government organisations. The participants said that they really appreciated the activities of the project and they made some recommendations for the future including involving children who have dropped out of school in a project linked to livelihood generation, to reduce the pressure on them to migrate to Thailand or other urban areas for work. They also recommended extending the project activity to the other areas in Siem Reap and running training of trainers to enable farmers to pass their knowledge to other farmers and set a strategy to protect natural resources within people's own community.

Two learning platforms were conducted by the 15 members of the technical working group. The first learning platform was about tracking the progress of demonstration farms and improving its practice and the second learning platform was to promote Information for Education Communication IEC material.

The community organiser, with support from the sustainable livelihood coordinator, provided three information boards for each of the three villages Chambok He, Kok Dong, O'Thkov, on a climate change pilot project. The boards provided updated news on health education and marketing prices and will be continually updated with news relating to climate change.

The community action plans on climate change in three villages were integrated into the commune investment plans through the village development plan, led by the women leaders (community facilitators).

IEC materials were firstly discussed with the technical working group and drafted by the sustainable livelihood coordinator. However, as we discovered that Save the Cambodia Wildlife (SCW) already had published high quality IEC materials on the same topic, we stopped drafting our own and are using SCW's materials

A technical staff and a community organiser taught the 15 members of the technical working group on how to show and guide Eco-DRR IEC materials with the community people. After learning about how to use Eco-DRR IEC materials, 11 members of the technical working group conducted community awareness raising with 65 persons (36 women) in Kok Dong, 40 persons (24 women) in O'thkov, 51 people (43 women) community people and local authorities. The technical working group educated the community people on the causes of climate change, its effects, how to reduce and adapt to climate change, and the relationship between gender and climate change.

BS has also provided flood recovery assistance to 928 families in the 13 villages of the Don Keo commune who suffered from the heavy floods during the last quarter of 2011. The assistance included crops seeding for agricultural activities, fish sauce and food ingredients, bicycles and chickens.

BS conducted community meetings on safe migration in 24 villages in Siem Reap with participation from 1096 persons, and 21 villages in Battambang with participation from 630 persons. The participants included community members, community facilitators, NGOs and local authorities. The meetings were facilitated by BS and the help of relevant NGOs, such as Legal Support for Children and Women, who gave examples of adverse migration experiences in order to help community members understand the risks associated with migration, how to recognise genuine labour agents, and assistance services to people wishing to migrate or to people who have suffered human rights violations associated with migration.

A Cambodian survivor of abuse from her employer in Malaysia has been helped by the cooperation of Banteay Srei, World Vision Cambodia (WVC) and International Labor Organisation (ILO). The 18 year-old girl suffered serious physical abuse from her employer while she worked in Malaysia as a house maid which resulted in psychological trauma. A community facilitator found out about this situation and told BS staff about it, who immediately provided counselling, food, and health services, through its cooperation with WVC and ILO.

### ***Key challenges to reach the objective***

BS has still noticed an increase of people migrating to Cambodian urban areas and to neighbouring countries (Malaysia and Thailand), and it is hard to motivate people to see the long-term advantages of remaining in their villages since their basic needs are not fulfilled.

Two of village shops have significantly slowed down their progress in making a profit due to fewer customers buying the products, and some of the members felt discouraged to be involved with the project.

### ***Lessons learned/Planned adjustments***

BS continues to help the remaining villagers to work together to improve and secure their livelihood through income-generating activities. Their success stories could become an incentive for other villagers not to migrate. BS plans to improve the dialogue with village people in order to find out the deeper reasons why they migrate and do not use the available resources.

BS met with the project members to reflect about the village shop and found out some recommendations for improvement including lowering the product price and making it more diverse with many useful products which are the demand of their local community.

## **3 Community Action Against Gender Based Violence**

**Objective 3:** An increase in positive behaviour change among men and women, evidenced by decreased violence against women, increased participation of women in social activities and increased shared household decision making.

This objective aims to promote knowledge about gender-based violence and ways to address it so that men and women in the communities can take action against it and can change their attitudes in order to empower women, along with providing female survivors of GBV with psychological and material support to seek legal redress.

Impacts of our activities include demonstrations of greater respect between men and women, such as listening and sharing opinions, sharing housework, and making decisions together. There are some examples of women and men choosing to do things that they want with less pressure from their partners. Women and men understand their equal rights and are aware that violence is wrong. The number of VAW case reports at the local authorities, police and safe house/shelter has increased because more women and community people are aware of their rights and the assistance they can access when violence has been perpetrated against them.

### ***Key Achievements***

*Objective 3, Expected Outcome 1. Community women and men have increased knowledge and initiatives to address all forms of gender based violence*

The community and the gender peace network as well as local authorities have increased their understanding of the primary intervention and services available for GBV survivors and perpetrators. We have seen male and female community members intervene to support women survivors of GBV, including interventions from female commune councillors to refer women to our shelters.

The target communities have evidenced a positive perception of gender equality, demonstrated by their behaviour. A number of men participated in a community meeting where experiences of domestic violence were discussed; they acknowledged that domestic violence is not individual issues, and that it affects everyone - families, neighbours and communities – and those who became involved in various activities in the projects showed a positive change in their behaviour. Women also became more aware of who could assist them, eg. gender peace networks, local authorities, police and other NGOs, and they were more confident in approaching them for help. Although women are still reluctant to talk about sexual relationships and violence, 70% of the cases reported are rape cases (based on GPNs experience in 2012).

Men did discuss their sexual relationships with their wives amongst themselves; some acknowledged that they would force their wives to sleep with them, even if their wives were not willing. However, the deputy village chief intervened in the discussion as soon as he heard this, and warned the men that it was wrong to rape their wives, and that they would be liable to prosecution and imprisonment by the legal system if reported.

25 GPNs (14 women) in Don Keo have been trained on relevant laws in Cambodia, including domestic violence, trafficking and one husband-one wife law. After participating in the training course, GPNs conducted awareness raising on the laws to community people in 13 villages with participation from 308 persons (274 women).

The GPNs in 13 villages in Don Keo meet three times a year at the commune level. They discuss cases of violence, challenges that they face in tackling violence, as well as make action plans for the next steps. The GPNs intervened in 19 cases of psychological violence, 28 cases of physical violence, and 2 cases of sexual violence in Don Keo during 2012.

The challenges that they faced include the survivors being unwilling to cooperate with the GPNs, survivors not trusting the GPNs, GPNs themselves lacking confidence in intervening, and limited cooperation from local authorities. Some proposed solutions include discussing the issues with local authorities during the regular task force meeting, which brings GPNs, community people and state actors together to discuss issues relating to violence at district level. To address the lack of trust in GPNs and their own lack of confidence, BS staff will give more coaching support to the GPNs and to reflect on and learn from their experiences.

16 Day campaigns against VAW were organised separately in Battambang and Siem Reap. In Battambang, the organising team involved 35 community facilitators (26 women), village authorities, commune councils, the District Women's Affairs office and BS staff. The organising team split into three groups on the day to work in different locations on the street near the market in Bavel district. Each team explained the meaning of the 16 Days Campaign and the messages "Elimination of VAW is everyone's responsibility and it will benefit everyone," and "I promise that I do not use violence against women and children." The team also distributed leaflets and white ribbons to 420 people on the street. People were surprised to see the campaign as they had never seen it before and indicated their appreciation and support for it. Many of them also said that more education on VAW should be provided in their communities. A few people refused to pin the white ribbon on their shirt because they did not experience VAW while a few others said the white ribbon represented the funeral.

In Siem Reap, there were 314 participants (202 are female) from CFs, GPNs, children, teachers and community people gathering at Angkor Thom district hall. At the meeting place, the meaning of the 16 Days Campaign was presented and a man who used to use violence shared his experience and feelings. He used to be very violent in his family. He was then imprisoned for one year after many interventions from Banteay Srei, Cambodian Women's Crisis Center, TPO, ADHOC and local authorities. He did not change until Banteay Srei engaged him in the project. He appreciated the support that he received from Banteay Srei. He learned to understand VAW issue and transform his violent attitude and behaviour when he participated in various activities in the project such as national workshop, community training and meetings. He committed to stop using violence.

22 GPNs (11 women) from 11 villages in Siem Reap received training on gender analysis. The lesson includes definition of gender, gender equality and equity and the gender perception. After the training, GPNs developed and delivered four awareness raising sessions on gender in the villages of Sambour, Srah, Trapeang Thom and Kork Dong in Siem Reap, to 216 participants (167 women).

22 village chiefs, deputy village chiefs and village members from 10 villages in Battambang have participated in training about gender analysis with the same topics as above. The village authorities reflected on what they did with their local development work to support their villages and found that they contributed many things in the commune investment programme which promoted women's rights and equality.

BS improved the counselling capacity of GPNs through coaching support on gender analysis, gender-based violence, laws related to violence against women and how to respond to GBV. GPNs report feeling more confident as a result to provide counselling in cases of domestic violence and other cases of gender-based violence.

Through the Safe House Project (SH), a larger amount of men and women in the communities in Battambang know about GBV, how to address, challenge and prevent it, their rights, current laws on domestic violence and who to contact to seek help. Many have stated that without this project they would have remained ignorant about these matters. Indeed, the SH team has conducted various activities to raise awareness and prevent and address GBV in its communities. In collaboration with Handicap International, 90 promotional posters and 50 leaflets advertising the SH services and describing people's rights, domestic laws, and providing the contact information of the SH, the police and relevant NGOs were distributed in three districts by the commune councillors during their monitoring visits. Counselling and teaching about life skills (such as

education on gender, human rights, laws, etc.) were provided to the clients of the Safe House and to the perpetrators in order to decrease GBV.

There were 31 CCs from 13 Districts in Battambang Province, and 2 Safe House volunteers have improved their knowledge of counselling skills through a training course run by BS's gender based violence coordinator. The training covered the definition and root causes of domestic violence, an explanation of counselling and the helping relationship, identity and learning about ourselves, communicating effectively with clients, trauma and the symptoms and effects of trauma, and obstacles to effective counselling. CCs expressed their commitment to use their knowledge with DV cases in order to reduce frequency of incidents. Indeed, after the training, the CCS felt more confident about intervening with women suffering from violence since they felt their new acquired knowledge from BS would help them to resolve the problems. They also asked BS to follow up on this topic during its monitoring visit.

200 T-shirts on rape, DV, trafficking issues were printed and distributed to 102 commune councils, 14 females Deputy District Governors, 14 females District Councils, 14 District officers of women affairs and SH partners. For more information about SH's awareness raising, please see appendix 4-Awareness raising of SH through radio talk show programs.

Banteay Srei continued its participation in the participatory research project on violence against women with disabilities, Triple Jeopardy: gender-based violence, disability, rights violations and access to related services among women in Cambodia. The project was developed and delivered collaboratively between Australian and Cambodian partners (BS, Cambodian Disabled People's Organisation/CDPO, CBM Australia, International Women's Development Agency, and Monash University); Banteay Srei employed the Cambodian research coordinator and led the research team here. Triple Jeopardy investigated experiences of GBV amongst women with disabilities, assessed levels of inclusion in related policies and programs, and explored barriers and facilitators to existing programs and supports. The research was presented at a national launch in November 2012, with keynote speeches from Her Excellent Morakot, Under-Secretary of State of the Ministry of Women's Affairs, Mr Lao Veng, Director of Department of Welfare for Persons with Disabilities at the Ministry of Social Affairs, Youth and Veterans, and Wenny Kusuma, Country Director of UN Women.

The partners wrote and piloted an innovative two-day community training tool to challenge discrimination against women with disabilities and support community members to understand how they can challenge and prevent violence against women with disabilities. The training course is aimed at people with no literacy and so involves no handouts or powerpoint presentations but instead uses conversations, role plays and visual tools to stimulate learning and transformational change. Pilot courses were delivered in Kampong Speu, Battambang and Siem Reap to approximately 25 people in each course. This allowed substantial revision and strengthening of the tool; participants expressed high levels of satisfaction with the training and pre- and post-training tests showed that participants significantly improved their understanding of gender and disability. The research report, policy brief, community training tool, and pamphlets and posters for community services will be available from the partners' and AusAID websites in February 2013.

Following the findings of our participatory research project on violence against women with disabilities, awareness raising on GBV and disabilities has been extended through training for 55 women with and without disabilities and a radio dialogue call-in. The Safe House modified its facilities so that they can accommodate women with disabilities.

BS also organised a workshop on navigating gender and culture led by IWDA. The workshop was two days with participation from 25 representatives from Cambodian working on gender equality in Cambodia. The workshop identified challenges faced when working on gender equality, approaches and strategies used and experiences working with international partners on gender equality. The report is available upon request.

*Objective 3, Expected Outcome 2. Women who choose to take legal action are supported, and have access to all available government and non-government services, including legal action in the courts.*

Significant efforts were made this year to improve co-operation in supporting victims of gender-based violence and to help perpetrators change their behaviour, including through participation in the Access to Justice for Women project. Through the Safe House in Battambang and the newly-opened Peace Centre in Siem Reap, women and girl survivors of GBV have been supported to secure justice through filing complaints in court, during the court process, and reintegration back to the community. Extensive awareness-raising sessions about legal and social services for female survivors of GBV were conducted throughout Siem Reap and Battambang.

The Access to Justice for Women project is a GIZ project working with a total of six NGOs, including Banteay Srei. The project has funded a range of Banteay Srei's activities in this outcome area and has facilitated greater co-operation and information sharing with NGOs in Kampong Thom and Siem Reap province. One of our most significant achievements this year was the opening of the Peace Centre, part of the Access to Justice project. The Peace Centre is a psychological counselling centre which can support both survivors and perpetrators of GBV. Perpetrators can stay there for short stays up to two days; survivors who need accommodation are referred to partner NGOs. We have separate rooms for survivors and perpetrators; they are not allowed to meet each other unless the survivors decide that they want this. We secured official endorsement of the Centre by the commune council and provincial governor, have a one-year renewable lease on the property, and are equipped with necessary materials such as water filter, blanket, pillow, TV, phone, and cleaning supplies, table and chairs.

The technical and management teams worked together to recruit five staff for the psychological counselling centre. Below is the detail of project staffs that were recruited and the date that they started their work:

<b>Service Contract Title</b>	<b>Started Date</b>
One female counsellor	17 April 2012
One male counsellor	23 April 2012
One shelter coordinator	01 May 2012
One cleaner	09 April 2012
One security guard (contracted with security labour supply company and they provide one day guard and one night guard - 24 hours)	01 April 2012

Since the Peace Centre commenced operations in April till the end of the year, we have provided support in response to 38 GBV cases (2 rape cases and 36 psychological and physical violence), supporting 57 clients (36 women and girl survivors of GBV, 21 perpetrators). Among the 38 cases, 16 cases were referred to partner NGOs including Legal Aid of Cambodia, Cambodian Women Crisis Centre and World Hope International. Nine couples were reconciled at the Peace Centre; to address the risk of perpetrators being violent towards their partners again, we have a safety plan for the women and help men to understand and break the cycle of violence. They are also followed up GPNs. Among the cases that were referred to partner NGOs, five couples were reconciled, two couples divorced and 9 cases are still being processed at the court.

Another activity of the Access to Justice project was an assessment of the capacity of 64 GPN volunteers (32 women) from 32 villages in Siem Reap province in interventions to address violence against women and girls. The assessment results illustrated that GPN knowledge still needs to improve in areas such as taking care of the health condition of survivors and the legal and social services available for the survivors of GBV. They already have sufficient knowledge on who to ask for help and how to contact them.

BS has since provided training to address the gaps in knowledge to 57 GPN volunteers (31 women) on primary intervention to women and girls survivors of violence, relevant laws, information on relevant key institutions and how to contact them for support, case management methods and counselling skills. According to the post test of the training, 80% of the participants indicated their understanding on appropriate responding methods. There were 10 GPNs who did not understand well about each stage of the process. In response, the trainers helped BS field staff set action plans to support the GPNs in each village to practice the skill learned and assist them in writing proposals to request budget support from BS for their skill practice through building community knowledge on primary intervention including available legal and social services for women and girls.

Through village meetings, 64 GPNs from 32 villages gave information on the availability of legal and social services for both survivors and perpetrators of GBV. 343 people (318 women) participated in these meetings. The meetings were conducted in each village for half a day. The GPNs shared information about the services offered by each partner organisation, as well as their acceptance criteria. The information on the services was obtained from the GIZ's project partner meeting in March. The participants were really interested in the services offered by the Peace Centre.

The co-operation among key state actors and NGOs who are providing legal and social services to women and girl survivors of GBV has improved through a community of practice organised by GIZ, which supports the Access to Justice for Women project. Two of Banteay Srei's GBV coordinators have participated in two community practice meetings to date. The meetings have provided opportunities to share information and

improve co-operation, develop a monitoring mechanism using a results based management framework, and promote better services including case management and standardised data collection.

Two provincial partner meetings for the Access to Justice for Women project were held in Siem Reap. 41 people (24 women) attended the first meeting in March, and 33 people (21 women) attended the meeting in September. The participants were from government and non-government organisations in Siem Reap (provincial hall, provincial police, provincial department of women affairs, provincial department of social affairs, provincial department of labour and vocational training, government authorities at district level and commune level and non-government organisation). The participants provide social and legal services to women and girl survivors of GBV as well as intervention with perpetrators.

Banteay Srei has provided financial and technical support to officers from the Siem Reap and Battambang district office of women affairs to lead the facilitation and arrangement of five district task force meetings in the districts Kralanch, Pourk and Angkor Thom, Bovel, Thmorkorl and Battambang. 403 people (224 women) from different stakeholders, such as commune councillors, commune and district police, district office of women affairs, village authorities and community facilitators from 32 villages, participated in this meeting. The purpose of the meeting was to share and reflect on what each partner has been doing to support women and girls who have experienced gender based-violence, to improve the relationship and co-operation between the GPNs and the village and commune district authorities.

The task force meeting also followed up on the 11 previous cases of violence that had been discussed in the last meeting on 11 November 2011. Among these 11 cases, 10 have already been settled and only one case is still in the court process as the perpetrator escaped from the police. However, the deputy district police in Pourk district have expressed their will to collaborate with the police in the district where the perpetrator is believed to be. The perpetrator not only committed psychological and physical violence against his wife, but he also raped another girl in the village.

During the report period, 237 women and girls (185 survivors (2 boys) of rape and 52 survivors of domestic violence) received social counselling, legal, health treatment and life skill support from the safe house and its partners. These cases included 9 clients with disabilities, of whom 8 were girls aged under 18 years old, and 47 girls and 2 boys without disabilities who were aged under 19 years.

144 survivors indicated their satisfaction with the support they had received, and commented on how the counselling, mini workshops and radio programmes implemented by the Safe House had helped improve their understanding about their rights and health care, how to make safety plans in families and communities, and how to get assistance from the local authorities and emergency services. Without the Safe House input, they stated that they would not have known anything about court procedures, or had any psychological support, and would probably have dropped the case because they did not have the legal education, or the confidence to proceed.

69 (59 rapes and 10 DV) survivors submitted their complaints to the court, 71 survivors needed healthcare, 56 survivors decided to go back home and 19 survivors decided to stay in a longer vocational training centre. Out of the 69 complaint cases, 24 cases (22 rape and 2 DV) were successfully prosecuted, resulting in 17 survivors receiving fair compensation (about USD14,975 in total) and 41 perpetrators being arrested (14 were imprisoned). However, 18 perpetrators escaped; some left because they knew that the survivors had filed the complaints, one found out via a relative in the police, and the survivors in the remaining cases chose to try to resolve their problems outside the legal system before reporting the abuse to the police.

These achievements were largely due to the contribution of the Safe House partners, both the female commune councillors at the local level and other stakeholders at the provincial level. Through training and coaching support provided by the Safe House team, the female commune councillors were able to provide follow-up support to women and girls who returned home focused on safety, health and livelihood. During each follow up session, the female commune councillors built relationships with the women and girls, and gave them useful contact numbers, helped the poorest families with poor ID card registration, which offers access to free healthcare, and assisted with other issues such as the commune budget on gender response, helping prepare the complaint to the police, and filing it in good time to ensure continued safety of the survivor and aid immediate intervention by the police to arrest the perpetrator.

The Safe House has also maintained good co-operation with other stakeholders such as NGOs, PDWA, all level police (commune – province), court office and hospital/health centre. There were 25 partners (17 women) who attended the partner meeting in July and October. The meeting discussed both pending cases from previous meetings and new cases. The provincial police updated the meeting that the two previous cases

(case 1: perpetrator escaped and case 2: other police tried to solve outside the legal system) were still in the process of sending to the court and waiting for more evidence. The police expected that they would be ready to send these cases the following month. The police also recommended that the Safe House included sexual harassment in the rape cases, and that all NGOs and Police should agree on the number of cases to be reported annually as this could avoid duplication. The Safe House team also raised other difficult cases such as a case of a deaf woman who was raped and needed a sign language interpreter in the court process (previously Handicap International had assisted, but their project had now ended in Battambang); a case of 3 boys with disabilities living with their grandmother because their parents migrated to Thailand referred by CCT, and a case where a survivor and her mother were threatened with arrest by the district police. Other partners such as Licadho also informed that they offered emergency support such as rice, fish sauce, soy sauce, dish and pot for women who returned home.



*The Safe House in Battambang*

A range of other activities were conducted to contribute to this outcome, to promote awareness of our services and to provide support outside of the two centres.

On the 101st International Women's Day, we conducted an event in Thnoat Chrum village attended by 229 participants (180 women) from health centre staff, commune police, the district office of women's affairs, female commune councillors, teachers, village and commune authorities, and community facilitators from 13 villages of Don Keo commune. During the day, Ms. Chhoeum Klern shared her experience on the changes made to her life: "I have changed from a person without knowledge to be a person with knowledge and able to lead the community for development through the support from BS on leadership and exposure visits both in and outside the country."

There were 1,428 posters and 10,000 leaflets about GBV published and distributed to the community people in 32 villages in Siem Reap. Please see more publication on appendix 5-List of Publication Materials Distributed in 2012.

A youth group composed of 20 youths aged from 15 to 18 years promoted awareness on gender to 178 community people (117 women). Children's rights were discussed, including how to find assistance when a child was abused. This youth group is a BS pilot activity to work with youth to promote gender equality in order to bring about generational long-term change in attitudes and behaviours.

International Children's Day was celebrated at Kok Phnov village with participation from 602 persons who are community facilitators, village authority, commune council, teacher, children and their parents/governor. There were 471 children in total (240 girls). The title for the day was "Raising social service equity and encouraging childcare within family and community."



Banteay Srei provides emergency support for children on a case-by-case basis. We financially supported one family with hospital and funeral costs, and another two families for hospital costs after all children were hit by lightning in Peam village; and financial support for two families in Kok Thmey village, one whose child has a serious illness and another whose child had malaria.

### ***Key challenges to reach the objective***

The Cambodian legal system remains highly corrupted, ineffective and inappropriate. Thus, survivors of GBV have very little motivation to process their complaint through the legal system, especially since there is still a cultural stigma associated to sexual violence.

Some reintegrated clients from the Safe House find it hard to earn a living and sustain themselves.

It is hard to monitor the impact of awareness-raising on gender issues since it is a topic that is still taboo in Cambodian society. Moreover, when there is an increase of reported cases of GBV, this might not mean that there is a higher occurrence of it, but rather that there is more awareness in society, which makes it even harder to monitor and evaluate the impact of our work in this field.

### ***Lessons learned/Planned adjustments***

BS continues to involve the court officials in our partner meetings in order to lobby and advocate for more appropriate court services to GBV survivors. However, BS understands that this is a very long-term process as corruption is widespread throughout the court system. The Safe House team leader met with the court and the provincial police directly at their office to talk about the difficulties that BS faced with the corruption issues by their colleagues. BS will continue to raise these issues when the opportunity presents.

SH supported commune councillors to find local resources in commune plans or other NGOs in the area to support clients to live and become able to generate a sustainable income for themselves after they have left the SH and reintegrated the community.

## **4 Identification of Potential Target Areas and Phase Out from the Old Target villages**

**Objective 4:** The establishment and implementation of a clear process for engagement with new villages and phase out of old villages.

This objective aims to ensure the sustainability of the villages in which BS works to help them to become independent through the establishment of women groups at the community level. It also aims to prepare BS involvement in new target villages.

A clear process for phasing out from old villages was identified and agreed with participation from the community people. In 2009, BS organised a series of meetings with community facilitators and communities based on the following steps:

- meeting with Community facilitators to develop phasing out process/indicators;
- meeting with community representatives to develop phasing out process/indicators;
- meeting with communities in each target village to explain and get their feedback on phasing out process/indicators;
- assessment of the progress so far toward the indicators;
- meeting with Community facilitators to develop action plan based on the results of the assessment.

As a result, a clear indicator for phase out was developed with community participation. It was agreed that the the assessments would be undertaken once every year. Based on the process above, BS conducted village assessments against the phase out indicator every year, mostly conducted at the 3rd and 4th quarter of the year.

### ***Key Achievements***

*Objective 4, Expected Outcome 1. Phase-out plan is well developed and implemented with the participation of communities*

Each village has their own phase-out plan and a plan for improvement which came from the village assessment. The community facilitators are responsible for keeping the plan and supporting the community as well as monitoring its implementation.

The phase out assessment in 2012 indicated that there is one village (Don Ouv village) out of 34 villages in Siem Reap and Battambang ready to be phased out and Banteay Srei has already conducted a formal celebration of phase out from this village in 2012. We had originally planned for five villages in Siem Reap and three villages in Battambang to be phased out in 2012. The reasons that the other 33 villages were not ready to be phased out as planned was that those village are poor at bookkeeping, have less support from local government in addressing the women's needs and community and have limited skill to secure livelihood.

BS staff continued to monitor and provide further support if needed to the phased-out villages. During their visits, the staff found out that 7 villages out of 19 continued to appropriately function. The representatives of the CBOs continued to collaborate with the local authorities and conduct regular consultation with their members to inform them about the progress made by the CBOs. The CBOs also increased their network with NGOs so they could advocate for them and seek support when they organised Women Rights Day. We have monitoring plans for the phased-out villages so that we can continue to provide support when necessary.

*Objective 4, Expected Outcome 2. Plan for supporting after phase-out is well developed and implemented with the acknowledgement of communities*

Every village has a phase-out plan with a clear statement of activity, time frame and resources needed. The plans were agreed by the community and local authorities through a workshop to share the result from BS. The workshop was a chance for them to fully discuss the assessment results from the survey compared to what they know from their experiences, knowledge and perception.

The phase-out assessment results in Battambang were presented at the partner meeting, with 66 participants (39 women) indicating their understanding and skills in assessing and analysing the village situation against the phase-out indicators. The community facilitators agreed with the good result that women dared to speak out about their needs and issues faced. They also realised that they often waited to be told by Banteay Srei before participating and implementing activities in the communities. They saw this as a danger sign that they had forgotten their rights and roles, especially their real identified needs. They also recognised that their solidarity and assistance to one another in their communities was weak too. Finally they decided to request further support from Banteay Srei before reviewing again if they could be ready to be phased out.

Community based organisations from 11 villages in Battambang province have learnt about what a commune network is, the importance of forming a commune network and have agreed to form such a network. They then held a meeting to discuss about the process of forming the commune network. As part of that consultation meeting, they reflected on the co-operation between CBOs and the local authorities and on the roles of the CBOs.

The management committees and the team leaders have set up a system to support the CBOs after the phasing out based on what was discussed in the consultation meeting. The system requires the CBOs to write the application forms according to this structure:

- 1- Contents
- 2- Brief of information
- 3- CBO background
- 4- Problem description
- 5- Objectives
- 6- Expected outcomes
- 7- Risk assumption
- 8- Project sustainability
- 9- Monitoring and evaluation
- 10- Activity plan form and activity implementation plan with budget form

***Key challenges to reach the objective***

Both community facilitators in the phased-out and not yet phased-out villages are still hesitant in making decisions regarding the use of their projects' resources as they are afraid BS would blame them if they were to make mistakes.

### *Lessons learned/Planned adjustments*

BS learnt that it should always ensure that the communities feel comfortable with what is asked from them and that they have the appropriate knowledge to perform these tasks, so they would not feel discouraged. BS also learnt that the CBOs should be encouraged to try new initiatives and learn from their mistakes as long as their members agree with these decisions.

## **5 Organisational Development**

**Objective 5:** During the period 2009 – 2013, organisational development and programme management systems are strengthened.

This objective aims to ensure organisational governance and management systems, policies and procedures, and monitoring and evaluation mechanisms are well established and properly functioning. It also aims to ensure both financial and human resources are adequately equipped. Regular reflection will be conducted for staff to identify areas to be improved and lessons learned from the programme implementation. These lessons will be documented and shared with stakeholders.

A major achievement in this area is the award received for the compliance with all code of ethical principles and minimum standards for NGOs in Cambodia from CCC organisation under NGO GPP project. Relevant key policies have been developed, including a donor development plan; a donor development committee has been formed. We have regularly reflected on our work, based on our M&E system. We have a staff capacity development framework aligned to our current strategic plan, which supports staff to reflect on their skills and knowledge; staff capacity development plans are updated annually.

### **Key Achievements**

#### Objective 5, Expected Outcome 1. Board has increased its capacity to govern Banteay Srei effectively

BS has improved its board capacity by increasing the number of Board members from 5 to 7, thus now having members from different fields of expertise such as gender issues, monitoring and evaluation, general management, finance, peace building, fundraising and community development. This improvement was made following the recommendations of an external consultant in the Donor Development Plan. See Appendix III-update board list.

The regular quarterly board meetings were held with at above quorum representation members participation. All board meeting minutes are well recorded and maintained. The board are well informed about the progress of the programme, personnel and organisation. The board also actively participated in responding to the organisation needs regarding policy review and development, as well as financial and senior staff management and fundraising through email, phone call and face to face meetings.

The director and two Board members attended a workshop on governance board with CRWRC-Cambodia that provided more knowledge on governance board roles, responsibilities and on different types of board. This workshop was important in reminding the Board members of their important roles in serving the best interests of the organisation and its beneficiaries and in providing leadership in the organisation. The director and members who attended the workshop shared their newly acquired knowledge with the five other Board members.



*BS's director, Panha Sok was receiving NGO GPP certificate!*

BS applied for the NGO Governance & Professional Practice (NGO GPP) certificate in 2011. However, BS met with only 69.23% of the NGO GPP standard, according to the assessment made by the NGO GPP team in

April 2011. Following improvement recommendations, BS were given one year to meet the gaps. As a result, BS successfully addressed the identified gaps. In September 2012, Banteay Srei was awarded the NGO GPP certificate. See Appendix IV- BS's NGO GPP Certificate.

*Objective 5, Expected Outcome 2. Banteay Srei Management Committee and Team leaders have increased their capacity for leading, managing and supervising staff*

Broadly, achievements include increased skills in management committee and team leaders to conduct staff appraisals. Additionally, they were able to manage unplanned activity both in programs and finance.

BS created a check-list on management/governance authorisations, i.e. who is allowed to authorise what in order to ensure that nobody surpasses their powers and to more easily monitor the tasks performed by the staff.

The management committee and team leaders have received coaching support from a Board members on staff appraisal in order to ensure they are able to evaluate the staff performance and address the issues with their personnel if needed. After this meeting, it was decided to make some changes to the staff appraisal form, which was done in August 2012. Training was also provided on problem-solving. This meeting was facilitated by one of the Board and one member from the Management Committee.

The quarterly Management Committee meeting was also held regularly with full participation of all managers and the director; and the Team Leaders during the absence of the Program Manager in Siem Reap. Each meeting discussed key achievements, challenges and lessons learned regarding programme implementation and personnel management. Four project staff members were recruited to implement the new shelter in Siem Reap.

*Objective 5, Expected Outcome 3. Strengthen donor relationship and secure sustainable income of \$1,534,698 during the period 2011-2013 in order to deliver the Banteay Srei Strategic Plan*

BS has formed a donor development committee comprised of board and management committee members, following the recommendation from donor development plan. BS is currently developing its website and Facebook and improving its case studies in order to raise the profile of the organisation, especially from a fundraising perspective. This has been done with the support of a resource person from IWDA in Melbourne. In early 2013, a staff, a foreign volunteer, short term consultant, and a resource person from IWDA will continue to work together on this important development.

Following the donor development plan which was created in 2011, BS recruited two new Board members. One of the new board members is the consultant who helped BS with the donor development. She has wide experience of fundraising and is available to offer more support in bringing the donor development plan forward.

BS was able to raise sufficient funds (US\$658,448 of the target goal of US\$717,270) for implementing all major activities planned in 2012. The projects implementations in overall target areas of BS in 2012 were supported by 13 organisations: AAIC, CAFOD, CORD, DCA, D&P, DIAKONIA, Forum Syd, GIZ, GFW, IWDA, PWF and NPA.

*Objective 5, Expected Outcome 4. All staff have increased capacity to implement Banteay Srei's 4 years strategic plan (2010-2013) and increased capacity to monitor the impact of their respective programmes*

All BS staff are able to develop an annual activity plan based on the 4 year strategic plan. We can see a moderate improvement in staff capacity in writing case studies, capturing outcomes and impact as the means to monitor the impact of the programs.

BS continued to build staff capacity in various skills, such as with its participation in the Regional Learning Community on Transforming Masculinities for Gender Justice and its collaboration in the ADRA Project to improve research skills and disability knowledge. The BS Safe House in Battambang has improved its facilities and support mechanism to be accessible by women with disabilities. BS is also participating in the Cambodian learning community to adapt the curriculum on transforming masculinities for gender justice of the regional learning community to fit the Cambodian context. The draft curriculum is available on request.

The staff increased its knowledge on monitoring and evaluation, and focused on highlighting the outcomes and impacts of BS activities by the establishment of a monthly internal learning day in every office. Four technical team members and team leaders have received coaching support from CORD, the research officer and a former Board member on monitoring and evaluation. Following this meeting, BS observed that these

staff provided more support to the community facilitators regarding monitoring activities, such as the VDP or the Women Leader Forum. The capacity of the field staff was improved by the support from the Technical Co-ordinators who provided regular coaching support to them on various things such as VDP, gender issues or income-generating activities. Four staff also attended a three-day training course on monitoring and evaluation provided by IWDA in November.

As part of BS M&E process, staff meetings are held weekly within teams of field staff and the team leaders, monthly for all staff in each office and six monthly for all staff in each office, technical team and support staff. See appendix 3- BS M&E process. The staff have increased discussion and reflection on programme outcomes including feedback of beneficiaries, case study and stories of change in each meeting. In addition, the finance team also held a four monthly meeting to discuss the issues related to finance and administration. Documentation of these monitoring results is in the process of learning and improvement.

Following the result of the case study on “Moving Beyond the Shadows”, a staff meeting was also held to help the staff learning on M&E and analysis.

BS also encourages its staff to improve their knowledge and skills by attending different trainings, events and workshops, both in Cambodia and internationally. BS has increased its international visibility in 2012, trying to get more involved in international events in order to learn from other international NGOs in other parts of the world, as well as to promote BS unique methods of working with women so that other NGOs could also learn from us. Indeed, on three different occasions, BS has had the opportunity to go abroad and participate in international events.

1) BS’s director participated in the 56th Session of the United Nations Commission on the Status of Women held in New York in February 2012. She was invited as a member of APWLD and delivered a statement on their behalf about rural women’s human rights concerns in the Asia Pacific region. The statement delivered by Ms Sok Panha can be found online at <http://www.un.org/womenwatch/daw/csw/csw56/general-discussions/ngos/APWLD.PDF>. She also had the opportunity to observe the proceedings of the Session and to attend various other meetings, workshops and women caucus. This was a great opportunity for BS to improve its knowledge on new approaches BS and other Cambodian CSOs could use to influence the international development framework, policies and mechanism in order to improve women’s situation. This was also a great opportunity for BS to expand its connections and networks with the international community of NGOs and with Cambodian governmental agencies, while providing the chance for BS to raise issues concerning Cambodian women and to have them heard.

2) BS Safe House Team Leader participated in the World Conference on Women’s Shelters held in Washington D.C. in February 2012. Once again, this was a great opportunity for BS to meet and network with new NGOs and to inform them about the currently flawed legal system in Cambodia in cases of sexual violence, and how the Safe House has become essential to many VAW survivors. The Team leader also had the chance to participate in various meetings, workshops and general sessions covering and addressing a range of topics relevant to the Safe House work. It allowed BS to showcase its unique way of helping female survivors of gender-based and sexual violence.

3) BS Technical Team Manager participated in events to celebrate International Women’s Right Day and gender and culture working group in Melbourne, Australia. It was also a great opportunity for BS to meet and network with NGOs and donors and to inform them about the work of BS on gender equality.

BS is cooperating with other NGOs who provide social and legal services including ADHOC, ARM, CWCC, LAC, LSCW, LICADHO, SISHA, SCC, TPO and WHI. Banteay Srei is also collaborating with the provincial department of women affairs, the provincial police, and the provincial department of rural development, and will soon co-operate with more relevant provincial governmental agencies who would provide social and legal services to the victims of GBV.

Two partner meetings were separately conducted in Siem Reap and Battambang with partners/stakeholders (including village and commune authorities, district office of women affairs, community facilitators, police, NGOs, Provincial Department of Women Affairs, Rural Development, Social Affairs and Education). In Siem Reap, there were 96 participants (59 women) at the meeting held in November, and in Battambang there were 66 participants (39 women). Program results, lessons learned and challenges were discussed.

BS is still in the process of improving the organisation website and has also created a Facebook Page for sharing new update information about the organisation and programme.

Website: [www.banteaysrei.info](http://www.banteaysrei.info)

### ***Key challenges to reach the objective***

One of the biggest challenges faced in writing this report is to provide specific concrete and tangible results. Results from awareness-raising on gender are hard to evaluate and measure. Most results from actions towards achieving gender equality are more palpable in the long-term, when changes in peoples attitudes can be observed. It is challenging to account how many people have assimilated the received information and have done things differently because of that. It is even harder since domestic and gender-based violence remain taboo subjects in the Cambodian society and therefore are still not easily discussed by many people or are found to be part of a normal life. This is a global phenomenon and Cambodia is no exception.

A system and practice for managing staff knowledge and experiences learned still needs to be improved. Despite regular staff meetings that allow staff to share their feedback on new knowledge and experiences learned, documentation of and maintaining these learnings remain insufficient.

### ***Lessons learned/Planned adjustments***

BS believes that the organisational M&E is improved when the staff learn to better practice the existing process of M&E, in particular more case studies and stories of change. In addition, BS also plans to create a drop-box system to share the information learnt among the staff, so that new knowledge can circulate through the organisation.

## **APPENDICES**

Appendix 1: Financial Report (January-June 2012)

Appendix 2: Activity and budget plan (January – December 2013)

Appendix 3: BS M&E process

Appendix 4: Awareness raising of SH through radio talk show programs

Appendix 5: List of publication materials distributed in 2012

Appendix 6: BS NGO GPP certificate

## **REFERENCES**

The following documents can be provided on request:

- 1) Research on Triple Jeopardy: gender based violence, disability, rights violations and access to related services among women in Cambodia.
- 2) Evaluation Results of BS programme in Battambang conducted by DCA/CA
- 3) Case study “Moving Beyond the Shadows”
- 4) Gender and culture workshop report
- 5) Draft Regional Learning Curriculum on Transforming Masculinities for Gender Justice

Some Project Photos

