



Global Annual Report

2022

**“Break the silence to live free from violence
with more incredible women in leadership”**

Submitted by:



Ms. Sdeung Phearong
Executive Director

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I. ACRONYMS/ABBREVIATIONS

BS	Banteay Srei
BB	Battambang
BoD	Board of Director
CBO	Community Based Organisation
CCWC	Commune Committee for Women and Children
CC	Commune Council
CDP	Commune Development Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CF	Community Facilitator
CDP	Commune Development Plan
CIP	Commune Investment Program
CSO	Civil Society Organization
DCA	DanChurchAid/Christian Aid
DCCWC	District Consultative Committee for Women and Children
DKN	Daikonia
DV	Domestic Violence
FCC	Female Commune Councilor
GBV	Gender-based Violence
GPN	Gender Peace Network
ILO	International Labor Organization
IWD	International Women's Day
MC	Management Committee
M&E	Monitoring and Evaluation
MoWA	Ministry of Women's Affairs
NAPVAW	National Action Plan to Eliminate Violence Against Women
NGO	Non-Governmental Organisation
PC	Peace Center
PCCT	Provincial Counter for Child Trafficking
PCCWC	Provincial Consultative Committee for Women and Children
PDOWA	Provincial Department of Women's Affairs
PDOSA	Provincial Department of Social Affairs
SH	Safe House
SNA	Sub-national Authority
SR	Siem Reap
VDP	Village Development Plan
VSG	Village Support Group
VT	Vocational Training
WCCC	Women and Children Consultative Committee
WDC	Women Development Center

II. OUR HIGHLIGHT

Message from the Executive Director,

I am pleased to share with you the Annual Report 2022, containing detailed information about our operations and program results, as well as the challenges encountered, and the lessons learned throughout the year.

We continuously strive to achieve gender equality in our society, where women can feel safe to exercise their rights and live fearlessly, free from any form of violence. In 2022, Banteay Srei continued its mandate by empowering women in the formal and informal sectors to unlock their leadership potential and addressing gender-based and domestic violence at sub-national levels; co-organising various of advocacy events at national level; engaging men to become agents of change; helping to improve Cambodian women's economic status; and creating opportunities for women to access leadership roles and grow as community leaders.

I would like to take this opportunity to thank the entire Banteay Srei team for working tirelessly as the front line implementor of all our initiatives; our Board of Directors, our CSO partners, and our funding partners such as Development and Peace, Diakonia, DanChurchAid, Oxfam, FHI360 and Plan International, for contributing to global positive change in 2022 through program implementation.

I remain available to further discuss the information contained in this annual report.

Thank you,

Sdeung Phearong



III. GENERAL INFORMATION

Geographic Coverage

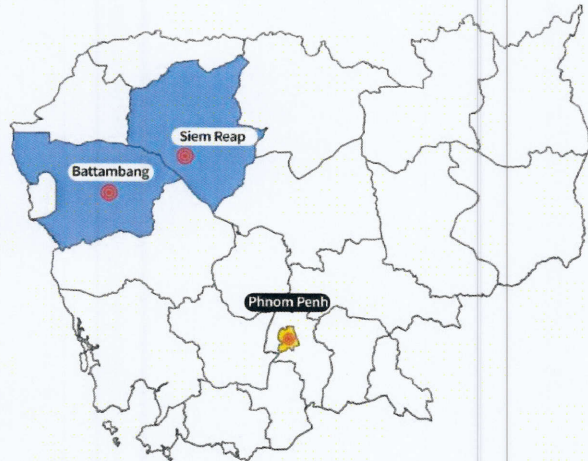
Head Office: Phnom Penh

Siem Reap Province:

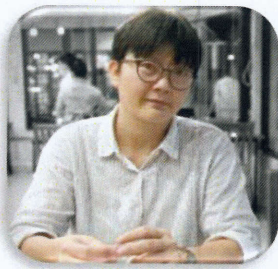
69 villages, 21 communes, 4 districts (Pouk, Angkor Thom, Angkor Chum, and Prasath Bakang)

Battambang Province:

56 villages, 23 communes, 4 districts (Banan, Thmor Koul, Bavel, and Krong Battambang)



Our Board of Director



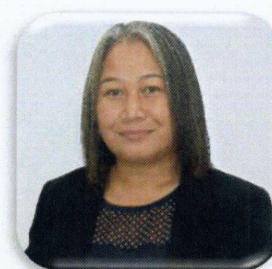
Tous Sophorn
Chairperson



Mao Ye
Vice-Chair



Hok Sypha
Treasurer



Keo Sovannary
Member



At Sotheary
Member

IV. BACKGROUND OF BANTEAY SREI

Banteay Srei (Citadel of Women) is a local NGO, named after a tenth-century Cambodian temple, which is dedicated to the Hindu God Shiva. Banteay Srei registered as a local non-governmental organisation (NGO) with the Cambodian Ministry of Interior in June 2000 and passed to full local management on 1st July 2000. Banteay Srei evolved from an Australian NGO, the International Women's Development Agency (IWDA) that had been working in Cambodia since 1985. With over twenty years of experience working with poor vulnerable Cambodian women and communities in rural areas to bring about political, economic and social change, Banteay Srei has become a leading Cambodian NGO in the areas of building women's leadership in rural areas, strengthening women's participation in local community development processes, promoting gender equality and women's rights, and increasing community action on positive gender relations and against gender-based violence.

Banteay Srei programme approach incorporates five key elements in the development and implementation of all our work. We believe that the combination of these approaches reinforces ownership of women and community issues and actions and leads to sustainable and positive impacts for women, their families and their communities.

- A participatory rights-based approach, working with communities
- Empowering and mobilizing women in communities, especially women in leadership
- Strengthening community structures and solidarity

- Coordination with authorities and networking with relevant organisations and agencies
- Evidence-based Advocacy, including participatory action research

Banteay Srei is fully governed by bylaws which include the Administration, Personnel, Financial, Human Resources, Gender and Child and Vulnerable Woman Protection Policies. Moreover, enhancing day-to-day effective by-law and strategic program implementation as well as decision making through internal mechanism which consist of Management Committee (MC) comprised of the Executive Director, Programme Manager, and Finance and Admin Manager, working closely with Monitoring and Evaluation Coordinator and two Provincial Coordinators. This body reports to the Governance Board that is composed of five external advisors from a variety of development agencies and organizations; they meet four times a year or more frequently according to the needs.

V. MANDATES AND STRATEGIC OBJECTIVES OF BANTEAY SREI

Vision: A just Cambodian society in which women realize their full potential, are living with equality and dignity, and their rights are fully respected.

Mission: Banteay Srei is a Cambodian women’s non-governmental organization that empowers women and their families to improve their political, economic, and psycho-social situation through mobilizing communities for sustainable development, advocacy work for gender justice and engaging men on gender equality.

Goal: vulnerable women in Banteay Srei's target areas enjoy their full rights and dignity through exercising gender equality and sustainable development.

Strategic Objectives:

- **Objective 1:** Women’s leadership is strengthened that ensure inclusive decision making and advanced gender equality in policy development and implementation at all levels.
- **Objective 2:** Vulnerable women and their families lived freely from violence through changing the social norms and enhancing their economic status in the Banteay Srei target communities.
- **Objective 3:** Banteay Srei Organization developed its capacity to deliver better programs for gender quality and sustainable development of vulnerable women.

VI. ACHIEVEMENT SUMMARY

1. Promote Women in Leadership Role

- 444 women participated in series of trainings covering the topic of leadership, communication, advocacy, and increased the knowledge on gender equality, feminist concept, social protection, harassment and GBV. Participants expressed their improvement of leadership, communication, advocacy, and increased the knowledge of above topic.
- 234 women were actively participated as agent of change, they attended the meetings with local authorities and had raised 21 issues to authority in order to integrate into commune investment program (CIP). At least 9 issues that were raised have been addressed by authorities.
- 50 female candidates were elected as the new commune councils at our target area; and at least 12 were Banteay Srei commune facilitators and women networks.

2. Support vulnerable women and their families lived freely from violence through changing the social norms and enhancing their economic status

- 81% of 286 member of women networks, good men networks and gender peace networks had improved their capacity in assisting the family from their villages particularly for the case of

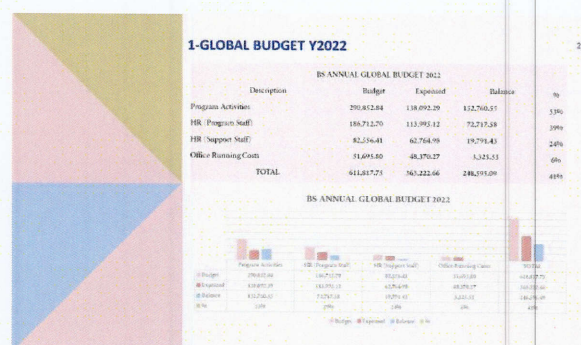
violence, GBV, unsafe migration and the issues concerning women and children. At least 1 case are assisted by 1 member of the network.

- 158 cases of violence (domestic violence 120 cases and rape/sexual abuses 38 cases) accessed to our Safe House services project. At least, 21 DV cases have been mediated, 66 cases sent to court, 10 cases received support-kits (rice, oil, sugar, salt, soybean sauce and hygiene materials) and the rests are still under the solving processes with related departments and NGO partners.
- 159 respondents (134 women) respondents out of 177 respondents (147 women) showed the improvement their capacity on agriculture technique of vegetable growing, animal raising, and income generation activities supported by Banteay Srei.
- 245 farmers claimed that their family income in 2022 has been increased and most important sources of income to support their family life are: chicken raising, saving, credit, pig raising, cow raising, and vegetable growing; which are the income generation activities that they have learnt from Banteay Srei.
- 22 single-structure CBOs with totally 570 members (441women) and all 22 CBO leaders strengthen their capacity and aim to receive the recognition from the local authorities with clear structure and mandates. In 2022, 08 new CBOs have been under the process of mobilization and capacity building on CBO concepts, prepare role & responsibilities, structure, and mandates and ready to submit to local authorities in 2023.

3. Strengthen the organization and staff's capacity to deliver the qualified program implementation

- M&E system (online data entry form and online database) have been developed and maintained by as a full-time M&E Coordinator in early 2022. All program team and interns were trained and refreshed on new forms including Monthly Progress Report, Attendance List, attached document, Data Entry in Online System to ensure the quality of data from the field. Improved efficiency and effectiveness governance through internal management strengthening by regular meeting Management Committee, BoD meeting, All Staff Meeting.
- Improved the efficiency and effectiveness in budget management through financial auditing bi-annually, annually and donors. BS continues to work on most recent version of the QuickBooks accounting system, BS has implemented the accounting transaction. Its system can export financial data from QuickBooks to Excel, as well as export report by class, by donors, by account, income Statement, Balance Sheet BS monthly financial report financial management system.
- Capacity of management team has been built through trainings conducted by external expert on the effective leadership and management.
- BS strengthened the capacity of staff through all monthly staff meetings, participating with NGO networks, attended training with key expert, and refreshing our policy at the semi-annual and annual meetings in 2022.

Banteay Srei organization increased its annual budget of 44,7754 USD in 2022 compared to 372,960 USD in 2021, which is 20% increased due to the increasing fund from funding partners. BS submitted 16 proposals where 6 proposals have been granted.



VII. RESULTS OF PROGRAM IMPLEMENTATION

Strategic Objective 1: Women's leadership is strengthened that ensure inclusive decision making and advanced gender equality in policy development and implementation at all levels.

Outcome 1.1. Women leader's contributions and knowledge are sought, valued, and respected through their full representation in the local government structures and in decision making.

Banteay Srei implementation led to significant changes in the behaviors of women leaders at sub-national government and community.

444 community women groups (Young Women Networks, Happy Women Networks, Community Facilitators, and CBO leaders and members) demonstrated improved understanding in village development plan (VDP) and community investment program (CIP) process via series of capacity building trainings by Banteay Srei. Consequently, in 2022, there are 366 commune councils in target communes of both Siem Reap and Battambang. Based on a result of communal election in 2022, 50 women were elected to be the new commune councils and of these new councils, 12 female commune councils (SR:10, BB:2) are Banteay Srei's networks who received on-going capacity building from Banteay Srei: 1 Community Facilitator, 9 Young Women, and 2 Gender Peace Networks. In total, by 2022, out of 366 commune councils, there are 103 female commune councils. Comparing to other 4 districts in Siem Reap (Kralanh, Banteay Srei, Chi Kreng, and Sautr Nikom) and 4 districts in Battambang (Ek Phnom, Rukhak Kiri, Kam Reang, and Moug Russey), out of 345 commune councils, there are only 90 female commune councils. This proves the successful works of Banteay Srei at sub-national level in term of women empowerment in leadership role in sub-national structure.

Moreover, 234 community women groups were able to participate in sub-national level meetings and raise the women and child issues to advocate for their response and support. As a result, the issues¹ raised by our representatives and members of women groups were received further actions from relevant governmental staff while some issues that have not been addressed will be noted and brought to other sub-national government to gain more action and support.

33 villages in 13 target communes of Siem Reap raised 21 types of issues to district and commune authorities and councils, CCWC/DCCWC, Department and District Office of Agriculture, Department of Rural Development, school director, police, relevant NGOs, and other stakeholders and all these issues were integrated into commune investment program (CIP). 9 of 21 types of issues have been addressed in 2022 using commune budgets, NGO support, sub-national department support, community funds, and philanthropists. Notably, in Battambang provinces, the local authorities did not involve our community groups or other people to join the VDP and CIP development process because of their competing schedules in organizing communal election campaign 2022. However, the community issues have been raised in the meetings/dialogues with local authorities and other stakeholders.

34 of 44 target communes of Banteay Srei in Both Siem Reap and Battambang increased their gender responsive budget (social service budget) in 2022 compared to 2021 – 17 of 23 communes in Battambang and 17 of 21 communes in Siem Reap increased their gender responsive budget (social service budget) with an average of 30% for Battambang and of 15% for Siem Reap. In comparing to Battambang, the percentage of social service budget of Siem Reap being lower is due to the lower

¹ Those issues are: 1.delay in intervening in cases of violence, 2.cases of violence against women/children, 3.child malnutrition, 4.forced young marriage, 5.gang issues, 6.problems caused by drug users, 7.lack of child registration documents such as birth certificate ..., 8.poor children lack learning materials/transportation, 9.problems of children with migrant parents, 10.problems of children/youth not attending school, 11.poor households lack food/shelter, 12.lack of clean water/electricity, 13.lack of community water system, 14.poor road condition, 15.sick animals (need to be vaccinated), 16.flood, 17.disaster-affected families need help, 18.low yields of agricultural products, 19.primary school teachers lack of morality and use inappropriate words, 20.high cost in healthcare services, 21.lack of latrine

number of issues and needs/resources, especially local authorities are being able to mobilize from outside sources to address these issues.

Output 1.1.1: The capacity of women in leadership positions at sub-national government is strengthened to promote the participation of women in the local election process, social and public services responded to women's and children's issues.

Ten trainings (SR:5, BB:5) on leadership, good governance, feminist leadership, community resources mobilization, communication and political awareness were conducted to 261 women leaders at sub-national government (SR:73, BB:188) who are district, commune and village authorities and councils and commune committee for women and children (CCWC) in both Siem Reap and Battambang provinces to strengthen their capacity and roles in support women's and children's issues in their community. Among these participants, 30 female political candidates from Cambodian People Party and Candlelight Party in 2 communes in Battambang province. As a result, all 80% of trained women leaders have increased their understanding on citizen's roles and raise the women and children related issues in the sub-national meetings for advocating for positive responses. Moreover, after training, the trainees conduct echo training on these topics to other 100 sub-national authorities (SR:29, BB:71).



Figure 1: Ms. Sorn Kim Seam, new commune council from Cambodian People Party, presenting her achievement in her role and her challenge.

Banteay Srei also organized 2 reflection workshops (SR:1, BB:1) with 39 male local authorities and women leaders to raise achievements and challenges in implementing their action plans and find solutions to overcoming the challenges. Ms. Young Phary, deputy district governor of Angkor Chum district said, *“she was very happy to participate in this workshop organized by Banteay Srei as sit is an opportunity for her as well as other authorities, especially health centers, to be aware of the problems of community people, especially people with disability, and find the way to address these.”*

Banteay Srei arranged the annual reflection with new female commune councils from 2 political parties, Cambodian People Party and Candlelight Party from 4 districts in Siem Reap. After performing their role for about one year, we found that knowledge increased; have more confidence; and more issues affected women and children been solved and addressed to meet the needs.

“In my leadership role, I have determined that transparency must be presented in both activity implementation and budget, and that is what I do as a woman leader.” Ms. Lem Nath, Chief of Ballangk Commune, Prasat Bakong District, Siem Reap Province, said.

However, there are also challenges that facing within the decision making and leadership role due to stereotypes and the underestimating women's capacity from society (family, working place, ...).

We observed that many confident women and young women together without discrimination each other even though they are from different political parties.

Output 1.1.2. The capacity of women leaders from the happy women network/other networks, and CBO's leaders is built to work with women representatives in CC to influence the local development process to respond to women's priority issues.

To better collect issues from the community people, especially from the vulnerable women and their family, one training (SR:1, BB:0) on village development plan (VDP) and commune investment program (CIP) process, advocacy, facilitation and fundraising skills to response to VDP plan to 27 community facilitators (CF) (23 women). We aim to increase the capacity of community facilitators to understand

the process of preparing commune development plans to incorporate development plans into commune investment programs and respond to their plans. After the training, all participants increase their understanding on the benefits of development planning from the planning and preparation process, plan for community meeting to gather solution needs from authorities. After the training, trained CFs will follow up with commune councils in conducting village mapping and meeting with the most vulnerable families to collect their concerns and issues to include in VDP. Moreover, our staff and CFs conduct training to 417 community leaders (358 women) (SR:247, BB:170) including Young Women Network, Happy Women Network, Gender Peace Network, Community Facilitators, CBO leaders.

4 provincial meetings (SR:1, BB:4) were organized with civil society organization (CSO), community-based organizations (CBO), and other community groups to identify key relevant stakeholders to respond to issues that happen in the communities with the participation of 86 people (72 women). Identified community issues include girl drop out school, late intervention of local authorities and police on domestic violent, birth certificate, girl safety, gangster, child safety on road, road reconstruction, lack of hygiene, especially waste management, poor without ID poor and aid for poor households, flooding, community safety (gambling and drug), vegetables, rice and chickens die a lot due to heavy rains, and unskilled women to earn extra income. Finally, the participants were able to find solutions to their problems by sharing with each other, and the participants understood their role as volunteers in the community, and they are more courageous, able to identify problems and raise issues in the community to stakeholders with confidence.

3 annual reflection meetings (SR:1, BB:2) were conducted between CFs, Young Women Networks (YWN), Child and Youth Clubs (CAY), CSOs and local authorities with 108 people (91 women) (SR:41, BB:67) to follow up and monitor on the CIP development process. Through discussions, it has been shown that there is a greater response to the needs of the community in terms of social services from local authorities and relevant partner organizations, especially poor and vulnerable families. Representatives of community leaders have a clear understanding of the process of village development plan and commune investment programs to address the needs of the community, especially poor families.

280 community leaders (234 women) from the target communities were supported to participate in sub-national level and national level meetings to analyze women and child issues and discuss on their challenges and dialogue to get their response and support. As a result, the issues raised by our representatives and members of women groups were received further actions from relevant governmental staff from healthcare staff, education staff, and CCWC. However, some issues that have not been addressed will be noted and brought to other sub-national government to gain more action and support.



Figure 2: Representatives of women groups raised the issues to commune authorities at commune hall.



Figure 3: Ms. Sorphorn Soukea responded to their issues of discrimination at healthcare facility.

Ms. Sorphorn Soukea, representative of Roka referral hospital, said that, *“even though HIV cannot be cured but it can be prevented, so that awareness raising on discrimination against people living with HIV in the workplace and hospital will be enhanced in the community whether by village health support groups and healthcare staff. Moreover, she will bring to her chief to take further action including training to healthcare staff.”*

These community issues were recorded by representatives of women core group and were presented to the commune council for considerations and take action to response to the community people. There was a lively discussion, with some problems being solved, but some problems still not immediately resolved for them because they need to work with partners to conduct more awareness raising and also mobilize budget from various stakeholders to support. Commune authorities said that, he will include all these issues in the commune investment plan (CIP) in next year.

Output 1.1.3. The capacity of local government authorities at the commune and district level is strengthened on gender equality and social norms to ensure gender-inclusive in the sub-national democratic development processes.

Three trainings (SR:3, BB:0) on gender, power analysis and social protection were conducted to 116 existing and new targeted district, commune and village authorities (89 women). As new leaders, they have been tasked with providing services to a wide range of people, sharing roles and responsibilities, clear laws, and learning from each other. The leadership role has many challenges, such as:

- discrimination from male authorities in the same leadership role to women
- women should do house work at home
- lack of motivation to women when doing something wrong
- limited skills to facilitate the cases of gender-based violence outside the legal system
- new commune councils still have limited knowledge to perform their role

Discussions on the topic of social assistance and national social security fund found that the participants' interest in the debate reflects the practical experience in society on responding to the needs of vulnerable people and victims. Obviously, the participants expressed the feeling that they never knew before that social protection was needed to help families or vulnerable people in the community.

Output 1.1.4. The capacity of men and Good Men Network is developed to increase their understanding and support on women's role in politics, engage women in the election and their capacity for effective leadership.

Eight trainings (SR:2, BB:6) on masculinity, gender and disability inclusive, child protection to 183 community men leaders (SR:83, BB:100) (Good Men Networks, Gender Peace networks, and CBOs) and 36 men leaders (SR:0, BB:36) at commune level (commune councils and commune authorities) to ensure gender inclusion in the sub-national democratic development process. The participants planned to share this knowledge to other commune councils through the monthly commune meetings. Based on the observation of trainer, male

authorities are full of masculinity concept so that we have a plan to continue to stop more. Representatives of Good Men Networks in target communes organized 3 trainings (SR:3, BB:0) on this topics to 169 men group members in Siem Reap. The men representative made a discussion and shared the personal changes for him and his family and share to other men about the change in attitude as a good man is very important, making himself valuable for a happy family, helping each other. We found that men had a lot of courage in the discussions and demonstrations of responsible participation in helping the family, such as: washing clothes, babysitting, cooking, earning money and motivating women in participating in social work in the villages. They are aware on the exercise of individual rights to achieve satisfaction and shared responsibility in life.

Six men forums (SR:3, BB:3) were organized for the engagement with sub-national authorities (village, commune, district authorities and councils, polices, and office of planning) for addressing women leaders' roles in politic with 170 people (SR:116, BB:54). We saw that they understood a lot in discussing how to support women to be able to take on the role they are performing now and in the future. Psychological support and encouragement from men and share experiences from men who have been through in the past. Men want to see women play more roles for community and society to prosper, to have equal decisions in family or social institutions, women and men as an indispensable partner, a partner who meets the needs of each other. Men share their satisfaction in accepting women leaders in sub-national government, even though they have fallen from the first deputy commune chief to the commune council, they have accepted.

A commune council from Lvea commune said that, *"I fell from the first deputy commune chief to the commune council, but the female commune council became the commune chief, but I was happy and accepted me to arrange congratulation party to them to congratulate women on leadership."* A man from Khnat commune added, *"I want more women leaders insub-national government position, we, the parents, should give our children more opportunities to learn and their wives participate in various programs in the community to capitalize on knowledge resources."*

Output 1.1.5. Strengthen the capacity of CBOs to lead and facilitate collective actions and monitor the sub-national level development plans to benefit women.

280 community leaders (234 women) (Young Women Networks, Happy Women Networks, Community Facilitators, and CBO leaders and members) from the target communities were supported to participate in sub-national level and national level meetings to analyze women and child issues and discuss on their challenges and dialogue to get their response and support. As a result, the issues raised by our representatives and members of women groups were received further actions from relevant governmental staff from healthcare staff, education staff, and CCWC. Moreover, based on interview with 122 CBO and income generation group leaders and members, 100 respondents are able to lead community dialogue on VDPs and 12 (55%) of 22 CBOs are able to mobilize community fund to support community issues.

Outcome 1.2. More women are taking leadership roles in formal and informal structures to progress the discriminatory change gender at leadership and decision making at all levels.

Banteay Srei organized and co-organized 9 advocacy activities including 2 International Women's Day; 4 16-day Campaigns in Siem Reap, Battambang, with Care International Cambodia, and with Gender and Development Cambodia (GADC), Klahan, Women Peace Maker (WPM), and COMFREL; Cluster convention; Cambodian People Forum; ASEAN People Forum. Where participants were from representative of the Ministry of Women's Affairs and Provincial Department of Women's Affairs of

Battambang and Siem Reap, Provincial Governors, Donor Organizations, Development Partners, women's rights and women-led organizations, UNFPA Cambodia, other Non-Governmental Organizations and Civil Society Organizations, students, men, women, and youth.

These advocacy activities at both national and sub-national level are very crucial for Banteay Srei collaborated with other women's rights and women-led organization to advocate for change the social norm and alert to the responsible government officials to take more account on the issues of women seriously. As a result, Ms. Sar Sineth, representative of MoWA really showed her appreciation of Banteay Srei's work on gender-based violence (GBV) and motivated to work together with MoWA on conduct more research/study on the sexual harassment and violence against women and girls. H.E. Nhean Sochetra, Director General of the General Department of Social Development of the Ministry of Women's Affairs, mentioned *"our participation to end violence against women and girls aim at all stakeholders, including the governmental institutions, both national and sub-national, private, civil society organizations, especially from our communities."*

H.E. Tin Saravuth, Deputy Provincial Governor of Battambang, said, *"The 16 Days Campaign does not mean that we will be involved in ending violence against women and girls by 16 days, but we and all other stakeholders in state institutions at both the national and sub-national levels, private sector, civil society, especially our community, actively involve for 365 days."*

Throughout these results, we can conclude that from Ministry level as a policymaking to sub-national level as an implementer and law enforcer, Banteay Srei's work on gender-based violence and women empowerment is acknowledged and opened for collaboration from national and sub-national government.

Output 1.2.1. The capacity of young women, women network leaders, CFs and CBO leaders is built on women leadership, feminist, gender and disability inclusion, evidence-based advocacy, and social media campaign.

Seven trainings on leadership, community resources mobilization, advocacy, gender and disability inclusion, facilitation, and social media campaign skills to 181 people (women network leaders, CFs and CBO leaders) (SR:119, BB:62) aimed to empower women and young women leaders in target areas on topics, to find support for their communities and to build their capacity and willingness to address issues. By observing the participants, they pay attention to the topics discussed and try to put into practice how to write a project proposal for funding for a program in the actual community. After the training, they are willing to apply the knowledge learned to all activities and follow what is shared well to their groups and especially with their families.

Two community debates (SR:2, BB:0) for 35 community Young Women leaders were conducted to discuss the topic of women who break up families are bad women and strong women are women who always have problems in the family. By observing that young women leaders have the confident and courage to express their views and rationalize the points raised, coupled with real-life experiences for themselves and the community. Discussion around the topic is related to the real situation in society, it is reflected with real life on the mindset that puts pressure on the inequality between women and men on responsibility and decision.

48 CFs/young women were supported to join the sub-national level meeting for lobbying sub-national authorities especially commune council to increase gender responsive budget to support women and children.

Output 1.2.2. Increasing the employment opportunities and empower young women with skills at provincial universities through BS Internship Program by collaborating educational institutions.

Banteay Srei has promoted its program and the internship opportunities at three provincial universities. As results, 4 female interns and 1 male intern recruited (SR:2, BB:3) to support M&E, program and finance works in the two operating offices. We noticed their capacity improvement on

our technical program, data collection, data entry, and facilitation at the community and with local authorities. Even though, their skills are diverse, they are able to contribute to help their community at different areas of needs. Moreover, they are able to learn real experience of our program and finance staff with community, authorities, other networks, NGOs, and donors where are the good platform for their future growth.

Output 1.2.3. The joint advocacy strategies/activates are developed and implemented with other Women's Rights Organizations in operating at the province and national level.

Banteay Srei organized and co-organized 6 advocacy activities including 2 International Women’s Day, 4 16-day Campaigns in Siem Reap, Battambang, with Care International Cambodia, and with Gender and Development Cambodia (GADC), Klahaan, Women Peace Maker (WPM), and COMFREL with 437 people (299 women and 2 LGBTIQ persons) from representative of the Ministry of Women’s Affairs and Provincial Department of Women's Affairs of Battambang and Siem Reap, Provincial Governors, Donor Organizations, Development Partners, women’s rights and women-led organizations, UNFPA Cambodia, other Non-Governmental Organizations and Civil Society Organizations, students, men, women, and youth. Gender-based violence, whether physical, sexual, emotional or economic, is recognised globally as one of the most widespread and persistent violations of the rights of women and girls. It is a universal problem; it cuts crosses geography, class and culture. It is certainly not unique to least developed countries like Cambodia and in other countries where we have seen gender-based violence, rooted in poverty, conflict and in unequal power dynamics. In a democratic society, rights of all diversity regardless of gender, race, class, religious, and so on must be respected.

H.E. Tin Saravuth, Deputy Provincial Governor of Battambang, said, *“The 16 Days Campaign does not mean that we will be involved in ending violence against women and girls by 16 days, but we and all other stakeholders in state institutions at both the national and sub-national levels, private sector, civil society, especially our community, actively involve for 365 days.”*

H.E. Nhean Sohetra, Director General of the General Department of Social Development of the Ministry of Women's Affairs, mentioned *“our participation to end violence against women and girls aim at all stakeholders, including the governmental institutions, both national and sub-national, private, civil society organizations, especially from our communities.”*



Figure 4: Panel discussion in a 16-day campaign co-organized with GADC, Klahaan, and WPM.

The campaign invites participants to publicly engage with relevant institutions/policy makers working to end gender-based violence, increase education and understanding of gender-based violence, and mobilize participants to take daily action to TOGETHER to end violence against women and girls. In order to fully end violence against women and girls and in promote gender equality all the men in the community must participate.

Banteay Srei formed a cluster of community-based organizations and other NGOs and CSO to advocate on the theme: *“Together for Gender Justice-T4GJ”* aiming to empower communities and raise awareness for gender justice for vulnerable women to address the sexual harassment and violence against women at workplace through enhancing the coordination efforts with CSOs and CBOs as cluster group at both sub-national and national level. The workshop is honored by Her Excellency Kong Sam-Oun, Under Secretary of Ministry of Women Affairs (MoWA) and Dr. Jeremy Liebowitz, the Chief of Party of Civil Society Support (CSS)-FHI360 and other representatives from INGO, NGO, CSOs, unions,



Figure 5: Panel discussion on Sexual Harassment at work place who guest speakers are from CARE international, MoWA representative, and community (CBO) representative.

and CBO clusters with totally 42 participants (35 females). Ms. Sar Sineth, representative of MoWA really showed her appreciation of Banteay Srei’s work on gender-based violence (GBV) and motivated to work together with MoWA on conduct more research/study on the sexual harassment and violence against women and girls. She said that, *“MoWA welcomed for cooperation with all stakeholders including NGOs, INGOs.”* All participants were happy that they could have opportunities to demonstrate their ideas and requests to MoWA and donor organizations in the area of sexual harassment at workplace. We can put a stop to gender-based violence if the policing, judicial, health, and social sectors provide vital services that are centered on survivors. Through the result from the group discussion, we see that we all have works on common issues on gender, human rights, International Labour Organization Convention-190 and combating the sexual harassment at workplace through specific interventions: research study, capacity building, online social campaigns.

Banteay Srei together with other 15 NGOs including SILAKA, Center for Alliance of Labour and Human Rights (CENTRAL), Youth Resources Development Program (YRDP), Gender and Development for Cambodia (GADC), Gender and Development Network (GADNet), Community Legal Education Center (CLEC), Cambodian Human Rights Action Committee (CHRAC), Cambodian Center for Independent Media (CCIM), Transparency International Cambodia (TIC), Committee for Free and Fair Elections in Cambodia (COMFREL), Cooperation Committee for Cambodia (CCC), Alliance for Conflict Transformation (ACT), Cambodian Labour Confederation (CLC), CamASEAN Youth Future (CamASEAN) and Action for Paris Peace Accord (APPA) organized the 2 national advocacy events including the Cambodian People Forum 2022: *“Defending and Asserting Southeast Asian Peoples Civic Space, Democracy, and Human Rights towards an Equitable and Just Society”* and the ASEAN Civil Society Conference/ASEAN Peoples’ Forum 2022: *“Defending and Asserting Southeast Asian Peoples Civic Space, Democracy, and Human Rights towards an Equitable and Just Society”* with 928 people (429 women) from a diversity of civil society, ethnic minorities and groups, Indigenous Peoples, LGBTQIA+, women, persons with disabilities, elderly, buddhist monks, faith-based, migrant workers, informal workers, trade unions, farmers and fisherfolks, youths, human rights defenders, victims of land conflicts, victims of human right violations and



Figure 6: ED, Ms Sdeung Phearong, talking about the farmers’ issues in the panel discussion.

people's organizations of South East Asia. They aimed to provide a safe space for peoples' voices and strengthen an intersectional and cross-movement and cross-border solidarity among ASEAN civil society and peoples' movements to generate sharing and learning and build solidarity towards an alternative regionalism amidst the rise of militarism and authoritarianism and backsliding democracy and to urge ASEAN Member States to better address inequality and human rights issues stemming from the ongoing COVID-19 pandemic, the Myanmar crisis, climate crisis, and other threats to human rights and regional stability, and to prioritize an inclusive and sustainable recovery for all peoples in South East Asia.

Moreover, Banteay Srei participated in ILO-C190 Advocacy Working Group with other NGOs such as CARE International and The Solidarity Center to arrange collective activities for the 16-day campaign and to mobilize resources and support each other in our campaign to Eliminate Gender-Based Violence and Harassment at work and to disseminate our collective voice effectively at both the national and sub-national levels.

18 Facebook Lives were conducted via the cooperation with other women's right and women-led organizations (GADC, WPM, Klahhan, SILAKA, COMFREL) and other provincial radio stations in order to promote the gender equality, women in leadership, women in politic, women in commune election, and human rights.

Strategic Objective 2: Vulnerable women and their families lived freely from violence through changing the social norms and enhancing their economic status in the target communities.

Outcome 2.1. Young women, men and communities worked together with effective preventive measures to promote child right and address all forms of GBV and harmful gender norms.

Based on the interview with 122 respondents (86 women) from Gender Peace Networks, Good Men Network and Happy Women Network, we found that 112 respondents claimed that their capacity and confidence had improved after receiving trainings from Banteay Srei and they were able to use these capacities to support their community especially, they change their practice like share knowledge gained to parent/caregiver group, children/youth club, other beneficiaries and the community, take care of their spouse, children, sisters better without using violence, actively participate in educational activities to spread violence and women/children issues to the community, raise issues of women and children in meetings with local authorities, especially the CCWC, encourage and listen to your children as well as female members so that they dare to come up with ideas, report violence cases to authorities and stakeholders, and consult with female members when deciding to do something.

Based on the SH's report, there are totally 158 cases (SR:89, BB:69) included 81 new cases of gender-based violence (domestic violence 120 cases and rape/sexual abuses 38 cases) accessed to services in 2022 from the whole province of both Siem Reap and Battambang compared to 82 cases in 2021 (93% increased). This increasement of GBV/DV cases in our program is because:

- Service mapping with NGOs and CSOs within the provinces, so that there are referred cases from them.
- Our responsible staff conduct community visit to intervene the cases in the community and also work with Gender Peace Network to promote our services in the community; hence, there are many new cases.
- Some cases heard about our services via social media and radio talk show.

Of these interviewed 122 community networks, 111 respondents have been taken part in at least 2 kinds of meeting with sub-national authorities including Monthly, quarterly, semi-annual and/or annual meetings with village/commune/district/provincial authorities, CIP/VDP with Commune Authorities, District Integration Workshop with District Authorities, meeting with CCWC/DCWC, community forum/discussion with authorities, meeting with Disaster Management Committee, meeting with Commune Council, meeting with the Department of Labor and other relevant

departments. 72% (80 respondents) of 111 community networks used to raise women and children's issues including GBV/DV to sub-national authorities.

Output 2.1.1. The capacity of Good Men, Happy Women, and Gender Peace Network is strengthened through promoting concept of good men, GBV, gender, women wights, positive social norms, laws at all levels to address the social norms and all forms of GBV.

To strengthen the capacity of our community networks to promote the concept of Good Men and gender equality, 1 training and 6 monthly meetings (SR:4, BB:3) were conducted to 202 people (124 women) (SR:108, BB:94) from Gender Peace Networks, Happy Women Networks, Young Women Networks, Good Men Networks women, and community people aimed to create opportunities for our networks to share experiences, intervention techniques to assist women and vulnerable people, case management, and strengthen network capacity on laws related to gender-based violence and positive social norms and women's rights. The agenda of the meetings were discussions on the penalty of each crime, harassing conducts, and see how men participants defined gender roles. As a result, participants shared their views and how they shared their household roles and responsibilities, they also raised the issue of how hard women's work is.

Ten community mobilizations (SR:3, BB:7) was conducted in 8 target districts with 218 men (SR:48, BB:170) to strengthen group structure and capacity at village and commune level for promoting the concept and criteria of being a Good Man to support women well-being. As a result, the men in the village are more aware of the value of housework and are willing to participate in promoting women to participate in social work and share housework if they are free at home and promise to attend regular meetings as planned, once a month with the village men's group leader.

Six community dialogue (SR:4, BB:2) were conducted with 219 people (167 women) (SR:160, BB:59) with women and men networks, women with disabilities, other communities, and local authorities and CCWC on women's rights and child's rights, and how to access their rights. This kind of village outreach are an opportunity to help the community gain more knowledge about basic human rights, children's rights, and the lives of families and people around them. In addition, participation that leaves time for the community to engage in feedback and raise issues needs to seek support and feedback from stakeholders.

Three roundtable discussions (SR:3, BB:0) on the access to justice for women and girls victims of violations of their rights and GBV were organized with 111 people (71 women) between our Gender Peace Network and local authorities and CCWC aimed to raise issues that are chronic and thought to be unresolved at the grassroots level to discuss and find a solution together. Moreover, we promote the revision of Article 2 of Resolution 011/20 Pillar on the functioning of the Multisector Response Group to gender-based violence (GBV).

Output 2.1.2. Children and youth, especially girls and young women, affected by domestic violence, child abuse and migration in source and destination communities claim their rights to social protection and education services.

Six trainings and peer-to-peer outreaches (SR:2, BB:4) on child rights, migration and transforming children as the Champion of Change for Gender equality, and positive masculinity to 110 children and youth (36 girls and women) (SR:51, BB:59) in order to increase knowledge of child's right and enable families to change behavior toward children. As result, they increase their understanding on child's protection system and environment to protect children, violent situations and young marriages, and 5 points of violence again children.

Ten coordinated meetings (SR:3, BB:10) between child and youth clubs representatives and local authorities and CCWC with 105 people (72 women) to raise their concerns to the responsible stakeholders. These concerns included: force labour on children, children using drugs, children dropout of school, children lacking parental care, children with mental health problems, physical violations on children, and domestic violence in community.

Three intergenerational dialogues (SR:0, BB:3) among boys and men, and women to support girls and women's activist advocacy and solve the migration issues were conducted with 32 children and youth clubs and parent groups (13 girls and women) to explain and discuss the negative affect of violence against children and migration for children's education, child abuses and the well-being of children.

Output 2.1.3. Parents, caregivers, community members, and local leaders in source and destination communities accept and fulfill their responsibilities to ensure the rights and well-being of children and youth affected by migration, especially girls and young women.

Eleven trainings (SR:6, BB:5) on safe migration, child protection, gender equality and their roles, migration data record and use to CCWC, community-based children protection mechanisms (CBCPMs) at village level, district anti-trafficking committees, polices, local authorities with 282 people (148 women) (SR:85, BB:197). These topics are very important for the participants' practice, especially the district anti-trafficking committees, because they work directly with migrant workers and know how to help workers when faced with problems and facilitate workers who decide before migration. Moreover, 20 community facilitators (19 women) in Battambang increased their capacity safe migration to support the children left behind and family at risk of migration and other child protection issues including gender-based violence.

Six outreach activities (SR:3, BB:3) were conducted to 77 parent groups (56 women) on safe migration and positive parenting and masculinity for men. We found out that our community men groups are actively involved in community awareness raising toward gender equality. Mr. Nop Sopheap said, *"I used to positively educate my son to study hard for a better future."* Mr. Chhouy Soksan said, *"I have changed my perception toward children and women in my community and I am really happy to outreach to several friends to stop using violence to children and women and change their behavior."*

Eighteen meetings (SR:7, BB:11) between children and youth clubs, village authorities, CCWC, CBCPMs at village level and community people with 391 people (266 girls and women) (SR:72, BB:319) to strengthening their structures, capacity, and collective actions. CBCPM at village level can identify migration issues and the impact of migration on young people, children, girls and women in the community, especially girls and young women in the target communities who are affected by unsafe migration and all affected people are sent to receive services from the relevant agencies. We also support CCWC to provide technical support to CBCPM at village level and child, youth and women groups so that they are able to support people affected by unsafe migration immediately, especially women and children.

Two sports activities and 1 community gathering (SR:1, BB:2) between children and parents/caregivers were conducted with 131 people (105 girls and women) (SR:63, BB:58) to build strong relationship and also to work together to care the children and to do safe migration. After they shared time together, they expressed their excitement to their children for what they had been in a good relationship with in the past. It also shows the warmth and care of the past, always gives warmth and love to children and is excited when hearing the word love children.

Output 2.1.4. Civil society organizations, including child/youth-led networks, work closely together and have strengthened capacity to deliver quality and gender-sensitive services to children and youth affected by migration.

Four meetings (SR:1, BB:3) among 10 children and youth clubs with 139 children and youth representatives and members (89 girls and women) (SR:21, BB:118) were organized in order to collect the issues that clubs representatives got from community participatory action research and prepare to raise their voices in national and sub-national meetings for joint collective actions and influence. 37 club representatives (27 girls and women) (SR:11, BB:21) were strengthened their capacity and involved them to raise issues related to children dropped out of school because of teachers' violation, lack of learning materials, poor living standard, parents' migration, and drug, in 8 provincial NGO service providers and relevant sub-national government departments, school directors, police post

and local authorities. Some issues were resolved in the meetings and taken into consideration to put in commune investment program. H.E. Sok Cheata said that, *“For children who have been abused or beaten, the Cambodian government will take legal action against a teacher.”*

Output 2.1.5. Government and civil society take action to cultivate an enabling environment for the realization of child rights and gender equality for children and young people affected by migration.

Six meetings (SR:5, BB:1) between PDoWA, PDoSA, commune councils, local authorities, polices, commune committee for women and children (CCWC), women and children consultative committee (WCCC), national committee for combating trafficking (NCCT), and our community networks were conducted with 179 people (89 women) (SR:164, BB:15) to strengthen their roles and responsibilities to address migration issues in the community and to strengthen cooperation with the authorities and to respond to the problems of women and children in the community and provide opportunities for community networks to raise their issues or concerns to the authorities and intervene in a timely manner. Our networks were happy that the authorities accepted their request and immediately responded and found relevant partners to complement each other, such as requests for intervention in cases of domestic violence of orphans, the insecurity of full-time students, the disappearance of workers, etc., all of these gives them the motivation to help the same community.

Outcome 2.2 Community people affected by GBV working together with national and sub-national governments to improve referral services for VAW survivors.

In this year, all 158 cases experienced violence have assigned to different forms of legal and social support from responsible government departments including Provincial Department of Women's Affairs (PDoWA), Consultative Committee for Women and Children (CCWC), Provincial Court, Provincial Administration, and the Provincial Commissioner.

15 cases in Siem Reap and 7 cases in Battambang were referred to court and police. Most cases were resolved at commune and village authority level. In this reporting period, there had no survivors of human trafficking assessed, as all cases were violence cases.

Output 2.2.1. Safe House (SH) and Peace Center (PC) services are improved in assisting GBV and domestic violence survivors including children, young women and vulnerable communities.

Based on the SH's report, there are totally 158 cases (SR:89, BB:69) included 81 new cases of gender-based violence (domestic violence 120 cases and rape/sexual abuses 38 cases) accessed to services in 2022. BS has worked with all partners both non-governmental organizations, government counterparts such as courts, police departments, PDoWA, PDoSAVY, P/D/CCWC and community networks. Through SH's interventions, the victims of gender-based violence (GBV) received sheltering for short period, counselling, health check & treatment, food & travel support, referring to legal

support and support for livelihood and income generation activities. And as the result, 21 DV cases have been mediated and continue to stay together, 66 cases sent to court, 10 cases received support-kits (rice, oil, sugar, salt, soybean sauce and hygiene materials) and the rests are still under the solving processes with related departments and NGO partners.

Collaboration with all stakeholders is crucial in providing comprehensive intervention to target groups affected by gender-based violence in the local community. Banteay Srei has developed the internal guideline for the Safe House practices, and after the consultation and discussion internally among program team – BS



Figure 7: Consultative meeting with relevant government staff to discuss about SH Guideline.

also organized a consultative meeting with the technical officers and representatives from provincial departments of women's affairs (PDoWA) and provincial department of social affairs, veteran and youth habilitation (DoSAVY) of Battambang and Siem Reap province. The purpose of the meeting was to share the draft guidelines and seek the inputs from the two departments who work on gender-based violence and to stop violence against women and girls. They really appreciated about the BS's work at the community and they are very happy if BS can produce this guideline because it will provide much contribution to the GBV survivors, community, and government at both sub-national and national as well, especially through coordination between PDoWA and PDoSA.

Output 2.2.2. The capacity of the responsible stakeholders, including governments, women and community networks is strengthened through presenting the evidence-based case studies from sub-national to national levels to allocate budget and provide services to the GBV survivors.

Two workshops (SR:1, BB:1) were conducted with relevant stakeholders including village, commune, district and provincial authorities, CCWC, commune councils, and our community facilitators with 47 people (37 women) (SR:25, BB:22) on allocating of budget and services to GBV survivors aimed to create opportunities for authorities to meet to discuss issues and find a social service budget for the next year in response to existing community services or issues, prepared and ready for next year's planning. We observed that all participants improved understanding on the meaning of social services, especially the new commune council, which still has questions related to the preparation of social service applications.

Outcome 2.3. The families of the GBV survivors improved their economic status by engaging in business development activities and advancing family financial plan.

In 2022, 654 farmers (487 women) (SR:423, BB:159) received capacity building on agriculture growing and animal-raising techniques, and material supports from Banteay Srei's economic empowerment program to enable them to have at least one income generation activity to contribute to support their family.

Based on the interview with 177 respondents (147 women) joined livelihood activity with Banteay Srei in 2022, 159 respondents (134 women) have applied this knowledge in income-generating activities in terms of agricultural growing and animal raising technique and involve in income generation activities supported by Banteay Srei with at least 2 income generation activities (on chicken raising, vegetable growing and saving). Moreover, 120 respondents (99 women) claimed that their family income in 2022 has been increased. Notably, most important sources of income to support their family life are: chicken raising, saving, credit, pig raising, cow raising, and vegetable growing.

BS program team and community facilitators conducted technical visits to provide support to new 76 farmers (55 women) (SR:66, BB:10) and 186 producer groups (SR:128, BB:58) to monitor the progress or growth of household incomes through agriculture activities. Through this visit, we found that the farmers:

- Understood more about good animal-raising and agriculture growing techniques such as cage preparation resulting in fewer dead chickens, land preparation, making compost, etc.
- Raised more chickens than before and were able to sell the meat for 3.75 USD per Kilogram (only 3 USD per Kilogram before)
- Had gained knowledge of chicken's food production with solar-based techniques to reduce the cost of buying food for chickens.

They were also able to improve their socioeconomic status including:

- Supporting their children to continue their studies and buy bicycles for them to travel to school
- Have enough meals and leftover money to spend in the event of emergencies
- Have problem-solving skills and chicken raising techniques
- Gain experience, increased income and help families and communities

- Extend chicken's life expectancy and increase sales of chicken up to 20 a week.

Based on monitoring visits to 186 farmers (160 women) and 177 respondents (147 women), 68% (245 farmers) increased their incomes, so that about 68% (445 farmers) of 654 farmers (SR:423, BB:159) increased their income (in average 1,000,000 Riel which is equal \$250). They are able to generate income from more than one on-farm activity (chicken raising, pig raising, cow raising, saving, market/business groups, and vegetable growing).

Output 2.3.1. The GBV survivors increased the income opportunity by increasing their on-farm skills.

Six trainings (SR:4, BB:2) on agroecological technique following climate change adaptation techniques were conducted in order to boost farmers' productivity to 255 farmers (207 women) (SR:198, BB:57). Through the result of pre-and-post test, farmers increased their understanding on the term, *“ecological farming”*, which focuses on the relationship between soil, heat, water, climate, people, animals, and plants. They are interested in this farming because they understand that every person or family needs good health to be able to earn an income, and there is progress in society that this farming has all these things and help supplement family nutrition. Moreover, 76 farmers (55 women (SR:66, BB:10) received agricultural inputs from Banteay Srei to start their on-farm activities to increase their income opportunities.



Figure 8: Farmers in Siem Reap make compost.

186 vegetable and animal-raising producer groups (SR:128, BB:58) were strengthened their group structure to identify the needs of support for farmers and continue to maintain or provide technical support on their on-farm business activities. We increased the opportunities for farmers to meet and discuss the strengthening production groups in the community to easily manage farmers from specific technical needs, business plans, family nutrition and marketing.

Three meetings (SR:1, BB:2) among 69 (56 women) (SR:21, BB:48) producers, whole sellers, retailers and stakeholders were conducted to assess supply chain, quality and quantity of product, planning and challenges in order to link producers and their products to market. During this, we also facilitate to provide enabling environment for them to discuss about issues as follows: lack of production techniques (growing vegetables and raising chickens and ducks), difficult to find market and difficult to adapt to current market, lack of transportation, irregular orders. As a result, solutions to these problems were identified among group members. Both the producer and collector groups gained further understanding of the supply and demand concept. The producer group understood that in order to have a growing process, they needed to grow vegetables alternately, grow mixed vegetables, provide regular maintenance and find new methods of cultivation, of animals husbandry (selection of chickens according to market needs, regular maintenance, not giving up raising animals and vegetables after small failures). The collector groups started looking for traders to buy products from the farmers directly, divided them into groups for buying and selling in the community and on markets, and prepared sale and purchase lists.

19 farmers (14 women) in Siem Reap were selected to join exchange visits to learn best practice from other existing farmers within communes and districts aimed to increase the capacity of farmers and agricultural trainers to learn about good practices on ecological farming and link market relations by obtaining PGS on products. All participants explored the process of building an agricultural community with more female leadership with the support of the GRET/CIRD, Provincial Department of Agriculture, District Office of Agriculture. They are very interested in production planting on the shelf, how to care for the harvest, using all the natural fertilizers and pesticides. They are committed to practice them when returning home.

Output 2.3.2. The GBV survivors increased their employment opportunity by increasing their off-farm skills through Vocational Trainings of Women and Development Center.

Banteay Srei cooperated with other community partners and authorities to form the Committee for Recruitment of Vocational Training Students in Phum Thmey, Bansay Treng Commune, with 10 participants (7 females) composed of commune councilors, 3 village units (2 females), 3 community facilitators (2 females) and 3 community representatives (2 females). Furthermore, the committee discussed the criteria and procedures to select professional learners. As a result, Women Development Center refunctioned by providing tailoring training to 15 vulnerable women in cooperation with LEAP program. Through monitoring visit, all trainees could produce various styles of clothes include traditional and party styles and they are able to use this skill to run their own business in their community. After graduation, 9 students are able to run their own business in their own village; 2 students work for the garment factories; and 3 students works with their teachers to run business in the province. They are able to generate the monthly tailoring income is 800,000 riel (US\$200) to support their family and avoid the risk of unsafe migration to Thailand. Before participating in Banteay Srei's Vocational Training Program, among 15 trainees, 13 trainees were unemployed with no income to support family (they just stayed at home and help their family to do household chores and take care of children) while another 1 trainee was a construction worker whose job and income are not regular (80\$ per month) and need to migrate inside and outside the province and another 1 trainee worked at Scrap Shop whose job and income are not regular (70\$ per month).



Figure 9: VT students practice their tailoring skills at WDC.

Please see the attached case study of vocational training student.

Output 2.3.3. The capacity of poor women experienced migration at the rural areas is developed.

154 rural women have improved their capacity on ecological farming techniques through 6 trainings (SR:4, BB:2). As a result, all of them have received agricultural inputs and applied the technique to their daily life. Consequently, their families have more than one livelihood such as chicken, vegetable, rice, grocery, pig and cow raising.

Output 2.3.4. The economics of poor women experienced migration at the rural areas is improved through materials support and engaging them in CBOs and producer groups.

New 76 farmers with 55 women (SR:66, BB:10) received agricultural inputs from Banteay Srei to start their on-farm activities to increase their income opportunities and were integrated into producer groups. BS program team and community facilitators conducted technical visits to provide support to new 76 farmers (55 women) (SR:66, BB:10) and 186 producer groups (SR:128, BB:58) to monitor the progress or growth of household incomes through agriculture activities. Through this visit, we found that the farmers:

- Understood more about good raising techniques such as cage preparation resulting in fewer dead chickens
- Raised more chickens than before and were able to sell the meat for 3.75 USD per Kilogram (only 3 USD per Kilogram before)
- Had gained knowledge of chicken's food production with solar-based techniques to reduce the cost of buying food for chickens.

They were also able to improve their socioeconomic status including:

- Supporting their children to continue their studies and buy bicycles for them to travel to school
- Have enough meals and leftover money to spend in the event of emergencies
- Have problem-solving skills and chicken raising techniques
- Gain experience, increased income and help families and communities
- Extend chicken's life expectancy and increase sales of chicken up to 20 a week.

Output 2.3.5. Partnership for farmer producer groups is increased.

The group structures of 186 vegetable and livestock producer groups (SR:128, BB:58) were reinforced in order to better understand the support needs of farmers and to sustain or offer technical assistance for their on-farm business operations. In order to more readily manage farmers' individual technical needs, business goals, family nutrition, and marketing, we improved the chances for farmers to interact and talk about these topics with other members of the community who are also involved in farming.

In order to support their products technically and commercially, Banteay Srei has cooperated with NGOs, technical province and district offices, and the private sector. In the present, the producer groups' businesses (vegetable group, chicken, pig, duck, and cow raising groups, saving groups, rice bank, grilled chicken, buying and selling business, feed business, fertilizer business, chick and duckling business, and dishwashing soap business) have not only sold in the local market but have also sold to Pailin. These producer organizations should pay more attention to their business strategy, marketing strategies, and production methods.

Output 2.3.6. Climate risk assessment is developed and integrated into CIP to prioritize climate-smart agriculture interventions for the project implementation.

Of 177 respondents, 156 respondents (88%) (131 women) have applied smart agriculture farming following climate change adaptation methods including Growing vegetables on trellis, use compost, Seasonal soil preparation, growing crops being easy to adapt to climate. Moreover, they raised the agricultural issues (lack of technical knowledge/skills, lack of resources to supply crops (seeds, fertilizers), lack of irrigation system, flood, sick animals) to relevant stake holders including Department of Agriculture and Office of Agriculture, commune councils, local authorities.

Output 2.3.7. The farmer/GBV survivors affected by pandemic diseases outbreak and disaster received immediate support from BS, authorities, and other stakeholders.

In this reporting period, 10 households received supports from Banteay Srei for their reintegration into community. The emergency assistance helped the people purchase their household needs. Beneficiaries were able to meet the basic need of their families. Banteay Srei prioritized the most vulnerable, including households with young children and elderly people. With funding, Banteay Srei provided immediate life-saving support through the distribution of unconditional household materials to poor and vulnerable people.

Outcome 2.4. CBOs in the target areas are organized and be able to facilitate community activities to advance gender equality and improve women's economic situation.

There are 22 single-structure CBOs (BB: 7; SR: 15) in Banteay Srei target area. All 22 CBO leaders claimed that their CBOs registered with the governments with clear structure and mandates. In 2022, 9 CBOs (8 CBOs in 8 villages in Siem Reap and 1 CBO in 1 village in Battambang) have been in the process of creation and will be established in 2023.

2.4.1. CBOs/CFs/Networks/Groups are formed into one single structure of CBO with clear roles, responsibilities, and mandates at the commune level.

In the BS targeted area, there are currently 22 single-structure CBOs (BB: 7, SR: 15) with a total of 107 leadership members (85 females) and 570 CBO members (441 females). 22 CBO's business include

vegetable group, chicken, pig, duck, and cow raising groups, saving groups, rice bank, grilled chicken, buying and selling business, feed business, fertilizer business, chick and duckling business, and dishwashing soap business.

Five reflection and learning workshops (SR:2, BB:3) were organized with 285 (215 women) (SR:112, BB:141) CBO leaders and members, local authorities, district and commune councils, District Agriculture Offices, farmers and community people. All participants explored the process of building an agricultural community with more female leadership with the support of the Department of Agriculture and receive more understanding of quality control processes with recognition of farmers' products on the market. After the reflection meeting, our CBO leaders and members also informed their beneficiaries in each village to promote the creation of CBO to local community people in order to engage more members.

2.4.2. The CBO's capacity is strengthened and well-functioning for community sustainable development.

Three trainings (SR:1, BB:2) were conducted to 52 CBO leaders and members (22 women) (SR:21, BB:31) which aims at equipping them with necessary knowledge and skills to perform their daily work more effectively. Banteay Srei staff review the policies and responsibilities of the CBO management and CBO livelihood program. We observed that the community leaders are less united in making local community organizations grow further; village CBOs are less robust as village income depends solely on credit programs; and some members have not repaid the community since 2016, so this village also has no income.

Three community meetings (SR:2, BB:1) were organized with 86 people (60 women) (SR:60, BB:26) to mobilize agriculture networks, CBOs, the Department of Agriculture and the Office of Agriculture, and other stakeholder from within and outside the province to discuss lesson learnt and challenges. Participants raised the following challenges to District Agriculture Office: disasters make low productivity, low price of products sold due to no formation of agriculture community, limited skill on financial planning. District Agriculture Office presented the process of establishment of an agricultural community. All participants were very happy to meet with the Department of Agriculture and the Office of Agriculture.

In order to respond to the problems of farmers, Banteay Srei organized a farmer forum in Siem Reap in collaboration with the Department of Agriculture and the Office of Agriculture, local authorities, our income generation groups and community people with 48 participants (37 women) in order to create opportunities for farmers to come together, present their products to stakeholders, and share agricultural experiences and challenges to each other and stakeholders, especially farmers, and gain new technical experience from agricultural experts and market linkages.

2.4.3. CBOs networks are built at the national and sub-national levels through working with other like-minded organizations.

CBOs (SR:15, BB7) have been engaged with provincial NGOs like ADOVIR and DPA, PLAN International, HURIDO, CCASVA, CHENDA MONY, LEAP, RHAC, LOSENA, HEVEN, LOTUS world, HARGA. Moreover, 10 CBO leaders participants in a cluster convention on *"Together for Gender Justice"* with other 11 NGOs including IDEA, Transparency International Cambodia, Equitable Cambodia, Open Development Cambodia, SILAKA, NGO-CEDAW, Women Peace Maker, ActionAid Cambodia, CARE International Cambodia, KAWSANG, and FHI360 and representative of MoWA. Ms. Buth Chanra, CBO leader was invited to be a guest speaker together with MoWA representative. Her voices of community were heard by H.E. Kong Sam-Oun, Under Secretary of Ministry of MoWA and MoWA representative.

11 CBO leaders were invited to join the 16-day campaign event co-organized by Banteay Srei, Women Peace Makers (WPM), Klahaan, Comfrel, and Gender and Development Cambodia (GADC) who participants were from relevant government ministries, INGOs, NGOs, CSOs, unions and community people.

2.4.4. Improved social protection schemes for community women worker's representatives (CBO networks), increased social protection for unpaid workers through stakeholder various of activities.

Five trainings in Siem Reap on social protection and labour rights were conducted with 97 people (89 women) including local authorities, district and commune councils, and women groups, aimed to increase their capacity on the topic of social protection, which is the key to implementing social protection policies in response to the needs of vulnerable people and implementing policies more effectively. Through the presentation of the principles of social protection, it is seen as part of promoting and increasing the involvement of local authorities in the implementation of social protection policies more effectively. In addition, in each presentation, there was a discussion and sharing of experiences of past activities on complementing and responding to social protection policies. By observing that the participants have tried their best to pay attention in listening, participating in suggestions, sharing practical experiences that have been done in the past and have more questions about what has been done. It is important that women leaders at the commune level understand the policy and they can raise the aware of their community people on social protection for the community benefits.

Strategic Objective 3: Banteay Srei Organization developed its capacity to deliver better programs for gender quality and sustainable development of vulnerable women.

Outcome 3.1. Banteay Srei Organization improved the M&E system and technical capacity for effective program implementation.

M&E system (online data entry form and online database) have been developed and maintained by as a full-time M&E Coordinator in early 2022. All program team and interns were trained on new forms including Monthly Progress Report, Attendance List, attached document, Data Entry in Online System to ensure the quality of data from the field.

To ensure the quality of program implementation, guideline and procedure of each community groups and program service of Banteay Srei have been drafted with the consultation with donors, partners, and relevant Provincial Department of Women’s Affairs, and Social Affairs.

3.1.1. The capacity of Banteay Srei staff is built through conducting the staff training need assessment, developing the technical program guides, and conducting series of training and coaching.

The trainings on transformative masculinity, M&E and report writing and photo shooting were also organized by Diakonia, external M&E consultant, and BS board member to all staff to strengthen BS staff capacity. Staff members now have better knowledge and comprehension as a result of these trainings, and they are confident in applying their knowledge and abilities in the workplace. For instance, they can build the case study for their report writing and record output and outcome outcomes. A plan for building staff capacity has also been created with the help of line managers in order to enhance staff capacity and job performance. Furthermore, BS has developed its internal guidelines for the field model practices working with community-based organizations (CBO), community fund for change (CF4C), good men network (GMN), happy women network (HWN), gender peace network (GPN) and safe house (SH). All these guidelines will be finalized and fully complied in BS’s program implementation onwards.

During the Staff Reflection and Learning Event, reflection session was conducted and facilitated by Program Manager with the proposed question: *“What’s the impact, do they see? Do these programs address the needs of the community? What’s the gap/limitation? What can be done better? How do they see these program in the next 3 years?”* According to these questions, we can gather some result for future planning as following:

Program	<i>What the impact do they see?</i>	<i>Do these programs address the needs of the community?</i>	<i>What’s the gap/limitation?</i>	<i>What can be done better?</i>	<i>How do they see these program in the next 3 years?</i>
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Safe House	<ul style="list-style-type: none"> - Low income - COVID-19 - Violence 	<ul style="list-style-type: none"> - Training and awareness raising on gender - Law related to violence - Skills and material support 	<ul style="list-style-type: none"> - No separate house from the office - Case management - Workload between case management and field implementation of SH staff - Limited knowledge in law field 		<ul style="list-style-type: none"> - Want to see Banteay Srei staff who work in connection with the Safe House program have clear consulting skills.
Vocational House	<ul style="list-style-type: none"> - COVID-19 - Flood - Drought - Migration 	<ul style="list-style-type: none"> - Saving program - Agroecology - Business planning 	<ul style="list-style-type: none"> - Strengthen technical skills - Financial support for start-up 	<ul style="list-style-type: none"> - Exchange learning and practice - Improve staff's capacity on agriculture 	<ul style="list-style-type: none"> - Green house model - Implement smart agriculture techniques
CBO and Network	<ul style="list-style-type: none"> - Not yet integrated into one-single structure 	<ul style="list-style-type: none"> - Have income for family - Farmers have agricultural skills 	<ul style="list-style-type: none"> - Group management - Financial management in groups 	<ul style="list-style-type: none"> - Estimate the needs of the CBO - Prepare a response plan - Provide training - Monitoring and monitoring 	<ul style="list-style-type: none"> - CBO has a business that can generate income for family and community - Become an agricultural community
Advocacy	<ul style="list-style-type: none"> - Lack of advocacy strategy, plan and budget 	<ul style="list-style-type: none"> - Recruit Advocacy staff 	<ul style="list-style-type: none"> - Limited staff's capacity 	<ul style="list-style-type: none"> - Build staff's capacity - Plan to develop advocacy strategy 	

3.1.2. M&E system is strengthened for effective program implementation through on-going coaching, training and program monitoring.

Online Activity Data Management System, Activity Data Collection Form, GBV Case Management System, and Collection Form using Google Sheet and Google Form were developed and oriented to program team and key interns in order to ensure the quality of data. In order to ensure the regular data entry and verification, key interns were assigned to work closed with M&E staff at head office.

3.1.3. M&E Sub-Committee is established with adequate oversight and management of the M&E Framework from M&E Coordinator, including capacity building of staff on the M&E tools and baseline survey.

Key responsible M&E staff was recruited and worked closed with management committee and program teams to oversight BS Logical Framework.

3.1.4. The monitoring of program outcomes is strengthened to ensure the data are generated to respond to the strategic objectives with clear baseline indicators and targets.

To measure the progress of project at outcome level, BS annual survey has also been carried out in last quarter of the year and the result was report in Annual Report each year.

Outcome 3.2. Banteay Srei organization recognized as an agent of change who can jointly advocate for gender quality and feminist leadership at the sub-national and national levels.

Banteay Srei organization recognized as an agent of change at the sub-national level who can jointly advocate for gender quality and feminist leadership. Local authorities and community people in target provinces know and appreciate Banteay Srei's works. As a result, 12 new female commune councils in 2022 communal election in both provinces are the women's groups of Banteay Srei.

In the mid-term of the strategic plan, Banteay Srei has strongly presents itself in the national and regional platform through co-organized national and regional events with other potential partners including Center for Alliance of Labour and Human Rights (CENTRAL), Youth Resources Development

Program (YRDP), Gender and Development for Cambodia (GADC), Gender and Development Network (GADNet), Community Legal Education Center (CLEC), Cambodian Human Rights Action Committee (CHRAC), Cambodian Center for Independent Media (CCIM), Transparency International Cambodia (TIC), Committee for Free and Fair Elections in Cambodia (COMFREL), Cooperation Committee for Cambodia (CCC), Alliance for Conflict Transformation (ACT), Cambodian Labour Confederation (CLC), CamASEAN Youth Future (CamASEAN), Independent Democracy of Informal Economy Association (IDEA), Equitable Cambodia, Open Development Cambodia, NGO-CEDAW, Women Peace Maker, ActionAid Cambodia, CARE International Cambodia, KAWSANG in order to promote Banteay Srei's picture at national and regional level to advocate for women rights.

3.2.1. The Banteay Srei's visibility and staff capacity are strengthened for effective communication and advocacy outreach activities.

Banteay Srei's Facebook Page have been reactivated and engaged with different donors including Daikonia, DanChurchAid, Development and Peace, FHI360, Plan International. Moreover, new position of Gender and Advocacy Coordinator was onboard to publish Banteay Srei in the national level and cooperate with other women's rights and women-led organizations to advocate for gender equality and ending violence against women and girls.

3.2.2. CEDAW law implementation is enhanced including policy mapping and identifications of crucial research topics on women related issues for a useful contribution to the gender policy implementation at the national and sub-national level.

Banteay Srei co-organized number of events with CSO partners where we strive to tackle the gender-based violence including sexual harassment at workplace, and the social protection for vulnerable women. After number of events, BS noticed on a recent article from Khmer Time highlighted "sex worker to receive social security by 2023", which is a policy progress made by government. However, there is a concern on this progress whether how the mechanism will be functioning due to sex work is not legalized yet in Cambodia. BS believes the numbers of 16 days campaign has brought a greater attention to the government body in order to ensure more legal protection for informal sector and formal, particularly the protection for women and girls in order to reduce gender-based violence within the country.

Outcome 3.3. Banteay Srei internal management system is strengthened for efficiency and effectiveness of organisation management.

For improved organization management efficiency and effectiveness, Banteay Srei's internal management system has been strengthened. Through the most recent version of the QuickBooks accounting system, BS has implemented the accounting transaction. Its system can export financial data from QuickBooks to Excel, as well as export report by class, by donors, by account, income Statement, Balance Sheet BS monthly financial report financial management system. Financial manual has also been oriented to both financial team and program team in order to make a mutual understanding between both teams so that together we are able to minimize the risk of non-compliance.

Moreover, in 2022, there are both Global and Project Audit and Donor Financial Review to ensure the transparency and accountability of Banteay Srei to donors and beneficiaries. However, there are a few recommendations from both donors and auditors for the future improvement in order to ensure the efficiency and effectiveness of organisation internal management.

3.3.1. The HR system is improved on job performance management including revising staff performance appraisal, capacity development plans and job descriptions for each position.

In order to better their comprehension and application of this policy, the Human Resource policy was explained to all staff members during the Semi-annual Staff Reflection and Learning event. To assess each employee's performance and create a strategy for their capacity development, the Banteay Staff

Management Committee conducted staff performance appraisals twice a year (in June and December). As a result, staff performance goals will be established at the beginning of the following year, and staff performance has also improved.

3.3.2. The capacity of the management committee of Banteay Srei is built on leadership principles and professional coaching techniques to promote a friendly working environment and build a strong team for the organization.

Leadership training is crucial for any management role. All Management Committee were received capacity building on Leadership and Management by external expertise aimed to improve the leadership style of the Management Committee to promote a friendly working environment and build a strong team for the organization. Leadership and management training courses are specialized programs designed to help Management Committee learn new leadership techniques and refine old skills to run Banteay Srei’s team.

3.3.3. Standards of financial management and reporting systems is improved through on-going capacity building, coaching, and internal and external audits, including strengthening oversight and links between Governance Board and financial management.

The financial handbook has also been trained to the needs of both the financial team and the program team in order to foster mutual understanding and reduce the risk of non-compliance. On-going monitoring and capacity building visits at the field were conducted in order to check and verify with beneficiaries and look for correction and provide a good practice at the field.

Additionally, in 2022, there will be a global audit, a project audit, and a donor financial review to guarantee Banteay Srei's accountability to donors and beneficiaries. However, there are a few suggestions for future improvement from both donors and auditors in order to guarantee the efficacy and efficiency of organizational internal management.

Outcome 3.4. Banteay Srei organization financial health is maintained and improved in order to carry out effective implementation of organization strategy.

Banteay Srei financial health is improved with the budget of 44,7754 USD in 2022 compared to 372,960 USD in 2021 – 20% increase because the number of donors increased: PLAN International, FHI360, DKN, DCA, DP, Oxfam, Manitoba Council for International Cooperation Fund (MCIC), WaterAid, LEAP, GIZ, UN-Women. According to the bar chart, it demonstrates that this increasement of budget can make our program reach to more beneficiaries and improve the organizational staff capacity to improve the quality of program implementation in 2022.

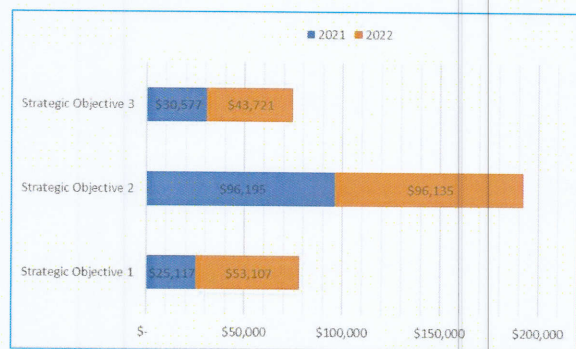


Figure 10: Comparison of program budget in 2021 and 2022.

3.4.1. Resource mobilization strategy and plan are developed, including improving potential donor relations and reserve fund mechanisms for self-sustain.

Resource mobilization strategy and plan have not developed yet. However, Banteay Srei Management Committees always seek for strategic recommendations from Boar of Director during quarterly meeting between Boar of Director and Management Committees.

3.4.2. Implement the resource mobilization and fundraising strategy and plan through an expansion of potential donors and providing technical services to earn income locally.

In 2022, BS faced financial constrain due to 1 partner phased-out the project, PLAN International. During the first semester, Banteay Srei Management Committees, especially Executive Director, played an important role in building partnership and networking with other organizational partners

and key donor agencies for fund raising activities and for promoting BS programs and its visibility.

As a result, Banteay Srei has strengthened partnership with Diakonia, DanChurchAid, Development and Peace – Caritas Canada, OXFAM, and International Women's Development Agency. Moreover, Banteay Srei successful got some projects with Family Health International (FHI360), GIZ, WaterAid, UN Women, CARE International Cambodia and has also built and strengthened networking with NGO and CSO networks including Center for Alliance of Labour and Human Rights (CENTRAL), Youth Resources Development Program (YRDP), Gender and Development for Cambodia (GADC), Gender and Development Network (GADNet), Community Legal Education Center (CLEC), Cambodian Human Rights Action Committee (CHRAC), Cambodian Center for Independent Media (CCIM), Transparency International Cambodia (TIC), Committee for Free and Fair Elections in Cambodia (COMFREL), Cooperation Committee for Cambodia (CCC), Alliance for Conflict Transformation (ACT), Cambodian Labour Confederation (CLC), CamASEAN Youth Future (CamASEAN), Independent Democracy of Informal Economy Association (IDEA), Equitable Cambodia, Open Development Cambodia, NGO-CEDAW, Women Peace Maker, ActionAid Cambodia, CARE International Cambodia, KAWSANG in order to promote Banteay Srei's voices at national platform to advocate for women rights, including to get update on Cambodian government law and regulations.

Banteay Srei provided capacity building service to our potential donor (Diakonia) on Online Data Collection using KoBo Tool Box and Google Form and received 2 service contracts from WaterAid and UN Women to implement 2 projects outside target areas of Banteay Srei, Kampong Chhnang and Roka commune in Battambang province, respectively.

VIII. CROSS-CUTTING ISSUES

Gender Equality: Gender-related social norms have a profound effect on women, especially girls' lives. Girls are more likely to drop out of school to work for generating the income to support their families, get early marriage and most often lack support from men and boys. BS continued its main role to promote gender equality and equity through providing trainings and awareness raising in the communities. For instance, to promote gender equality - BS tried to establish the children and youth club committee co-led by both boys and girls in each club, one boy and one girl club leader. BS also promoted the champion of girls' ideas in the implementation of our program too. Internally, BS staff were trained in gender advocacy techniques which could help them for better understanding the different tools and techniques that can be used to advocate the key stakeholders to promote gender equality within their community and organization. BS has also integrated gender equality into the training materials and provided capacity building to staff, the target beneficiaries, and relevant stakeholders in order to improve their understanding on gender equality and applied it into their practices. BS has engaged men in the reduction of violence against women through the Men's Network. Masculinity training and GVB and women's rights trainings were provided to the local authorities, men perpetrators, and gender peace networks and good men networks to increase their understanding on gender roles and relations.

Non-Discrimination and Social Inclusion: The non-discrimination, right-based approach, and inclusion of children and women with disabilities, migrant children and youth, and the LGBT community in all program interventions are always guaranteed by BS policies and programs. In order to train staff and the target communities and include them in community development initiatives, disability inclusion has also been incorporated into BS training materials. Through this training, the community and important partners have enhanced their understanding of and attitudes toward those with disabilities. Because of the effort made by the BS involvement in terms of participation and inclusion, community facilitators (CFs), the CCWC, and the local government counterparts have all improved their awareness of disability inclusion. The training report revealed the degree to which individuals with impairments participated in BS at the local level.

Conflict Sensitivity: In order to prevent conflict and injury resulting from our program, Banteay Srei has numerous policies in place. These coexist but are not combined into a single "conflict sensitivity"

or "conflict mainstreaming" strategy because some of these guidelines also apply to more general organizational values and workplace behaviour. By implementing best practices and good governance as part of enhanced organizational management, these policies and procedures together seek to protect BS's reputation and human resource viability. The program manager and M&E coordinator for Banteay Srei participated in a training on "DO No Harm" offered by DanChurchAid in order to lessen harmful effects and promote beneficial effects to the project's beneficiaries, contribute to peacebuilding, and strengthen ties between communities in the program areas.

Environment: The BS team undertakes any activities that regard the environment by minimizing plastic and paper during community meetings/dialogues, and the team mainstreams environmental conservation in all the livelihood project operations with communities. Additionally, as part of the village development plan, residents voiced their environmental concerns and announced plans to plant trees in the community's roadways. The importance of maintaining a clean environment and the worry over climate change, which has caused the earth to get hotter and hotter every year, were never forgotten by BS. The project team continued to educate and remind the beneficiaries and local authorities about maintaining a clean environment, avoiding the use of chemicals or fertilizers, reducing the use of plastic, preserving community trust, and having a dump-site for trash and waste.

IX. CHALLENGES AND SOLUTIONS

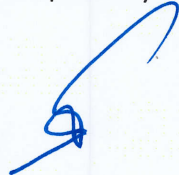
Challenges	Solutions
Internal Challenges	
High staff turnover, especially the BS management team in early 2022, which led to overload working to some of the staffs.	BS proposed the increase in the number of staff in budget plan 2023. BS advocated for existing donors and new donors to allocate more budget. As a result, we recruited Gender and Advocacy Coordinator which will improve our advocacy work at national level and one program officer in each province so that they are able to share tasks and reduce their workloads especially they are able to allocate their time to conduct home visits to our beneficiaries especially during emergency disaster.
BS staff has limited understanding on the new trend of society where the capacity needed to be built to to effectively implement the program activities.	BS capacity building plan 2021 has been developed based on staff capacity building need assessment and recommendations from Organizational Development (OD) report. BS kept ensuring its performance through staff motivation and provided trainings, coaching and reflection and learning meetings by monthly, quarterly and annually. BS maintained its partnership and collaboration with donors, NGO partners, and key stakeholders so that everyone has a chance to participate in external capacity building and learning with donors and partners.
External Challenges	
Local authorities were busy engaging with the process of commune council election works in terms of trainings, meeting, and registration, etc. which caused most of them (the local authorities) missed from the project activities.	BS kept good and close relationship with all program beneficiaries especially local authorities and also flexible with their available time. BS's team tried to adjust schedule based on the available time to join the program activities even virtual or online platform.

Before the commune election in June 2022, some activities of Banteay Srei were postponed according to the information from sub-national authority.	We revised our program plan and focused on the available-to-do activities and we moved our staff to support other staff who can conduct the activities in their districts.
Some of duty bearers who trained will be replaced after the commune election in June 2022.	Some training topics will be conducted after commune elections.

X. LESSONS LEARNT

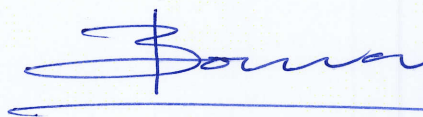
- There must be a meeting between the organization staff and beneficiaries prior to the beginning of any community project or program with the aim of thoroughly outlining everything. We really want to develop a plan with the community rather than just provide it to them. Before the project begins, a meeting is held to bring everyone together to clear up any misunderstandings with the local government.
- The organization's creation of a guiding document is highly beneficial for organizing all the actions and assuring clarity. This helped the project a lot and made sure that everyone knew what was going on.
- The training and kinds of meeting can be a dialogue which gave our beneficiaries a chance to interact with each other and foster a sense of solidarity where beside focusing on capacity building and meetings, they are able to discuss about their challenge to perform their role and suggestions from others.
- Participation of stakeholders and beneficiaries in the initiative is essential.
- Community support is key; village communities carry a strong sense of community self-help and volunteerism. These communities have a very strong collective identity and are very invested in improving the conditions in which they live. Hence, we must then help empower them to support each other because they are local people so that they know the context in their local.

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