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BANTEAY SREI

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positive change & empowerment for women

Annual Report
1 January – 31 December 2018

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Geographic Coverage:	Phnom Penh, Battambang and Siem Reap Provinces

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ACRONYMS

BB	-	Battambang
BANTEAY SREI	-	Banteay Srei
CAFOD	-	Catholic Agency For Overseas Development
CBO	-	Community Based Organisation
CCWC	-	Commune Committee for Women and Children
CC	-	Commune Council
CLTS	-	Community-Led Total Sanitation
CNRP	-	Cambodia National Rescue Party
CO	-	Community Organiser
CPP	-	Cambodian People's Party
CEDAW	-	Convention on the Elimination of all Forms of Discrimination against Women
CF	-	Community Facilitator
CIP	-	Commune Investment Plan
CPU	-	Child Protection Unit
CWCC	-	Cambodian Women's Crisis Centre
DCA/CA	-	DanChurchAid/Christian Aid
DDC	-	Donor Development Committee
D&P	-	Development and Peace
EPRP	-	Early Preparedness Response Plan
FCC	-	Female Commune Councillor
FFS	-	Farmer Field School
GBV	-	Gender Based Violence
GIZ	-	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPN	-	Gender Peace Network
HVCA	-	Hazard, Vulnerability and Capacity Assessment
HR	-	Human Resource
IWDA	-	International Women's Development Agency
LAC	-	Legal Aid of Cambodia
LANGO	-	Law on Associations and Non-Governmental Organisations
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
NGO GPP	-	NGO Governance and Professional Practice
NPA	-	Norwegian People's Aid
PDWA	-	Provincial Department of Women's Affairs
PDRD	-	Provincial Department of Rural Development
PRA	-	Participatory Rural Appraisal
RHAC	-	Reproductive Health Association of Cambodia
SEEC	-	Sustainable Economic Empowerment of Cambodian Rural Women (SEEC)
SNA	-	Sub National Authority
SR	-	Siem Reap

TL	-	Team Leader
TPO	-	Transcultural Psychosocial Organisation
VAW	-	Violence Against Women
VDP	-	Village Development Plan
WASH	-	Water, Sanitation and Hygiene
WCCC	-	Women and Children Consultative Committee
WRM	-	Water Resources Management

I. GENERAL INFORMATION

Name of Programme:	Empowering Women and Communities for Gender Justice in Cambodia
Programme Period	1 January– 31 December 2018
Programme Budget	USD \$570,238
Programme Location	Phnom Penh, Siem Reap, and Battambang

II. MANDATES AND STRATEGIC OBJECTIVES OF BANTEAY STREY

The **Vision** of BS defines that “A just Cambodian society in which women realise their full potential, are living with equality and dignity, and their rights are fully respected.”

With its **Mission**, Banteay Srei is a Cambodian women’s non-governmental organisation that empowers women and their families to improve their political, economical and psychosocial situation through mobilization of communities for sustainable development, advocacy work for gender justice and engaging men on gender equality.

The **Goal** of Banteay Srei is to empower vulnerable women in Banteay Srei target areas to exercise their political, economic and psychosocial rights to enjoy equitable and sustainable development within their family, community and society.

Banteay Srei has five **Strategic Objectives** as below:

- i. Women’s leadership role is strengthened and their enabling environment enhanced to allow for women’s meaningful participation, increased their voice and their decision-making ability in sub-national democratic development processes and community structures;
- ii. Vulnerable women and their families have improved their standards of living, expanded livelihood choices and increased resilience of the impact of climate change and natural disasters;
- iii. Awareness and positive changes in attitudes and behaviour have increased on gender equality result in a reduction of gender-based violence in Banteay Srei target communities;
- iv. Banteay Srei has enhanced leadership for evidenced-based advocacy role at the local, national and international levels, to advance women’s rights and gender equality;
- v. Banteay Srei organization reflects quality improvements in governance, management, financial, and information systems that support effective program management and delivery.

III. BACKGROUND INFORMATION

Banteay Srei (Citadel of Women) is a local NGO, named after a tenth-century Cambodian temple, which is dedicated to the Hindu God Shiva. 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 Strategic Plan 2014-2018 effectively builds on our achievements and lessons learned of working with women and men in Battambang and Siem Reap provinces over the past 2 decades to improve their political, economic and social situation, including addressing gender-based violence. Banteay Srei believes that by supporting women in all three empowerment aspects of political participation, economic opportunities and equitable gender relations, women can fulfil their potential and realise their fundamental rights to live fuller and more meaningful lives, free from fear and violence. By working in concert across the combination of the different women's empowerment themes, women's advancements in one area serve to reinforce and lead to progress in other areas.

Banteay Srei strategic themes for this Strategic Plan 2014-2018 focus on women's empowerment and gender equality, specifically women's leadership and participation in politics and public decision making, women's economic empowerment and sustainable livelihoods, advancing gender equitable relations and addressing gender-based violence while strengthening evidence-based advocacy and policy influence work at the local, national and international levels.

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 mobilising 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

In 2018, Banteay Srei has been working in 62 villages in 40 communes in 8 districts in Siem Reap provinces. The community structures are strengthened and community development priorities are achieved, two Commune CBO Networks in SR were strengthened their communication and exchanging information while the other 12 new villages were expanded the programme intervention in Battambang Province.

The primary target groups include an estimated 5,000 poor and vulnerable women and their families, including 833 poor female-headed households, an estimated 18 women with disabilities and at least 299 women experiencing violence. Our secondary direct target groups involve key stakeholders critical to advancing gender equality and include over 567 (397 or 70% Female) Community Facilitators, Gender Peace Networks, community men, young women and young men. There are 276 females out of 346 men at Sub-National Authorities and men communities in 31 of

44 communes (BTB and SR) (SNA) and men communities in 31 of 44 communes (BTT and SRP) has demonstrated their function to discussed and advocated for gender equality and raised the issues of women, GBV, DV and Migration into the responses of village development plan. In addition, development partners have identified their roles with the elaborate works to support women and children's financial or social services. Almost no any impunity for those women issues.

Banteay Srei employs 25 Cambodian staff (21 females) working in three locations: 3 staffs including an Executive Director (3 females) in the Phnom Penh office, 10 staff (7 females) in the Battambang office and 12 staff (10 females) in the Siem Reap office.

Banteay Srei has full bylaws, administration, personal, financial, gender and child and vulnerable woman protection policies. Day to day operational decisions were made by the Management Committee (MC) comprised of the Executive Director, Programme Director and Operations Director, working closely with the Monitoring and Evaluation Coordinator and two provincial managers. This body reports to the Governance Board that is composed of five external advisors from a variety of development agencies and organisations; they meet four times a year or more frequently according to the needs.

In 2018 Banteay Srei programmes were supported by 9 donors under the total fund of \$ 570,448 to support 5 intervened programmed. Those funding sources are from CAFOD, DCA, Diakonia ("DKN"), DorunDorun (Gender and Domestic Violence on Children and Women), Development and Peace (DP), International Women's Development Agency (IWDA), UN-Women, European Union (EU).

IV. PROGRAMME REACH AND IMPACTS

Banteay Srei has been working to address the voices of women at the sub-national level regarding gender responsive policies and practices at the national level in order to help the individual's households and villages **reducing violence and increasing household** income under the support and facilitating commitment and resource allocation from the local governmental programmes. Its 2014-2018 Program Strategy is developed highly response to the country context and was advanced from broad participatory consultation across various stakeholders including beneficiaries, partner NGO's donors and government.

As of 31 December 2018, target beneficiaries have gained from Banteay Srei's activities have supported **sustainable and long-term changes for individuals and communities** where they live. Through its intervention of programmes, Banteay Srei helped poor rural women in two provinces in **improving financial contribution to the household income** which their financial strengthening shifted women's voices to **greater decision making for women** at home but also in their communities. For some women, particularly those who have been engaged with Banteay Srei over a long period of time of BS's strategic programme (2014-2018), it has led them into leadership roles at the commune level.

Banteay Srei's extensive reach and delivery of activities, is a testament to committed and dedicated staff and community volunteers (community facilitators) the use of volunteers based at village level has contributed to **significant efficiency in program reach and support to beneficiaries**. In addition, through its program implementation, Banteay Srei has increased attention via its economic

empowerment program to the community and builds greater lift it beyond a violence diminution program to ensure a greater financial security and stability for women and their families.

They have **improved partnership, coordination long-term engagement** and built stronger reputation through its programme's implementation and mobilization among its partnerships with local community, community facilitators, local protection networks, and sub-national stakeholder (local community and duty bearers) to effectively implement their intended objectives and outcomes. Yet, there will be greater focus needs to be given in the next program strategy to national level advocacy **to strengthen systemic protections particularly around access to justice and duty bearer accountability.**

Although there is a lack of resources, the effective implementation was strengthened by ensuring that Banteay Srei's staffs has the technical skills and capacities to support the delivery of the program. Meanwhile, Banteay Srei looks for the opportunity to develop new phase of the next Program Strategy to reflect on organizational capacity to efficiently achieve the targets and objectives within their staffing and funding structure, including fund raising strategy. In addition, BS will focus more on technical investment to strengthen the capacity **in areas** of climate change, WASH, micro and small business to support drastically the women's economic empowerment and advancing rights of women in leadership including in responding to community priorities.

V. RESULTS OF PROGRAMME IMPLEMENTATION

1. WOMEN'S LEADERSHIP AND PARTICIPATION IN POLITICS AND PUBLIC DECISION MAKING

Objective 1: Women's leadership role is strengthened and their enabling environment enhanced to allow women's meaningful participation, increased their voice and decision-making ability in sub-national democratic development processes and community structures.

1.1. KEY OUTCOMES AND OUTPUTS:

Banteay Srei has long-term vision for long term investment in supporting women's leadership at the household, village, commune and provincial level has seen many benefits for beneficiaries. As of 31st December 2018, there are accomplishments against Outcome 1 as below:

- **Roles and voices of women representative has been increased and recognized by the local community:** 124 potential candidates from four political parties trained by BS were elected in the June 2017 commune election in target provinces of BS after they have received support for capacity strengthening and coaching programme by BS. From year 2016 till date as of 31 December 2018, there are 652¹ women out of total 767 potential candidates from four political parties were strengthened on leadership, public speaking and technique in preparing the electoral campaign to be more qualify for the election.
 - By the end of June 2018, there have **increased the roles of women in commune councils** such as 2 out of 48 women CCs were promoted to be commune council chiefs, 9 out of

¹ BS' database of women in politic activities (2016-2018)

48 CCs were deputy of women commune councils, in comparison to 2017, there were only 2 women commune chiefs (SR:1, BB:1).

- 25 young women out of 48 women CCs improved their capacity related to delivering their fictional roles and responsibilities as councilors under the support of training by by BS. As results, those **CCs have been appointed to be the women commune councils** (5 deputy of women commune councilors, 5 commune assistants and 15 became to community leaders).

In addition, the FCCshave improved the roles in community and they have a chance to lead the community, support to the gender domestic violence, and be able to raise the issues of women and children for presenting to public forum or meeting were organized by government and NGO partners.

- **Gender budget allocations in Commune Councils has increased due to BS training on gender budgeting** in BS target areas in responding to gender priorities of the community. There are **44 of the commune reports in BS's target communes** have reported the increasing of gender responsive budget to addres for women and vulnerable groups.Yet., some of gender responsive commune in responding to women and children issues decreased remarkably as the commune development programme cut down their activity related to awareness raising or related to parent and children due to the fact that most of the budget are relying to the support of civil society organization.

80% of 93 participants (78 female) (BB:63, SR:30) of young women, village chief, women and men commune councils, district councils, district department of women Affair and CFs in target areas of Banteay Srei 30 communes have shown their attention to integrating women's issues in all community development processes, according to report of women commune councilors. The gender responsive budget and used commune budget allocation for women and children issues increased at least over 39% (SR:) in the last two years (\$41,931 in 2017 and \$50,043 for 2018) and for Battambang is \$36,360 in year 2018. It is the advocacy of women leadership in promote addressing gender issues. The commune chief, promoted and supported the CWCC monthly meeting of the CWCC, rather than the commune council meeting. The results of the CWCC meeting were more responsive to the issue of women and children, after meeting, their activities regularly followed, such as visiting women at home, distributing material to children, and community outreach. Moreover, women commune councils report 100% of 15 men commune council motivate provided opportunities to them participates in the training with relevant institutions without being blamed as before. Annex 5 : Quarterly Global narrative Report_Jan-June

- BS Training has enabled women to **build confidence** in them, to **speak out** at home, to raise issues at the village level, to strengthen coordination and eventually to lead them into taking up **political aspirations**. As an example, women in commune council were able to use their skills in coordination and communication to address violence among local stakeholders and local community successfully.

- **All VDPs include issues raised by community, especially women’s concerns:** There are 43 issues, 629 participants (70% of women and 30% youth). 90% of women were raised VDPs by 25 villages and 15 communes
- Banteay Srei’s political nature, strong government relationships and long-term investment have enabled BS to deliver trainings and manage participants across multiple often-conflicting parties, a feat other NGO’s have been unable to achieve and enhanced knowledge and skills of women leaders in the target community. For instance, 179 of 300 (BB 85, SR 215) women leaders (CF, GPN, FCC, Young women, CCWC) are actively in demonstrating leadership roles, and they support community to bring 34 community issue to raise in VDP for integrating into CIP. Among 34 these mains issue, there were 16 issues which have responded back immediately in the meeting since they are able to find budget supporting from the other NGOs and their commune budget without waiting the answer from government.
- However the issue were integrated into CIP in 2018, so the results will be reported in 2019. Beside leading the community meetings, there were 42 CFs of 119 have raised their community concerns related to women and children issue to CCWC, CF have been acknowledged by by commune chief, chief of DCWC and support their work.
- As of 31 December 2018, 65% of district and commune councillors were females (SR: 27, BB:73) this demonstrate that **leadership capacity to facilitate and coordinate for Women’s Leader Forums have increased.** There were trained on various subjects such as communication, facilitation and soft skill increasing the capacity of women to lead in women’s leader forums. While the 90% of 25 women district councillor have demonstrated their ability to lead the training, meeting and forum on DCWC meeting, communities outreach and monthly meeting.
- **Increasing the support and recognition of communities for women in civil and political positions:** In 2018, women in commune councils report that among 80% of 247 men (SR: 104, BB: 143) commune councillor expressed they support for women in leadership by motivate them, provided opportunities to them, inviting them to participate in the training with relevant institutions without being blamed and they also changed their attitude to coach and support women more than blaming them.
- Females in commune council have shown potential on working to provide social service to community, 60% of the female commune council and commune assistant (total 25 people) have become commune chief, vice chief and commune councillors. A male commune councillor said to BS-team “The way that women work very pay attention and data controlling, get in touch easily with family, and social work related to the women, women are more polite and patient than men.
- In addition, Banteay Srei helped WWD and young Community Facilitators (T:57) in 25 villages who were from 15 communes in Battambang and Siem Reap Province to improve

leadership and feminism knowledge, advocacy and facilitation skills. After learning, the participants have applied their knowledge to implement their functional roles, facilitated and follow-up the progress of village development plan for year 2019 while the process of VDP has reached at the commune level.

- **More women are actively involved in the political processes and are demonstrating leadership in community and local governance structures, including young women:**
 - 10 community and total 290 participants (BB:290, F:231) in Battambang and Siem Reap have **improved their dialogue capacity in discussing about women and child issues through the forums organized by Banteay Srei**. Through those dialogues platforms between duty bearers, peace networks and FCC and CF, community will help vulnerable women to strengthen their capacity to participate, to raise their voice and to express their opinions in VDP process. Indeed, 2 discussion meeting to consolidate concerns or plans in all villages in VDPs to submit to CIP with total 58 participants (BB: 58, F: 35).
- **Increased response of CC and CIP for women priority issues in VDP:** On 31 December 2018, 18 out of total 34 main issues collected by commune were integrated on the Commune Investment Plan. Those issues are GBV, safety and security, public service quality, infrastructure, education, water and sanitation, drug and alcohol, migration, climate change, water/irrigation, and sanitation). Hence, commune councillor GBV, alcohol, migration and safe and security, public service commune counsellor address some issues and needs.
- **Majority of Female Commune Councilors (FCC) are able to lobby for increases and have used commune budget allocation for women and children issues:**
 - 50 of FCC reported that they were able to lobby for increasing commune budget allocation for women and children issues, either 66 of FCC were able to used commune budget allocation for women and children issues.
 - There were 6 training on feminist and gender mainstreaming, woman and child protection, disability inclusive and on gender, power analysis and sexual reproductive rights have delivered to total of 190 participants (SR: 106, F: 58 & BB: 84, F: 84) who are village chief, commune and district council, commune council, community facilitator and gender peace network, GPN, YWN, YN, Men Networks and CBO in Battambang and Siem Reap Province. In addition, 2 regular engagement meeting of SNA with village, commune, district and CFs meeting regularly with the engagement of SNA with 81 participants (SR:41, F:35 and BB:40, F:40)..
- **Women Commune Councilor and Community Facilitators gained more credit, support and confident on their roles and responsibilities**

1.2. CHALLENGES AND LIMITATIONS:

- **Lack of opportunities and negative perceptions of women's leadership persist:** the conservation of gender norms are one of the key challenge in working to promote women representation in local politics and administrative works as there are interrogative view expecting women with their traditional roles (cooking, taking care of children and elderly, washing, etc.) including lack of confident of women's capacity, knowledge and skills in supporting, coordinating and leading the community.
- The political government transition brought here main of **under represented proportion of women in political leadership** despite Government quota of 35%. There are several factors led into less participation such as lack of capacity and resources, social norms, lack of aspiration in volunteering for community works, financial shortage and lack of income earning skills including lack of allies or supporting networks.
- One of the challenges in promoting women in politic has affected by the change of context of local politic after the Commune & Sangkat Election in 2017. Those political issues result to the ability of BS to persuade more fund opportunity in addressing and promoting the agenda of women in politic. Despite BS ability to **remain politically neutral, LANGO laws will limit BS ability to continue their work on political leadership of women**, especially with current donors were not interested to provide fund for women's political leadership projects.

1.3. LESSONS LEARNT AND ADJUSTMENTS PLANNED

- Learning from the best practices, challenges, pressuring context of the government and limited resources of convincing funding, Banteay Srey will be focusing on promoting social and business leadership of women leader and continue to build vital voices of community women and their representative through initiatives. Banteay Srei will build on current successes in this strategy to develop a clear national and subnational advocacy strategy, developing accountability framework that holds to account the government's commitment to increase women's political representation.
- In addition, there is need of addressing on supportive male partners of women candidates both running and elected are essential to their success and longevity in the position. Banteay Srei will engage supportive men for women candidates and provide them with campaign management training to increase the reach and support of women during the electoral campaign in the next mandate.

2. WOMEN'S ECONOMIC EMPOWERMENT AND SUSTAINABLE LIVELIHOOD

Objective 2: Vulnerable women and their families have improved standards of living, expanded livelihood choices and increased resilience of the impact of climate change and natural disasters.

2.1. KEY OUTCOMES AND OUTPUTS:

▪ **Banteay Srei's approach of developing, increasing skills of individuals and providing the essential capital, material resources and technology. Those supports have significantly contributed to their overall success in supporting women's economic empowerment at the household and village level.**

- There is more proportion of women who have attended vocational training and **set up their businesses, increased their income and accessed to employment** in different sectors.
- As evident: As of 31 December 2018, 55 of 65 rural poor women (SR: 28 of 30 and & BB: 27 of 35) finished vocational training courses such as sewing and cooking skill . Those trainees **have utilized the acquired knowledge to create their own jobs and work at specific jobs** in the hotel, shop, restaurant according to the learned skills: 18 (SR:9, BB:9) of women trainees have created their sewing shop at home and market and they have received income in average \$82.20 per month². Indeed, 6 targeted women trainees (SR:6), in Siem Reap province, have used cooking skills at Hotel, restaurant, small restaurant to sell food in village, cooker for wedding ceremony, house warming ceremony and any ceremony in their own area and they have received income in averaged \$221.12 per month.

Banteay Srei helped 29 participants (4 trainers, 17 trainees) to improve both vocational skills and transformed their attitude into a more positive one which they can easily demonstrate themselves to speak in the public or within their group with good confidence. This learning has gone through regularly meetings and mentoring, which it aims to improve additional capacity, knowledge and needs for trainees and they learned to make typical clothes and many other soft skills.

- 2 vocational training courses to help 18 poor rural women (SR:10, BB:8) to have vocational skills on designers (SR:7, BB:7), weaving (SR:1), electronics (BB:1) and computer skills (SR:2). Those training were in partnership with Kralanh Women's Development Center, CARITAS and Techo Sen and it had cooperated with Technical Training Institute in Battambang. Based on the post learning evaluation, 20 out of 24 women proved to have good understanding while the other 4 women had fair knowledge.
- Yet, 10 of total 65 rural poor women trainees (SR:2, BB:8) are continually training course at Women Development Centre and Centre partner and TTIB (Technical Training Institute) and they will continue to finish their course until April 2019 while the other 9 women (SR:5, BB:4) have not been employed due to their trained skills as they have another wished jobs

² List of beneficiaries and income monitoring of BS in 2018.

to migrate and work in Thailand during rice farming season while 1 of 9 women trainee migrated to work at CASINO in Pailin province and the other two trainee women worked in the construction site in Siem Reap Province where they could get their monthly wage in the average from \$176 to \$250 per month³.

▪ **BS has helped trainees who have finished their training to start their business by offering them equipment and materials to generate income by applying their skills.**

- As of 31 December 2018, majority of the tailoring trainees **were able to apply their skills into self-employ business** as they could earn from making clothes in the village and attracting their neighboring customers. 7 of total 22 vocational trainees completed beauty salon training course in 2017, in Battambang province. To support them to apply their vocational skills, those 7 women have offered the equipments and necessary supplies to run for the beauty salon shop. Those materials are 1) a set of nail cutter, 2) 1 hair dryer, 3) 1 wave hair curler, 4) 1 hair straightener, and 5) 1 hair roller.
- Yet, their skills needs to be improved and up-to date due to the request of the customer and those **trainee will need to improve their learning and have a comprehensive business plan**. They will need to learn more on how to access to social media such as Facebook and other mass media in engaging to the business promotion and access to learn more interesting informations and sharing the good informations.

▪ **Banteay Srei has helped vulnerable poor women scaling up livelihood and market access via increasing agricultural technique skills, saving groups and market coordination support.**

- As of 31 December 2018, 70% out of 557 vulnerable women have utilized and applied the acquired knowledge on their farming activities for income generation after they have trained on technical agricultural skills. Among those, 55% (308) of 557 vulnerable women trainees **have applied the agricultural skills of chicken raising** while the other 308 vulnerable women trainees have seen **improving their income in the average for \$30.36** per month add up to their primary income from other sources.
- In addition, 17.64% (69) of 391 vulnerable **women trainees have applied the agricultural skills of vegetable planting** aiming for **dual home consumption and commercial productivity**, which could make them earn at least \$28.43 per month.
- Among those who have **applied their agricultural technique skills**, 3.58% (14) vulnerable women could **earn income in the average of \$52.82 per month from pig raising**. Yet, migration is an issue, which shifted the labour force from many local areas including 166 out of total 557 vulnerable women, **were off farm** to work in Thailand during dry season, and some moved to work at Phnom Penh and other provinces.
- The skills training **helped vulnerable poor women to access to better market linkage and getting their own place** to sell out their products (vegetables and chicken). Remarkably,

³ List of beneficiaries and income monitoring of BS in 2018.

they could also collect the various agricultural products to supply to market every other day, which they **could earn better benefits and sometimes their monthly income could reach to \$611** in average for the year 2018 (based on List of monitoring of income generation and monitoring of BS in 2018).

- BS continues to provide business coaching to women farmers due to the need of support of women entrepreneur. 44 farmer trainers (36 female) (SR:26, BB:18) were recognized women farmer trainers since 2017. Indeed, 41 women farmer trainers have confidently delivered the training to female trainees successfully, nevertheless the other 3 women farmer trainers still need a support from Banteay Srei staff, though they provided coaching support successfully to female target farmers.

- **The improving of the income over the years helped women beneficiaries and their families to be able to allocate their financial resources on necessary technical equipments to improve of better living, hygiene, health, household, agricultural facilities and well being for beneficiaries.**
 - 126 beneficiaries were able to use their savings to allocate them for different purpose such as buying plowing and pumping engine, motorbike, repairing their houses, expanding cattle house including 45 household installed the electricity while the other 10 constructed the toilets.

 - In addition, through the monthly monitoring and observation, 30 farmers have improved their income via expanding the business from such as chicken seeds, vegetable growing, commercial fertilizer and pesticide for paddy rice, daily food consumption, medicine for health treatment, and increase chicken breed for raising.

 - For those who **increased income helped women farmers to pay off some loan** to the MFI and banks, **expanding farmland** for planting casava and use for saving group installment monthly. Significantly, 1 farmer of mushroom has bought 1 car, Abovementioned the money for purchasing equipment and paid for their children go to schools were gained from their using the knowledge leaned of agricultural skills and including from their family members' incomes.

- Banteay Srei's **interventions have enhanced women in employment or self-business generation with larger income compared to the starting point.** This would help women to earn living income constantly, their leadership seems to be increased automatically having self-confident, self-management, relationship within family and communication in community. A cleared evident demonstrates that men attempt to help their partners and give better tolerance when the women is able to produce more incomes for their families.

BS Helped producers groups in Battambang and Siem Reap were able were be able to manage their income and saving properly including the effective using their financial

ressources for the right investment and expend purpose, particulary, they would avoid accessing to insecure loan that it might increase debt burden for their family. This capacity strengthening, BS contacated with SHE Investments to deliver two Women Entrepreneurship training and coaching to 9 target participants in BB and SR (F:8). The training helped participants **to improve practical knowledge and skills to producer group committees on initiating their community business and improving practical management of their groups on** i. *Budget Management*, ii. *Income and expense record form*, iii. *Income and Expense Planning*, iv. *Saving Method*, v. *Good Debt and Bad Debt*, vi. *Target Customer Identification*, vii. *Product Core Value*, viii. *Business Model* and ix. *Saving Group Exposure Visit*. Based on the post learning evaluation, all of participants demonstrated themself that they were satisfied with the excellent facilitation method, the **sessions were very useful to help them with business management aspect** in improving knowledge on income management and expense method (priority expense, necessary expense and unnecessary expense).

- In addition, the participants have a better understanding about how to effectively identify their target clients and create product core value to promote to the target client and they would be able to apply their laerning into practical business.
- The training also helped the participant to have better leadership skills as they gained more practical experience from the exposed visit from other community, which those learning will help them **improve better facilitation, coordinating and supporting women saving group activities and building stronger works** with management committee on how to implement their clear roles and responsibilities in contributing to the achievement of the common goal within the SHG’s mission. There are additionnal learning such as they would help the other SHG’s member to understand well about the overall objective of their peer and women saving group be a problem solvers incluyding clearly identify member groups for saving and loading and clear timeline for closing account.
- **BS provides additional support to farmer in improving access to irrigation, pond, pump well and necessary equipments to preserve water for farming and home consumption.**
 - In December 2018, the **BS helped the target communities to access to clean water for dueal drinking and household consumption after the problems of lack of water have indentified in the villages of** Tma Kul district of Battambang Province. Some of them needed some equipments to maintain their irregation sysem, other were requesting to have pump well and pond. In response to the request, 6 pump wells were constructed completely and used by 21 families which consisted of 111/F53 family members in 4 villages in Bansay Treng Commune, of Thma Kul District in Battambang province. The constructed of pump well were contracted and supplied by suppliers and the quality of pump well water were taken for testing the **quality of water to ensure that water is likely drinkable and hygienec water for household using..**

- **BS helped the local community in project target areas in improving the primary prevention of natural disasters (DRRP and NTFP) in response to the women survivors of GBV, natural disaster and humanitarian.**
 - BS staff has worked to engage 8 community focal persons to **build on community awareness on disaster risk reduction** in 4 villages in Sneong District, Banan District, Battambang Province. 4 Villages (Samroang, Beoung Cheng, Beoung Brey and Beoung Krorsal with 145 women out of total 239 villagers including 43 childrens attended the session. The community people have improved their knowledege about causes of climate change, greenhouse gases, and how to avoid the dangers and stay safe from disasters such as lightening strikes, hurricanes, floods, and droughts.
 - In addition, There are 196 participants from 4 village in Banan district of Battambang province who were invited to attend awareness learning session on disaster responsiveness and they improved their knowledge on disaster preparedness, self protection, and environment protection (reduce use of plastic bags and land degregation and deforestation and effects of the use of chiminal fertilizers).
 - As of 31 December 2018, Based on family vulnerable assessment, BS worked in collaboration with village leaders and commune councils to identified 9 poor farmers and provied 18 cement jars in Doung, Roung and Boeung Cheng village in Snoeng and Cheng Meanchey commune, Banan District. Those jars are very usefule to help them in preserving clean water consumptions during the dry season.

2.2. CHALLENGES AND LIMITATIONS:

Although there are efforts have been addressed through BS's programme in response to the strategic objective #2, there are few challenges such as :

- Beneficiaries still have **limited understanding and knowledge in accessing to market** as they are having limited post harvest skills, lack of support and market information, lower production and variety of product that could not regularly support to the supplier or market, lack of agricultural technical skills, and some are lack of capital to invest on variety of farming and livestock's inputs.
- There is a **need of market facilitation and coaching to group of women entrepreneurship** and farmer and helping them to have completed and ongoing business workplan. BS is in need to mobilize more resources in hiring expertised consultant and specialized women entrepreneur organization to provide further skills training including building staff capacity for the furture activities delivery.

2.3. LESSONS LEARNT AND ADJUSTMENTS PLANNED

Learning over the year from its programme implementation and community and stakeholder engagement, Banteay Srei will be focusing on livelihood strategy and approach that would help its interventions building stronger women's skills and community, particularly the programme will

focus on efficiency and sustainability of the cooperatives and credit schemes. In addition, Banteay Srei's extensive reach and delivery of activities, across the two provinces is a testament to committed and dedicated staff and community volunteers (community facilitators) the use of volunteers based at village level has contributed to significant efficiency in program reach and support to beneficiaries.

Yet, whether the same model of providing support through volunteers is adequate and efficient for the economic empowerment model is questionable and Banteay Srei needs to review its structure in implementing and delivering this program efficiently without compromising on staffing, quality and technical capacity in agriculture, WASH and business development. In addition, with a number of similar organisations engaging in livelihood and agriculture programs including and especially climate resilience and WASH in Cambodia and particularly in Siem Reap and Battambang, Banteay Srei should take this opportunity before developing the next Program Strategy to reflect on their value add in this area of work and whether they have the capacity to efficiently achieve their targets and objectives within their staffing and funding structure.

- Building core capacity and specialized area under this strategic objectives is one of the priority for organizational capacity strengthening, which it will help BS's staffs to provide quality training and ongoing technical support to beneficiaries to ensure they are getting the most sustainable impact from these interventions, to reach out the the community especially vulnerable poor women to have stronger generation skills that could increase their voice economically and socially including voice of decision making in the household.
- **Migration** is one of cross cutting issue and it potentially continues to shift the labour force in the target communities. Banteay Srei learned that it **affected to the accomplishments of the programme interventions** and it **could likely lead into different forms of vulnerability** especialy fro those women who attempted to migrate. A potential assessment and situational analaysis on migration are very essential to exam boths social and economic perspective of the target community where BS's programme interventions would be able to support migrant workers to enhance their skills to gain less riskier jobs and safer migration pathways.

3. GENDER JUSTICE, HUMAN RIGHTS AND COMMUNITY ACTION AGAINST GENDER BASED VIOLENCE

Objective3: Awareness and positive changes in attitudes and behaviour on gender equality has increased in result of reduction of gender-based violence in Banteay Srei target communities

3.1. KEY OUTCOMES AND OUTPUTS:

- Banteay Srei strengthened the capacity of community women on different social awareness and skills, which it **contributed to build greater confident of women and increased their voices in decision-making in the household and community level**. Those training have responded to the pressing issues in the villages where the community women experience the harmful social norms and gender-based violence. In addition, Gender and rights training in relation to domestic violence has contributed to a greater confidence in women to speak out in their own homes and at village meetings.

- Another significant accomplishment, BS **helped Community Facilitators and Women Leaders to improve their knowledge and skills of public speaking, lobbying, counselling and coordinate for vulnerable and violence cases** in the community. Those skills are practically addressing to approach families in their village when violence breaks out, **providing counselling to the concerned parties of violence, and put in communication and report related the the case of potential violence** and violence to relevant duty bearers such as Chief of the village, Commune Council and Commune Police when the violence cases could not be solved by the community focal points.

- **Banteay Srei’s engagement of local authorities including police and village chiefs has enabled women to access safe spaces and justice when they were experiencing violence.** One village chief stated that he is now equipped to support women experiencing violence, including providing a safe space for women violence’s survivors in his village, a better understanding of the law and women’s rights and increased counselling skills to support the family. For the community have changes their view which they have not considered violence case as individual issues and they did not tolerate to those issues when there was some violence happened in the community, local authorities such as village chiefs will hold men to account for their behaviour.

- Banteay Srei’s strong networks and partnerships with organisations providing services to women and children experiencing violence have strengthened referral pathways for justice and support for survivors, including facilitating access to 299 legal cases and services (BB:157, SR:142), court processes and social support services.

- However most the most significant thing is Banteay Srei’s relationship with the Provincial Authorities that has ensured that structural responses to violence against women are strengthened, responsive and accountable. Monthly cases meetings with various provincial departments including Ministry of Women’s Affairs, Police and Justice Ministries and relevant NGO partners to address complex cases has supported women to access support and legal services. Banteay Srei has worked with government champions and change agents to address and streamline processes reducing bureaucratic barriers and hurdles that traditionally prevent women from seeking justice. This included accelerated divorce proceedings, court proceedings, police responses and support services for survivors of violence.

- **More women and men in communities have increased their understanding of gender equality, women’s rights and gender-based violence and are actively working to address all forms of gender based violence and harmful gender norms including violence against women with disabilities.**
 - Gender sensitization and women’s rights sessions were provided to 120 members of men groups and 114 members of women happy groups in 30 target communities via forum, GPNs meeting, and village meeting while 70% of total 145 clients received service from Peace Center and Safe House. Through the observation reported by their families,

there are greater changes **as men increased their attention to help women in doing household work, cooking, sharing tasks in feeding chickens and pigs, giving hands in crop planting.**

- In addition, there are more affirmative actions of men toward women as they increased their confidence on women in managing family income⁴, save and expenditure and they handed over all the income earning to their wife. Another impact from the learning session, cases of violence against women were and **GBV significantly reduced** although some men still commit to drink alcohol, **spouse have changed their way to response in more peaceful manners.** In case, there were argument that could not be solved, some spouse were **seeking assistance from the focal person of Gender Peace Networks in consultation and providing them more advises.**
- BS also helped 80% of total 202 young and target youth to increase awareness on gender equality, women's rights and gender-based violence via a workshop on democratic participation and gender-relevant and women's rights.
- The **information and knowledge on gender equality, women's rights and gender-based violence have been shared and enhanced** to community in target area of BS to total of 202 people including of 60 women. As results, **young and youth provide their insights in regards to the community issues (30-40%)** especially they have suggested for the intervention to authorities in order to increase preventing the gender violence in community and more community outreach on the women's rights and democratic participation. All activity in the community or meeting of authority.
- In addition, 339 community people in the target communities were increased the public discussion on women and children with total 35 issues of women and children have been raised via the discussions in the meeting. Moreover, Village Development plan (VDP) in 2017 in 29 villages has indicated that 22 issues were brought and integrated into the Commune Investment Plan (CIP) in 2018. The government and other development agencies have responded 40% out of 22 issues.
- 60 young women and female commune councilors improved their knowledge on feminism and women's rights via 2 coaching meeting, which it aims to strengthening capacity to continue building community awareness raising on feminist and women's rights, forms of violences, its impacts and addressing mechanisms and response to the issues.
- **More communities have effective preventive measures and strengthened networks to address all forms of gender based violence in a comprehensive manner, engaging men, women, NGO partners and duty-bearers.**
 - The **Gender Peace Network and Men's Network provided space for men and women, separately and together to understand their rights and responsibilities** and to increase their understanding of gender and gender equality. In speaking with one member of the Men's Network, men revealed their appreciation that they became the member of the Men's network, as they can be the role model and how to act appropriately in their

⁴ Monthly progress report of BS's staffs and Report of Monitoring on income activities in both provinces.

community. They are happy that **Banteay Srei has shown them that violence is not owned by the family, it is owned by the community** and they are delighted to be part of the solution for their village". Their **solutions involve attending disputes in the village with their wives to diffuse the tension**, provide counselling to the husbands if necessary and support to the women experiencing violence.

- As of 31 December 2018, there were **11 groups of good men network, 13 groups of women happiness and 30 group of GPN networks established at commune level**, 4 groups of GPN networks established at district level and 1 group of GPN network established provincial level. **The national GPN plan to form by next reporting period**. In addition, **58 cases in community and 9 cases processing solution at commune and district levels. 145 cases referred to Safe House and Peace Centre** by all of community networks. Those networks are actively in helping vulnerable women and children. Local authority and village safe guard committee have strongly supported and good collaboration with the community networks to address gender violence.
- 9 cases (SR) out of 142 domestic violence cases (BB:43 women DV, SR:61 women DV and SR: 38 men perpetrators) **were successfully solved with strong intervention from Provincial Women's Affairs to push district and commune councils to address the case as quick as possible**.
- Community Safe House and Peace Center at commune level **strongly supported by the chairperson (Provincial Deputy Governor of Siem Reap) of the Committee on anti-human trafficking** via a meeting in Siem Reap province. She has encouraged and strongly supports to set up for supporting the victims of domestic violence in their area. Base on her recommendation, **1 Community Peace Center has formed and operated at house of women commune council** at Doun Keo commune, in Pouk district, Siem Reap province and 1 Community Safe House has installed at house of GPN in Bansai Trang commune and 1 Community Safe House has installed at house of women commune council in Tameun commune in Thmar Kul district of Battambang province.
- **Survivors of gender-based violence receive holistic recovery services including counselling, social and legal services and reintegration, through direct interventions, effective partnerships and referral systems.**
 - 145 vulnerable women received counseling services from Peace Center and Safe House. The authorities of commune, district and province have **significantly recognized and actively played their roles to support the domestic violence**. Especially, the Department of Women's Affairs help to push faster resolution of courts in order to demand justice for post-divorced women.
 - **Women Commune councils have increased access to visit vulnerable women at home to their motivation in the help each other and stopped use domestic violence**. And meeting with village security guard and good men groups to strengthen their work together to help

prevention any problems that cause harm to women and **9 cases of domestic violence were successfully solved with strongly intervention from women's Affairs of province** for pushing district and commune councils as quickly addressing as possible.

- **BS has provided services for those experiencing domestic violence.** The provided services included accommodation, counseling and legal referral services to the courts. In addition, BS has worked with other actors including court representative, and SH's client, local authorities in order to find the way to support the victims. Results were as following:
- Banteay srei helped to **increased the cooperation between partner organizations and Peace Centre projects and strengthen the intervention and service delivery for victims.** Through regular meeting, it helped the stakeholder to seek legal aid by getting lawyer to provide the services for the victim and compile the case to send perpetrators for the prosecution. BS has organized 7 meetings on various discussed topic such as sexual harassment (SH) service, filing case and report writing, Challenges of intervention and protection (BS, Clients and Partners), Procedure and Process of Solution in and out of court, and next steps for victims after the case have been solve. Those meetings were conducted with total 91 participants (F:52, SR:70 & BB:21) who are women's leadership, women survivors and perpetrators. Yet, there were few challenges of case responding at different intervened level regarding the processes late addressing on a case of domestic violence in the district level including late responding for 2 cases of violence at the commune level and 9 cases in the village level. To overcome those challenges, BS has approached Provincial Department of Women's Affairs, particularly the officials in charge of the legal protection to lobby at the concern levels of authority with the duty bearers.
- BS has provided services for those experiencing domestic violence. The provided service included accommodation, counselling and legal referral services to the courts. In addition, BS has worked with other actors including court representative, and SH's client, local authorities in order to find the way to support the victims. As of 31 December 2018, there are total 290 clients have received the services from BS via Safe House and Peace Center for Women in Battambang and Siem Reap Province. Remarkably, there are 27 new cases of rape and 97 new cases of domestic violence in year 2018 (See Table 1 at Page 25 for detail figure).
- As of 31 December 2018, BS has provided multi-services regarding rape and domestic violence cases as follows:
 - Peace Centre SR provided services of counselling for 187 GBV cases comprising with 106 women, 81 men, and 109 cases are old, whereas 78 cases are new.
 - The Safe House BB received 171 GBV cases (70 new cases & 106 old cases):
 - 57 rape cases (26 new cases & 31 old cases),
 - 152 domestic violence cases (57 new cases & 85 old cases),
 - 43 of rape case happened on girls and young women aged under 18 years old and 2 women with disability. The majority of domestic violence was happened on middle age women by her intimate partners/husbands.
 - In case rap 10 out of 19 new case have been arrested by police and military polices.
- For Battambang, the BS team has worked in collaboration with relevant stakeholders to ensure the perpetrators were prosecuted by judicial procedures. As results, 24 judgments

were taken for prosecution, which 6 aggrieved persons and 20 have judgments but did not receive money for heartbreak.

3.2. CHALLENGES AND LIMITATIONS:

- The safe house centre is very essential to rescue and protect the survivors of violence. Yet, the safe house's intervention has received limited support where it considered as a transit centre for women and children who were vulnerable from different forms of violence, and it the center is sometimes out of Banteay Srei's control. These include, a lack of availability of legal services and support from relevant stakeholder, limited technical skills and resources to deal with women experiencing acute mental disorders and drug or/and alcohol dependency, lack of safe and secure accommodation for women experiencing violence and most pressing is Banteay Srei's funding crisis leading to the closure of both shelters in Siem Reap and Battambang.

3.3. LESSONS LEARNT AND ADJUSTMENTS PLANNED:

- BS learned that the Safe House provides strong recommendations which should be prioritized into a time bound action plan for implementation across the next strategy including *1) increasing technical and emotional support for Banteay Srei staff on counselling; and 2) responding to needs of children and young people and sourcing free legal services from national and international organizations (this is already in the process in Battambang).*
- In addition, BS will **build greater cooperation across the women's economic empowerment program and the safe house program** where possible to ensure that women are financially secure enough to reduce their likelihood of returning to abusive situations.
- Resource mobilization plan needs to be in place to ensure that there are contingencies in place that prepare Banteay Srei for unpredictable funding gaps, particularly in supporting crisis services such as the safe house.
- BS has seen the **outreach activities are very crucials which it will continue advocate for GBV and VAW to the concerned national, provincial and local government** to account in upholding their commitments in the NAPVAW and to take greater responsibility in resourcing services and programs across the country.

Objective 4: Enhanced leadership of Banteay Srei for evidenced based advocacy role at the local, national and international levels, to advance women’s rights and gender equality.

4.1. KEY OUTCOMES AND OUTPUTS:

- At a **local and subnational level Banteay Srei has contributed significantly to amplifying the voices of women and their community to highlight the issues affecting women** in their villages and commune via the organizing of the district forum. Before receiving training from Banteay Srei they said they would never dare to speak out at home or in public.
 - The **leadership trainings have supported these women and men to be advocate for themselves and their communities**. For beneficiaries, their ability to advocate on behalf of themselves and their community extends to understanding and demanding their rights in terms of land issues; particular in Siem Reap relating to the APSARA authority, understanding the commune council system including influencing decision making and on holding the police accountable to respond to domestic violence in the village. As evident, women and their community are working together in solidarity to claim **their rights, leading to positive changes on women’s issues at sub-national and national levels**. Which at a local and subnational level Banteay Srei has contributed significantly to amplifying the voices of women and their community to highlight the issues affecting women in their villages and commune. Before receiving training from Banteay Srei they said they would never dare to speak out at home or in public.
 - Banteay Srei to better advocate for the **improved responses and resources to women and children experiencing violence**. It has built **its stronger networks, coordination and working partnership on case management to its referral mechanisms and responses** at sub-national and district and commune administrative structure in the project target areas.
 - Banteay Srei is **actively engaged in networks and coordination mechanisms**, including utilizing social media, at provincial, regional, national and international levels to influence changes in policies and practices based on experiences at the community level.
- **Women and their community are working together in solidarity to claim their rights, leading to positive changes on women’s issues at sub-national and national levels:**
- **BS helped community people, victims, and authorities to work on the responses to supports the victims of domestic violence**. Those series of activities have been done over the year 2018 via reflection workshops, public forums, and cooperation with other organizations.
 - As of 31 December 2018, the district **forum on Human Rights and Land Management, Land and life, and Water and Life** was organized by **aims build knowledge and encourage the farmers to identify their problems and how to send the request of seeking support informations and suggestions** related to land use, climate and natural resources to the

concerned stakeholders. The forum delivered a total of 33 participants (F: 20) who are key farmers, resource person (guest speakers) who is from the Battambang Provincial Department of agriculture, forestry and fishery (PDAFF), department of mineral and energy (PDME), and department of water resource and meteorology (PDWRM). In addition, the forum helped the participants to actively interact, dialogue in the forum regarding their concerns and needs related to lower production and lack of agricultural extension technique on rice production. Some suggestions have addressed through the forum with the exchange of the contact of the specialized department and participants for the future communication, intervention and responses.

- **Building the public awareness of women’s rights**, Banteay Srei worked in collaboration with the Provincial Department of Women’s Affair in Battambang province and the Commune Council in Siem Reap Province to organize the International Women’s Day. The forums aim to **build peace in the community, promote non violence acts including promoting women’s rights in every aspect of accessing to equitable opportunity and benefits** from development works, household and roles of decision making. The events were participated by community people, governmental officials, BS’s staffs and partners, relevant stakeholders in total of 856 participants including 700 women (BB:737, SR:119). In addition, 164 participants (123 women) out of 856 participants (700 women) were directly supported by Banteay Srei’s budget and the rest was supported by Government’s budget.
- **Strengthen capacity of women and community networks to claim their land and natural resources related rights, at the sub-national level and support the collection of information and documentation for evidence-based advocacy at the national level:**
 - One of a good example, under this expected output, BS has organized a constructive forum and meetings by voicing local community with the duty bearers. As an example, the **forum for Our Live was organized** at the district level in Battambang Province to **build a constructive dialogue** between the community people and relevant duty bearers regarding the learning of the issues and needs on human rights, land management, Land and life, and Water and Life.
 - The forum was responded by 3 keys resource person who were from the Battambang Provincial Department of agriculture, forestry and fishery (PDAFF), department of mineral and energy (PDME), and department of water resource and meteorology (PDWRM) and it was participated by the district council office, Provincial Department of Health with a total of 33 community people/farmers (F:20) and 3 BS staffs. In addition, significantly, the forum has built the consensus between the roles and responsibilities of duty bearers and the demand side (local community) regarding the issues, needs and responses (their functional involvement level) as there were many issues were raised by farmers such as the loss of crop yield, poultry death, soil fertility, land dug in the village by private companies and decease of animals.
- **Banteay Srei is actively engaged in networks and coordination mechanisms, including utilising media, at provincial, national, regional and international levels to influence changes in policies and practices based on experiences at the community level:**
 - As evidence, BS supported to the Safe House in Battambang, which it worked in partnership with many collaborative partners such as Provincial Police, Provincial Department of Social

affair. Provincial Department of Health, Provincial Department of women affair, Commune counsellor, Gender Peace network (GPNs) including legal aid organization such as ADHOC and LICADO.

- Additionally, Banteay Srei has **worked to strengthen the networks and strong partnerships at the Provincial level**, such conducting regular monthly meeting, follow up the case management and interventions by relevant stakeholder. For instance, a monthly case management meeting with the provincial government and relevant NGO's, strong coordination and referral mechanisms has enabled Banteay Srei to better advocate for the improved responses and resources to women and children experiencing violence. As of date on 31st December 2019, a report of Safe house in Battambang revealed that there 440 clients have accessed to the services, which there were 157 clients received the services related to Sexual Violence including 225 witnesses who are 114 women, 40 men and 41 girls and 30 boys including 58 counselling and coaching (F:32).
- In associate to the coordination and supporting on case management **in the target provinces, as of 31 December 2018**, there are 24 cases accessed to the prosecution (6 aggrieved persons and 20 prosecutions but did not receive money for heartbreak). 12 perpetrators were arrested by the police and royal gendarmerie: perpetrators, 157 violence case has accessed to the Safe House, 12 victims were sent for the health examination after they had assaulted, 9 victims sent for medical care or treatment while the other 20 female victims have facilitated by the provincial social affairs to rehabilitate and accommodated to the Safe House and Equitable services provided by other partnership programme of Hope of Justice, CCT Point, ARM, Sangkrous Chokveasna and Mother Heart.

TABLES 1: TOTAL OF RECEIVED CASES BY SAFE HOUSE & PEACE CENTRE FOR WOMEN (JANUARY- DECEMBER 2018)

Case	Rape		Domestic Violence		Total cases	Witness				Total Witness
	Month	New	Old	New		Old	Woman	Man	Girl	
Jan	5	5	8	7	25	18	8	6	8	40
Feb	0	6	6	17	29	10	5	2	0	17
Mar	2	3	13	30	48	14	5	2	2	23
April	5	0	11	11	27	6	9	3	0	18
May	6	3	14	8	31	25	6	6	7	44
June	3	5	7	8	23	10	3	3	0	16
July	4	1	8	15	28	22	9	7	8	46
Aug	1	4	10	13	28	14	5	1	10	30
Sept	1	4	7	18	30	13	6	1	10	30
Oct	0		2	5	7	1	1	0	0	2
Nov	0		0	5	5	0	0	0	0	0
Dec	0		6	3	9	0	1	0	0	1
Total	27	31	92	140	290	133	58	31	45	267

(Source: Data Management of BS, December 2018)

- In the last quarter of 2018, Banteay Srei seek external resource person of legal specialist who was from the provincial court of the Battambang province in order to **help the clients enhancing knowledge of relevant laws, intervention, mechanisms and legal aid procedure**. The organizing of the workshop takes place in the safe place where clients and legal consultant can interact for the questions and answers above relevant to the above. Those clients are the victims who used to experience typical forms of violence (domestic violence, sexual violence) including CCWC and members of GPNs who are women and people with disability.
- **Advocacy strategy and plan, including identification of key research topics on women related issues, effective utilisation media including capacity building for implementation, for Banteay Srei were developed:**
 - To build awareness to the prospective community, stakeholders and local community people, BS have strengthened capacity on advocacy and skills related to the access of mass media and the organizing of the Social Media Campaign (Publication and Media) Printing IEC materials, short Video clip and radio dialogue, T-shirt, etc. As of 31 December 2018.
 - Radio discussions and dissemination programme **have developed to involved resource and specialist skill in addressing to the issues and needs via discussion and dialogue**. As the example, BS worked in cooperating with Battambang Camka Chek Radio Station to broadcast under the topic “Women and Income Generation” which it aims to build knowledge to the farmers on livestock concerns and related agricultural skills (chicken & pig raising and vegetable planting).
 - **The radio floors also allow key women farmers to share their success stories and experience in chicken raising technique, mushroom production technique and positive changes in livelihood and family supported** by BS. In addition, the women shared about the effects of domestic violence in family happiness and family income generation and also shared about strongly intervened from GPN of BS cooperated with local authorities in order to solve her domestic violence. Apart from the livelihood support programme, BS also announced briefly about 16 days violence campaign on 06 December 2018 through this broadcast.
 - Under the support from UNW, BS **has organized a meeting to prepare for the 16 days campaign of white ribbon on 30th November 2018**. The meeting were participated by women farmers, Battambang City Officials and BS staffs on addressing gender based violence (T:13, F:12) and its agenda were discussed on *(1) identify the objective of the campaign, (2) marching process, (3) speech of chief of Battambang City, (4) Speech of Miss Excellency deputy chief of Battambang province, (5) White bow wearing to public, (6) together dance to express against violence.* After the discussion, the planned campaign has identified cooperative activities among stakeholders, community and roles and responsibilities, venue, date and time of the events. And, there are 190 total participants included Battambang provincial officials 3pax, Battambang city officials 3pax, women commune councils 6pax, women village leaders 19pax and women leaders 18pax, NGO 20pax, and police 5pax were invited to the event and the meeting also discussed about media approach and methods for the event.

- **BS staffs produced short video clips and success stories after they have strengthened communication and mass media skills.** The training was delivered to staffs in Battambang and Siem Reap office and as the results, three video clips including the video related to the exhibition of agricultural products organized by Provincial Department of Agriculture at Battambang province and VIDEO clip has been posted throughout Banteay Srei FB. Indeed, the communication policy has also addressed in the learning. At the mean time, all BS staff, particularly **shared to individual FB and for the other participants of BS staff and community facilitators** (CFs) have applied learning skills to take photo during a meeting at the village and posted in their own FBs. ED used Video Diary as an interview tool with her research participants for WAVE Women Leadership Pathways Research.
- Remarkably, community women CBO in Siem Reap and Battambang Province was able to take the photos and produced short video clips for the market promotion of their livestock products (vegetable, chicken) and farming activities related to trust building (non-chemical products). In addition, Banteay Srei has sent 19 persons (14 women) of 13 BS-Staffs, 6 female community facilitators (SR:10, BB:7, PP:2) to attend the training organized by CCC on Basic of Photographing and Video edition at DEVELOPMENT INNOVATIONS in Phnom Penh City. The participants **had learnt and understood the viewers/readers on message, video Vox-Pop, B-roll interview, storytelling, video capture and edition have knowledge related to photographing** base on rule of third, place preparation to capture, using tools for taking photos. They have practiced install camera stand and using the camera to capture based on rule of third and they have practiced the video edition with a group by using the captured photos in Royal Palace in Adobe Premiere.

4.2. CHALLENGES AND LIMITATIONS:

- Yet, it is difficult to see the clarity of the purpose at the national level. In the program strategy, Banteay Srei stated they would lobby for government responses and budget allocation on sensitive gender and power related issues such as safe migration, women’s rights, land conflicts and children’s rights are required. However, there is little evidence of targeted strategy on any of these issues. Banteay Srei has, through annual reports, case studies and various reflections and evaluations developed a wealth of documentation of their good work. This can be utilised more effectively to articulate an advocacy strategy that specifically targets key policies and practices they would like to see changed that impact on their beneficiaries. For example, as Banteay Srei’s program strategy is coming to an end alongside the NAPVAW II.
- This is a good opportunity for Banteay Srei to reflect on the progress and outcomes of the NAPVAW at the national and sub national level, to assess strengthens, weaknesses and synergies with Banteay Srei’s program strategy and use this reflection as a basis to develop an advocacy strategy as part of the new Programme in reflecting on sensitive gender and power related issues such as safe migration, women’s rights, land conflicts and children’s rights issues.

4.3. LESSONS LEARNT AND ADJUSTMENTS PLANNED

- Banteay Srei has the basis to **develop a comprehensive and clear national advocacy strategy** that could be used to monitor the next NAPVAW as well as other national frameworks and used as an accountability framework to ensure the Cambodian government is meeting its commitments and obligations.

- Number of evaluations, **case studies and learning reports that are essential findings of the best practices, gap and challenges of BS’s intervention** programme, which they could use as the **basic to develop into strategic advocacy documents** to further support and amplify their advocacy objectives. SMART (specific, measurable, achievable, and relevant and timebound) and targeted objectives need to be developed as part of their advocacy strategy that enabling measurable progress against targets.

5. ORGANISATIONAL CAPACITY DEVELOPMENT

Objective 5: Banteay Srei organisation reflects quality improvements in governance, management, financial and information systems that support effective programme management and delivery

5.1. KEY OUTCOMES AND OUTPUTS:

- Working to overcome the disturbance of the organizational challenges that resulted in the invariably impacted on the strategy implementation, Banteay Srei’s **management and board have worked actively to stabilize the organisation by developing and establishing stronger governance and organizational policies**, defining job descriptions, roles and responsibilities and improving transparency, accountability and reporting for internal and external stakeholders.
- Over the last five years (2014-2018), **Banteay Srei’s donor base has remained relatively stable and has increased their revenue by 20%**, highlighting that despite the organisational challenges and the restructure of the organisational the organisation **has maintained stability and credibility which has led to Banteay Srei’ ability to retain and secure donor support and confidence**.
- The **Management Committee (MC) has actively management the BS program to be effectively implemented throughout the BoD’s recommendation** and MC closely coaching and mentoring to provide the sufficiently managerial roles to manage both program team and financial to **effectively perform their role and tasks such as the program team has reached to the distinction of program activities up to 47% (64) out of 134 activities** were successfully completed the implementation it compared the Global Operation Plan of year 2018 consisted 134 activities.
- **The investment of resource of Banteay Srei in a midterm review in last two years (2016)** on the organisational assessment (2017) and safe house evaluation (2017) has **provided extensive analysis and advanced aspects into the organisational governance, management, financial and information systems** that support effective programme management and delivery.
- In addition, the key recommendations learned from the review have taken into actions by Banteay Srei which the **significant progresses and results have accomplished** as below:
 - **Re-organizing and hiring new positions** including in Finance, Human Resources and Program Management to reduce the burden on the Executive Director and to more effectively manage the flow of information, reporting and delivery of programs.

- **Increasing support and coaching** to the Executive Director on leadership, management and performance management to better govern and lead the organization
 - Banteay Srei has submitted paper work to the NGO office of the Ministry of Interior to **legalize the Executive Director and the Board of Directors, a positive result** will further strengthen the governance of the organization.
 - **Ongoing capacity development opportunities** continue to be provided to Banteay Srei staff, including a **capacity development fund of USD300 for all Banteay Srei staff to increase their technical capacities and further their education.**
 - **Received increase support from donors including IWDA and Diakonia** to strengthen financial systems, including conducting regular ‘health checks’, reporting and auditing
 - **Developed and streamlined reporting templates that have improved the quality** of monitoring and reporting.
- **Banteay Srei’s Governance Board provides highly professional and effective oversight of the organization while Management are responsive and accountable leaders, ensuring effective implementation of strategic and operational plans and organizational policies:**
- Despite organisational upheavals in 2015, Banteay Srei, management and board have worked actively to stabilise the organisation by developing and establishing stronger governance and organisational policies, improving transparency, accountability and reporting for internal and external stakeholders. In addition, BoD members have strongly committed to support BS in term of technical advisory and managerial role supporting to make BS more improvement and further engagement as well. A good example after the recommendations were taken and under the support of BoD meeting has changed from the quarterly to semi-annual meeting regularly or BOD meeting is conducted regularly by June and December of the year. The plan for ordinary BoD meeting plan attend by a BOD member (T:5, F:4) to organize in July and December of each year.
 - **BS staffs actively engaged and support in the assessment, planning, implementing, monitoring, coordinating, building network and outreaches** related to BS programmes and its affiliated activities and ensuring the BS’s implications. 4 MC meetings organized for 3 participants (2 women and 1 man) of the management committee, both Provincial Managers and Team Leaders have invited to participate MC meeting too. 3 BS Staffs (1 PM, 1 CO and 1 Volunteer) worked with a Korean survey group and prepared documents for field survey. 5 BS staffs and 1 intern staff attended refreshment communication training organized by EU at Siem Reap province. 19 persons (14 women) of 13 BS-Staffs, 6 female community facilitators (SR:10, BB:7, PP:2) to attend the training organized by CCC on Basic of Photographing and Video edition at DEVELOPMENT INNOVATIONS.

Banteay Srei financial systems and resource mobilisation plans provide transparent, accurate and timely information to support fundraising, program development and organisational plans:

- As of 31 December 2018, the finance team has particularly important improved regards to the auditing recommendation such the comply with Cambodian law or taxation, all vouchers have

clearly stamp posted, the hand written of accounting voucher have corrected, all account reference have been regularly checked.

- The financial transaction and report have reached to the timely submission and during the reporting period there were reached to the budget expenditure up to 65% (\$232,594) out of planned budget amount \$651,782 in year 2018 of the Global Operation Budget. For the income budget earned from all the donors in years is 589,502 USD and it has been expended annually for 570,238.00USD with the underspent of 19,264.00 USD. The final balance stated in the financial report shows the total amount of 100,103.00 USD which the budget is including the budget came from the reserve fund of Banteay Srei and other accrue expense (See table below).
- Furthermore, BS helped BS Staffs to improve capacity and skills on financial systems. The training was delivered in a total of 12 participants, including financial team, program staff from Siem Reap, BTB, and PP (ED, POM, 2-PM, 3-team Leaders). After training, they were able to read a financial report of P&L, GL. **Procurement BS and logistic has been applied, improved communication within financial team and the program team**, moreover, the system of Quick Books have been applied to run the financial transaction, such as printing reported, posting description, mesmerizes report (sent Journal, Clear advance without no outstanding advance, Print reported about account closing, closing reported is better than before.
- **A part of learning helped improving financial report writing skills to staffs** on how they explain about description, as we need in reported. More detail about memorized reported (Ex; PP reported and closing. How to Printing as we need like Balance sheet, Profit and loss, staff advance for year to date, Bank reconcile, General ledger, Journal & GL (date number, name, memo, account class, Dr and Cr amount and how to back up company every month and in particularly important to make sure about who are the responsible donor reported. Furthermore, the surprise cash count has regularly conducted by Provincial manager and Finance officer in very month to ensure that the transparency and accountability of financial transaction.

Table 2: Last Five Years Financial Report of Banteay Srei

Descriptions/Year	2014 (US\$)	2015 (US\$)	2016 (US\$)	2017 (US\$)	2018 (\$)
Donors	9	10	11	8	9
Income	536,038.00	519,622.00	561,562.00	639,133.00	589,502.00
Expenditure	529,034.00	518,206.00	608,822.00	592,142.00	570,238.00
Fund Balance at the beginning (Opening Balance)	105,128.00	86,436.00	87,852.00	33,882.00	80,873.00
Fund Returned to Donors	-25,696.00	0	-6,710.00		-34

Fund Balance at the End of the Year	86,436.00	87,852.00	33,882.00	80,873.00	100,103.00
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(Source: Financial Audit Report of Banteay Srei in Year 2018)

- Due to the finance system and resource mobilization plan provided support in term of fund raising, program development and organizational plan and **it has built trust to donors for more attracting larger financial supporting**, which the budget has been increased in last two years— 639,133 US\$ in year 2017 and 589,502 US\$ in year 2018.

- **An effective management information system supports timely and accurate reporting, effective monitoring of activities and outputs and evaluating to measure outcomes and impact of work:**
 - **Monitoring tools**, forms of weekly, monthly, training inventory and outcomes questionnaires created in place to help BS staffs are **ready applying and collecting the progressive inputs and relevant support information for preparing a quarterly and, annually report**.
 - In particularly for the above learning, **staffs have more gained knowledge on how to properly collect the data and information**. The observation methods have been used by the field staff to collect the data, information and for moreover, **to generate the information and data to be qualitative reporting and as they were newly practiced** and there will need to be more capacity build regards to the outcome and impact data collection and analysis. In future plan will hire expert to set up the M&E DYNAMIC DATABASES SYSTEM for improvement the quantitative and qualitative writing report.
 - The Banteay Srei Global Operation Plan and budget has been disseminated to all relevant stakeholders, **government authorities and NGO partners to be more clearly understood and captured more supporting in the implementation** and as during the program orientation, there were strongly supporting voice of the participants such as district governor, commune councils chief and department of women affair to be committed to involve in all works and supporting to all BS requirements or requests.
 - With rather more consequently, the proved of **GPN, CBO and commune councils** and community facilitators **were more actively participated to the intervention and supporting to the case of domestic violence** whenever occurred in their responsible area and as much as to get it done so far, the intervention and resolving the any immediate cases.

5.2. CHALLENGES AND LIMITATIONS:

- Throughout the duration on this program strategy, Banteay Srei has been faced with **multiple organisational and governance challenges**, that has **invariably impacted on the**

implementation of their strategy. It is common for organisations who have gone through a restructure to experience teething problems and Banteay Srei is no exception.

- For Banteay Srei, this has been amplified by the introduction of the LANGO law, that has limited **their scope of programmatic work for example engaging on political issues**, but also in the drain of the NGO skilled labour base, due to many people are leaving the NGO sector out of fear of limited job security and/or personal safety, particularly if their organisation works on democracy or political matters.
- Before the development of the next program strategy it will be important for Banteay Srei to review the existing documentation, **reflect and prioritise their response to some of the persistent organisational challenges**. Some of the more pressing issues include:
 - Banteay Srei **lack of a programmatic results-based monitoring and evaluation framework**. This is impacting on understanding an accurate measure and efficacy of their work across all objectives. It is also **contributing to the weak monitoring and reporting outcomes at the provincial level**. Standardized monitoring and reporting tools need to be developed across each program objective and regularly socialized across all levels of staff.
- Another challenge, there was unclear works of **of staffs particularly at the provincial management level, which bound by the new organizational structure**. This is filtering throughout provincial level staff members where a number of staff members (at all levels) feel they are responsible for work beyond their job description, which it sometimes led into feelings of burnout and stress and reducing their efficacy in delivering their programs. The rearrange of the organizational structure aimed to reduce the pressure of the programme management who has been engaged in extensive program management works to be further focusing on few more priorities such as the external relations, proposal development, networking and advocacy.
- In addition, BS faced **staff turnover**, as stress were a persistent issue for many Banteay Srei staff members. While staff believe in and are committed to the organization. Remarkably, staff turnover is an ongoing issue and it is difficult for Banteay Srei to retain staff and it was one of the major issues expressed by staff members was feeling over worked, with too many activities to implement and heavy reporting responsibilities (particularly due to confusion in reporting roles). In responding to this frustration, the job descriptions have re-visited and staffs were encouraged to apply work standard 8 hours in a day, including the respecting of staffs' ToR.
- There is a need of capacity building to BS staffs. **Without skilled staff with the adequate technical capacity and skills to respond the program operations and management**, this issue will continue to persist. In responding to this, BS has conducted a competitive recruitment for needed positions and the processes were undertaken, and staffs were encouraged to implement their role and responsibilities under their terms of reference or job descriptions. In addition, the ED also worked to comply the needs of staff by travelling of at least of her time to support and be advising to the provincial level in order to ensure the impact on their advocacy and donor base engagement.

5.3. LESSONS LEARNT AND ADJUSTMENTS PLANNED:

- Banteay Srei learned that a new programme strategy needs to be in place to define what action will be taken if the existing Executive Director leaves her position before a new Director is appointed and there is needed further support informatively. In addition, it is essential that the new program strategy be developed alongside a results-based M&E framework. Enabling Banteay Srei to gain a better understanding of their projected strategy and financial needs, particularly human resources and adequate staffing to ensure quality delivery and reporting of programs.

VI. ANNEXES:

ANNEX 1: Two Case Studies

ANNEX 2: List of Activities Inventory in 2018: January -December

ANNEX 3: Financial report

ANNEX 4: List of Beneficiaries 2018

ANNEX 5: Quarterly Global Narrative Report_Jan-June