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BANTEAY SREI

ផ្តល់សិទ្ធិអំណាចដល់ស្ត្រីដើម្បីបំបាត់ប្តូរជំនឿវិជ្ជមាន

positive change & empowerment for women

Annual Report

1 January – 31 December 2020

Project Title	Empowering women's leadership and preventive violence through changing the social norms and improving economic status
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Executive Summary

In 2020, BS developed the five years strategy for 2020-2024 and the three main strategic objectives include (1) strengthen women's leadership for advancing gender equality and equity (2) reduce Gender-based Violence (GVB) and improve economic status of vulnerable women and their families (3) develop organizational capacity to deliver better programs for gender equality and sustainable development of vulnerable women.

In Year 1, Banteay Srei (BS) interventions included building the capacity and coaching of women leaders (Female Commune Councils (FCC)), Commune Committee for Women and Children (CCWC), Young Women Leaders, Happy Women Leaders, Female Community Facilitators (CF) and Female Gender Peace Network (GPN), including male authorities and good men networks.

In its first year, BS has made significant progress and contribution in promoting women into leadership positions and in reducing GVB in the target communities. BS has increased confidence and decision-making skills among target women through providing trainings and capacity building. For instance, 133 women leaders have improved their confidence in leading community people to collect women issues to integrate it in the Commune Investment Plan (CIP). BS also achieved the target in promoting women in leadership roles at sub-national level with 5 female leaders are promoted. The report showed 90% of 426 male district and Commune Councils (CCs) have recognized women in leadership roles. The progress has also been made in improving gender responsive budget at the local level. Over the reporting period, 42 of 44 communes (SR: 19, BB:23) increased their gender responsive budget with 19 of 21 commune in SR increased their gender responsive budget as an average of 76% and in BB all 23 communes increased the budget around 16% as an average for responding to gender issues.

BS has involved men in the reduction of violence against women. Through participating in various trainings, men have increased their knowledge and understanding on gender roles and reduced domestic violence within the families. Men have also become the agent for change in promoting peace solutions in their communities. Within this reporting period, 60% (170) of 284 existing male leaders in good men network have changed their attitude and behaviors by providing their support to women in the communities compared to the target set (50%). Children and youth have also increased their confidence in sharing issues that affected children in their communities to local authorities and relevant stakeholders. BS has also contributed in changing the lives of vulnerable women, especially those who experienced gender-based violence, to have peaceful solutions and improve economic status. Consequently, 17 domestic violence cases were successfully address by CCs. The monitoring report also showed that 62 % of 951 farmers (629 females) have improved their income and food security through the support of materials and agricultural techniques.

With the support of Strategic and Organisational Development consultants, and the M&E consultant, BS financial management system, Human Resource (HR) policies and M&E system have been developed and strengthened. As a result, baseline and outcome survey were conducted and M&E handbook and tools have also been established. BS continues to improve staff capacity in these areas through trainings/workshops and coaching.

To secure funding to implement the new BS Strategic Plan 2020-2021, the Management Committees, Executive Director, and Board of Director have built and strengthened partnership with existing and potential donors for fund raising opportunities.

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

1.1 Improving women's leadership in the local government structures and in decision making processes

Progress towards Outcome:

BS implementation led to significant changes in the behaviours of women leaders at subnational level authorities. For example, 133 women leaders have improved their confidence in leading community to collect women issues to integrate it in CIP. Moreover, these women leaders are able to find out the solutions to women issues.

Over the reporting period, 62% of 462 women leaders have received capacity building support from BS in Year 1. According to the monitoring report, 136 of women leaders (SR:113, BB:23) were able to raise the women issues and children issues, especially women in leadership roles to Commune Council (CCs) and District Committees (DC) in order to get solutions. Consequently, Provincial CCWC has developed planning in strengthening CC and DC's roles and responsibilities. Nine women leaders have also improved their confidence in sharing in public and big event by engaging themselves in National Forum on Sustainable Global Development plan.

During the annual review, community members demonstrated improved knowledge in village development plan (VDP) process. Consequently, 50% of 49 women leaders demonstrated their confident and courageous in advocating for gender issues in the VDP and CIP processes. There were 42 of 44 communes (SR: 19, BB:23) increased their gender responsive budget. 19 of 21 commune in SR increased their gender responsive budget as an average of 76%. While all 23 communes in BB increased around 16% as an average. 129 CCs led 82 VDPs in our target villages (SR: 46, BB:36). As a result, 17¹ types of women and children related issues included in VPD and integrated in CIP.

Commune Authorities have changed their attitude in mobilising community's issues by give the priority to people's needs and issues compared to previous practice, the commune authorities just include anything they thought should be included. For example, commune authorities encouraged the community people to raise the unsolved issues compared to previous practice that they just blame the community people when they raise the same issues again. CFs have also improved confidence in advocating to local authorities to address women and children issues.

Progress towards Outputs:

1.1.1 Strengthen the capacity of women in leadership positions at sub-national levels

¹ Those 17 issues include: 1- Girl drop out school, 2- Intervention of Local authorities and police on Domestic Violent, 3- Birth certificate, 4- Girl safety, 5- gangster, 6 Food safety sell at school, 7- Child safety on road, 8- Road reconstruction, 9- Orphan live in poor families and abandoned children, 10- waste management and water pollution issues, 11- latrine and sanitation issues, 12- water shortage, 13- sexual abuse on women with mental disorder, 14- negative impact of chemical fertilizer, 15 Poor without ID poor and aid for poor households, 16- drought, 17- community safety(gambling and drug).

In this reporting period, six trainings (leadership, good governance, feminist leadership and community resources mobilization) were conducted to 133 women leaders (SR:60, BB:73) to strengthen their roles and responsibilities. As a result, 82 VDPs in our target villages (SR: 46, BB:36) were organized by 133 women leaders and 17 types of women and children related issues included in VDP and CIP for 2021.

Based-on the meeting reports, 86 trained Female CFs have also increased their understanding on citizen's roles and involved in District and Commune meetings to monitor the accountability of the local authorities and raise the women related issues for advocating for positive responses. Consequently, 12 out of 17 types of issues were addressed by the local authorities.

1.1.2 Build the capacity of women leaders

BS has built capacity of 101 of women leaders (41 Female CCs and 60 CFs), through trainings and supporting them to join national and subnational forum, so that to could learn from other women leaders. 9 women leaders have gained more courage and confidence in doing their voluntary tasks at the community level. (SR:4, BB:5) through joining Sustainable Development Goal forum in Phnom Penh.

To better collect issues from the community people, especially from the vulnerable women and households, BS provided 5 trainings (BB:1, SR: 4) to our CFs and some CCs with the total number of 101 people (BB: 56, SR: 45). Among all participants, there were **41 Female CCs** attended (BB: 39, SR:2) and 60 Female CFs.

During VDPs which led by two CCs and co-facilitated by one of our trained CFs, there were 2,737 community people(1959 women (SR: 1804, BB: 155) and 22 children (7 girls and 2 women with disabilities)), especially vulnerable women and households involved in the processes in order to raise their issues to include in the VDP and CIPs (SR: 2510, BB: 227),

Four trainings on VDP process were provided to new and existing CFs (SR: 3, BB: 1) with the participation of 98 people (80 females). After the training, trained CFs will follow up with CC in conducting village mapping, and meeting with the most vulnerable families to collect their concerns and issues to include in VDP.

1.1.3 Strengthen the capacity of local government authorities

With the support from Dikonia, IWDA, ASF, 11 trainings on Masculinity, Gender and Disability Inclusive, VDP, Communication Skills and DV and GBV laws were organized to 287 Subnational Authorities to improve their capacity.

At district and provincial level, BS organized six-monthly meeting for five times (BB:2, SR:3) with 136 participants (SR: 73, BB:63) who are the Deputy District Governors, DoWA officers, FCCs, Village authorities, and CFs.

The meetings were discussed on the challenges for women and children, improving the mechanism in using social fund to support women and children, and sort of issues that need to get interventions from CCs. According to the workshop evaluation, 80% of the women participants stated that they have gained a lot of knowledge and improved their capacity in performing their roles and responsibilities as well as built their confidence in expressing the issues, needs of the community people and finding

the solution to domestic violence families. They are also able to advocate for community needs, communicate with relevant stakeholders to support the poor households, prepare documents in managing village-based projects, and share the knowledge with other stakeholders, especially CC members. As a result, 17 domestic violence cases were brought to CC to address it.

With the support from our donor, Dikonia, **two Masculinity Trainings** (SR:1, BB:1) were conducted to 53 Male Authorities (BB:29, SR:24). The trainings focused on the improvement of local authority capacity in order to define how to be good men and change their negative perception to support and value women in social work and in their household. The training also enables men authority to define the difference between gender and sex, gender equality and equity, equal rights of son and daughters in family and society. Moreover, the participants know about six agents (family, school, religious, media, friends and custom) that changed community perception.

“Masculinity Training is useful for us because it relevant in our family lives. It helps men to really understand women works and share those responsibilities, so that women could focus on personal growth and social responsibilities. After trained, I shared in commune meeting and keep sharing with other men in Chrey Commune”. Mr. Chheurn Rath, Chrey CC, Thmokorl district, Battambang province, said.

1.1.4 Build capacity of men, including Good Men Network Workforce

There were four trainings conducted to 194 (SR:104, BB: 90) men (CFs, GPNs and GMN) at the commune and district levels in Banteay Srei target areas have been strengthened their capacity on masculinity, gender and disability inclusive, alternative dispute resolution, gender equality and social norms to ensure gender inclusion in the sub-national democratic development process. They are mobilized by the project to support the representation of female village volunteers (CF) as well as the network (Gender Network, Good Men Network) in carrying out activities and collaborating to help victims of domestic violence, as well as assist them in the implementation of legal proceedings to ensure justice for the victims. There are 17 cases that have been joint hands by local authorities in the legal proceedings. All of these are the results of good program implementation by strengthening the capacity of local authorities to contribute to the performance of their authorities. The results show an improvement of the democratic process at the sub-national.

To change men behavior, particularly men perpetrators, to support women and stop using violence against women and children as well as to promote it to their peers in the community, six Masculinity Trainings (SR:4, BB:2) were conducted to 126 participants (SR: 76, BB:50) who are men perpetrators, husband of CF/Community-based Organisation (CBO) and male GPN.

There were two training on Women and child protection and disability inclusive trainings (SR:1, BB:1) with the total of 68 participants (SR: 28, BB:40). The trainings focus on 4 main topics: Gender and Sex, Disability, Gender Based Violence, Interventions. As a result, from the training, it helped reinforce the complaining and reporting mechanism by provide more support, and take quick action on it.

1.1.5 Strengthen the capacity of CBOs

We observed an important increased of 122 CBO committee members compared to 84 during 2019 (please see the list of CBO Committees in Annex 1).

Short proposal writing, soft skills, facilitation skills, advocacy, climate change and community resource mobilization trainings were provided to 122 CBO committee members from 22 CBOs (SR:15, BB:7)

CBO have played an important role at the grassroots levels in mobilizing resources and monitoring the good governance of the Royal Government, especially the response of sub-national authorities. 22 of CBOs (SR:15, BB:7) have been empowered to ensure that they are competent enough to lead and coordinate joint activities and monitor sub-national development plans for the benefit of women.

Some of the activities that community organizations have contributed to their community include: supporting vulnerable women to raise their concerns in 17 VDPs. We strongly believe that these good results that community organizations have contributed, they will continue to implement and Follow up. After collaborating with the program of Banteay Srei, they are really important human resources which is a solid structure at the grassroots level.

The capacity of CFs and CCs have been improved in facilitating VDP process through five trainings (BB:1, SR: 4) provided to total of 101 people (BB: 56, SR: 45), including 41 FCCs (BB: 39, SR:2) and 60 others were CFs (57 Female CFs). As a result, there were 2737 community people (SR: 2510, BB: 227), including 1959 women (SR: 1804, BB: 155) and 22 children (7 girls and 2 women with disabilities). especially vulnerable women and households involved in the processes to raise their issues to be included in the VDP and CIPs.

1.2 More women, including young women, are taking leadership roles in formal and informal structures

Progress towards Outcome:

Through the implementation of BS program, we achieved our target (5 female leaders) in promoting women in leadership roles. The report indicated that five women leaders have been increased at district and sub-national level.

According to monitoring report, BS is over achieved the target in engaging and contribution to the network (33 of women peer support networks have been developed compared to the target is only 10).

During the reporting period, 12 of joint advocacy activities implemented by BS and other NGOs toward the inclusion of women in leadership position compared to target (10). Four Women Right Day conducted in joint partnership with Mother Heart, DKN, Amra, Joint hands, Christian Aids. 8 of 16 days Campaigns was also conducted with Women Rights Cambodia, This Life Cambodia, Legal Aid Cambodia, LICHADO, CWCC, ASF.

The monitoring report showed, 90% of 426 male district and CCs have recognized women in leadership roles and value the work that have been done by women leaders. As result, at least new 5 women selected as village authorities and 2 other women reserved as CC candidates.

There were also five cases where male duty bearers has publicly promoted women in leadership position: 1) Prey Kpos Commune Chief in BB, includes 2 women candidates to be reserved for future CC, 2) Or Taky CC, Thmorkol distict in BB, promoted our young women leader to be female village chief, 3) Leang Dai CC in SR recommended our female CF to be Deputy Village Chief, 4) Prasath Bakong District, Sma Sangkream CCs promoted our young leader to be village authorities, 5) Puok district authorities promoted our Female CF to be village authorities. Moreover, 74 women hold the leadership roles in 22 CBOs and among the 81 young women leaders, seven are women leaders in saving and producer groups.

Progress towards Outputs:

1.2.1. Build the capacity of young women, women network leaders, CFs and CBO leaders for their contributions to the gender-responsive plan and budget

Six Feminist Leadership trainings were conducted to 179 women and young women leaders (SR: 109, BB:70). As resulted from the trainings, the participants improved their understanding and eliminate misperception on feminism.

“I love the perspective of feminists because it contains respecting the diversity of views and to form the belief that every people has their rights as human beings, with equality. There have been wrong interpretation and understanding of Feminism, and it inspired me to train others”. Banteay Srei staff Ms. Pharom Ly, Feminist trainer.

There were two training on Women and child protection and disability inclusive trainings (SR:1, BB:1) with the total of 68 participants (SR: 28, BB:40). The trainings focus on 4 main topics: Gender and Sex, Disability, Gender Based Violence, and Interventions. As resulted from the training, it helped reinforce the complaining and reporting mechanism by provide more support, and take quick action on it.

Based on training report, 415 women networks capacity have been developed through 32 trainings. There were 56 CFs (SR: 37, BB: 19) improved their understanding and confidence by engaging in district and CC meetings. There were 5 six monthly meetings (BB:2, SR:3) conducted with 116 people (SR: 53, BB:63). The agenda of the women forum were discussing on challenges troubled women and children, improving the mechanism in using social fund to support women and children, sort of issues to get intervention from CCs.

Networks of women leaders (women happy network) with a total of 331 members. existing, including young and innovative women). They can meet and learn from each other. This achievement led to the remark that they had the courage to raise some major issues, such as domestic violence and social norms which in the past were obstacles to the development of women and girls in exercising their rights. They are continuing to monitor responses from the authorities to demand the exercise of rights and good governance responses.

1.2.2. Create the opportunities for young women to advance their community development and community leadership

During the second and third quarter of 2020, BS has promoted BS program and the internship opportunities at three provincial universities. As results, four female interns recruited (PP: 2, SR:1, BB:1) to support finance works in the three offices.

1.2.3. Develop and implement the joint advocacy strategies/activities with other Women's Rights Organizations

Totally, there were 7,493 people (3,694 females) joint the advocacy campaigns (International Women Rights Day and 16 Days Campaign). For International Women Rights day campaign in Both Siem Reap and Battambang provinces to 1,671 people (SR: 846, BB: 825) with total number of 1,498 females. We conducted 2 events in provincial level (SR:1, BB:1) 5 district levels (SR:3, BB:2) and one commune level in Siem Reap. The theme of the Campaign was, With Peace, Gender promoted: Raise our voice, and Stand Up for Women Rights. And for 16 Days Campaign just in time of outbreak of COVID 19, The Cambodian government does not allow meetings with more than 20 people.

However, Banteay Srei has printed T-shirts, playing music, distributed CEDAW recommendation leaflets by renting Tok Tok as transporting motorbikes to the towns and villages of Banteay Srei in the two provinces. As result there were 5,822 direct reached (SR: 546, BB: 5,276), 2,196 females (SR: 361, BB: 1,835), 125 local authorities (SR:42, BB: 83), 65 female local authorities (SR: 27, BB: 38).

During our activities, CEDAW policy and NAPVAW were mainstreamed. As a result, there were 3 rape cases intervened by our GPNs and in cooperation with local authorities. One case in Angkor Thom district, there was a rape case toward girl with mentally disorder. In cooperation between three parties (BS, GPN and local authorities), the case was received money compensation and wait for next legal procedure after the baby born. In addition, 9 community meetings conducted in 9 villages with the total of 204 people (166 females) including 26 youths, 11 children, 2 disable persons.

During the dialogues there were 18 issues raised to CCs and 39% of those issues responded immediately and other issues have been prioritized in responding. Most urgent responded issues related to Safe Water, Water Irrigation system, Waste Management, children study related issues and domestic Violent.

In Orcha commune, in Battambang province, CC took immediate action on primary school teachers who forced primary students to pay fee for their teaching on the early morning starting from 6-7 am. CC communicated to school principals and action was taken to stop this issue.

To develop the capacity of the young women leaders, five on-going trainings were conducted to Young Women Leaders and women with disabilities on positive thinking, feminist leadership to the total of 106 participants. The result of these on-going trainings contributing to building the confidence of young women leaders.

One of our Young Women testified that “through these continuing trainings I received from Banteay Srei, it builds my confidents, and courage in helping my communities, until they acknowledged my capacity and services. Now, I become the community meeting and event coordinator, focal person in intervening the violent cases and become the role model for both my families and communities. (Ms. Sun Maly, Young Women Leader in Tropaing Thom, commune, Prasath Bakong district, Siem Reap.

According to pre-test, 8% of participants received good score, while 30% received average score and 62% failed. But for the post results in SR, 90% of participants received good score, and only 10% receive medium, none failed.

Five feminist leadership trainings conducted to 111 young women in provincial level. As a result, 3 echo trainings at district level to 73 young women in the community (F=73). Ms. Phon Samphors, one of our Young Women Leaders in Siem Reap stated that “through positive thinking, effective communication and feminist leadership, equipped by Banteay Srei, it inspired me to share with other Young Women from what I learned and use communicating techniques in getting support from the local authorities toward vulnerable women issues in my community.

Challenges and Solutions

- During COVID 19, Government only focus on financial support, but ignore GBV issues. **Solution:** BS integrates the GBV in the program interventions.
- Government restriction of people mobilization. **Solution:** BS organized the campaigns by broadcasting the messages.
- CCWC were burdened with identifying ID poor card and less involvement with BS's work. **Solution:** BS worked through the district offices in order to get support.

Priorities for Next Semester

- Raise GBV issues and integrate it in VDP
- Conduct Community Dialogues and meetings for preparation for VDP
- Organize joint advocacy events (Women Right Day)
- Trainings and Coaching to Women Leaders, CFs, and GPNs
- Review and implement CBO strengthening plan
- Technical support from provincial committee for women and children to CCWC and District Committee for Women and Children

II. 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.

2.1. Young Women and men in the target communities worked together with effective preventive measures to address all forms of gender-based violence and harmful gender norms and risky behavior.

Progress towards Outcome:

Within the reporting period, 60% (170) of 284 existing male leaders in good men network have changed their attitude by providing their support to women in the communities compared to target set (50%). Through monitoring report, 80% of 170 support in sharing house works, taking care of children so that women could have the opportunity to join community development activities (please see the list of Good Men Network in Annex 2).

Based on Safe House and Peace centre report, 36% (2019: 273 cases, 2020:173 cases) of serious GBV incidents in communities was reduced compared to 2019 target only (20%). In addition,

Stopping Exploitation through Accessible Services of Change II (SAES II) project report showed, 38 (21 of 38 affected by migration) children and youth club members improved their confidence in leading research to collect data on child rights violation and migration issues. The results from the research was presented to school director, police post and commune leaders to advocate for the protection of children rights and access to education services.

Children and youth have also increased their confidence in sharing their views and issues that affected on well-being of children in the communities. Children have improved their confidence through participating in Champion of Change training.

Community Based for Child Protection Mechanisms (CBCPMs) have improved their social services in providing care to migrant children and youth.

18 parents (16 females) have improved positive attitude toward their children as well as increased their knowledge on child rights and reduced violence against their children.

The Provincial Committee for Child Trafficking (PCCT) have improved their services in protecting migrants by conducting regular meetings with the participation of relevant departments, all districts and the province representatives, CCs and NGO partners. Consequently, a team was formed to response to migration and repatriate issues.

Progress towards Outputs:

2.1.1. Strengthen the capacity of "Good Men" and happiness women and GPN network at all levels

To strengthen the capacity of women and community networks to claim their economic rights through six monthly meeting and coaching to 31 of our network members. The agenda of the meeting were discussions on the penalty of each crime, harassing conducts, and see how men participants defined gender roles. As a result, participating men shared their views and how they shared their household roles and responsibilities, they also raised the issue of how hard women's work is.

At the end of year 1, BS increased 24 new male members in men networks in Siem Reap province. (, included, men perpetrators, CF's husbands to be part of women and child protection).

During the reporting period, approximately 170 of 284 existing male leaders in good men network have provided their support to women in the communities such as: interventions of violence against women and children, advocating CC to increase the gender responsive budget in the CIP and promoting the protection of women and children. As a result, at least one domestic violence case was solved at the commune level each month.

2.1.2. Children and youth, especially girls and young women, affected by migration in Sources and destination communities claim their rights to social protection and Education services.

Children and youth in BS' target areas have increased their knowledge and skills in participatory research through attending Child Lead Action Research Training of Trainers and refresher training on child lead action research. As a result, the participatory action researches were organized by 38 (21 of 38 affected by migration) children and youth (25 children/ 15 girls, 8 youth/ 6 females, 5 female social workers in Battambang and Siem Reap provinces to collect data on child rights violation and migration issues.

The research study showed that the high drop-out rate of children from school is due to their parent's migration to Thailand for work and violence against children because of parent did not use positive parenting. The results from the research was presented to school director, police post and commune leaders to advocate for the protection of

children rights and access to education services. Parent meetings were organized by school directors, especially with children's parents who planned to migrate to Thailand, 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.

Champion of Change training was also provided to children and youth in BS target areas. As result, eight collective actions, include six outreach activities (play promotional messages on child protection, taking seriously on quarantine and Safe migration through loud speakers) were organized to raise awareness to the community and relevant stakeholders on safe migration and home quarantine.

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

Community Based for Child Protection Mechanisms (CBCPMs) have improved their social services in providing care to migrant children and youth. For example, two migrated girls) in Siem Reap, and 12 migrant children (four girls) in Battambang returning from Thailand received supports such as food items, medical and health care from CBCPMs during their quarantine and home quarantine.

The child and youth club's parents have improved their understanding and knowledge on positive discipline and parenting through the reflection meeting between parents and children during the Sport Day events. As a result, five parents (three females) in BB and 13 mothers in SR have increased their knowledge on child rights and reduced violence against their children.

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.

Two Civil Society Organization (CSO) network meetings were organized with the participation from 19 CSOs (44 participants/ 24 females, 7 children/ 5 girls) to discuss on issues raised by child and youth club representatives related to children dropped out of school because of teachers' violation, lack of learning materials, poor living standard, parents' migration, and drug. The CSO meeting report showed 19 CSO joined in collective actions to deal with the three issues above by engaging CCWC, school directors, police post and local authorities to provide training on commune safety to community people, and positive discipline to teachers and school directors. Consequently, the agreements have been made by teachers to stop violence against their students.

Parent Support Group meetings were also organized before the school new academic year to discuss on the negative effect of parents' migration on children education, including danger of illegal migration for work. As result, parents have changed their attitudes to support their children's study.

2.1.5 Government and private sector nationally and bilaterally take action to cultivate an enabling environment for the realization of child rights and gender equality for children and young people affected by migration.

The Provincial Committee for Child Trafficking (PCCT) have improved their services in protecting migrants by conducting regular meetings with the participation of relevant departments, all districts and the province representatives, CCs and NGO partners. Based on the meeting minutes, five PCCT meetings were conducted (SR:3, BB:2) with the total of 98 (60 females) participants to discuss on the government mechanisms to protect the rights of the migrants. Consequently, a team was formed to response to migration and repatriate issues.

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

Progress towards Outcome:

Safehouse and peace center report showed, 173 of women who experienced violence have increased access to different forms of legal and social support from responsible government departments.

DV cases intervened by local police and courts in the target areas have been increased up to 94 cases, 93% of them were successfully solved by the local police.

Three survivors of human trafficking are assisted with legal support.

Progress towards Outputs:

2.2.1. Improve Safe house and peacebuilding center services to hand over to the responsible stakeholders:

For Safe House and Peace Center services, we provided to 173 cases (SR: 42, BB:128). The 170 cases included DV: 94 cases (SR: 39, BB: 55), 76 Rape cases (SR:6, BB:70) and 3 sexual exploitation cases in Battambang.

There were only 46% of 173 cases referred to juridical system, because most of the cases just got solved at the commune level. 46 of 81 FCCs have been improving their services in supporting to GBV survivals and peacefully responded to DV cases.

2.2.2 Strengthen the capacity of the responsible stakeholders, including governments, women and community networks

CFs, CBO committees, female police, CCWCs, FCCs and DoWA officers have been trained on Basic counselling, referral mechanism and DV laws for future support and handle the Safehouse and peace center.

There were two provincial meetings (SR:1, BB:1) conducted and other 3 district levels CSO, CBOs and GPN network conducted. In total there were 144 people attended (102 females) include 5 disable persons. The meeting agenda focused on strengthening the network communications, discussion on the challenges faced by the communities and proposed solution.

During 2020, The capacity of women and community network have been strengthened through 39 times spoke on radio and Facebook TV. The topics around Gender, Gender roles, Gender Based Violent masculinity. Survivals have invited to share their testimonies and thousand people heard the messages and watch their live program via Facebook TV.

2.3. Improve the economic status of survivor of gender-based violence families

Progress towards Outcome:

The monitoring report showed 62 % of 951 farmers (629 females) improved their farming and food security through inputs and materials support from BS. As a result, 556 families of BS target had more than one income generation activities such as chicken, vegetable, rice, grocery, pig and cow raising.

The trainings and coaching were conducted nine times to 131 CFs and Farmer trainers (SR:93, BB:38) to improve their knowledge on smart agricultural techniques. There were 737 vulnerable farmers (628 females) trained and linked their products to local markets. For example, 12 farmers in Battambang province have changed their practices to grow organic vegetable and signed contract with Khmer Organic Company (KOC). As a result, they contracted to supply 1,270 Kg monthly of variety of organic and safe vegetables monthly include: cabbage, broccoli, green pepper, tomato, bitter gourd.

Local authorities in BS target area have been able to mobilized the resources to support the poor households through the capacity building from BS on resource mobilization training.

Both local authorities and community people have changed their behavior on climate change and applied Smart agricultural techniques in doing their income generation activities. As a result, 441 households have practiced Smart Agricultural Techniques.

Progress towards Outputs:

2.3.1. Develop the income generation activities and business plans for the survivor of gender-based violence families

The need assessments of the rural women were conducted with 951 people (SR: 559, BB:392). As a result, 592 / 951 people in livelihood project have increased their income 12.5\$-333\$/month.

There 120 of 170 women survivors of GBV improved their livelihood through income generation activities and vocational training (106 livelihoods, 14 VTs). 78 of 120 survivor of GBV improved their livelihood through enjoying their home base income generation activities.

2.3.2 Well-functioning of Women Development Center

Women development center refunctioned by providing tailoring training to seven vulnerable women in cooperation with LEAP program. Through monitoring report, all seven trainees, could produce various styles of clothes include traditional and party styles.

2.3.3 Develop the capacity of poor women experienced migration at the rural areas

In year 1 of the program implementation, 951 rural women have improved their capacity on Smart agricultural techniques through 17 trainings (SR:8, BB:9). As resulted, 441 people have applied the techniques. Consequently, 556 families of BS target had more than one livelihood such as chicken, vegetable, rice, grocery, pig and cow raising. Moreover, 120 people (98 females) outside BS target received four trainings on climate smart agriculture from our farmer trainers.

Based on CBO strengthening plan 2020, 73 CFs, CBOs and Saving leaders (69 females) improved their capacity in managing their groups, managing their financials and administrative document through two trainings.

2.3.4 Improve the economics of poor women experienced migration at the rural areas

In Total there were 228 poor households financial supported to start their home gardening and poultries raising activities.

There were 4 monitoring and coaching conducted with 84 CFs and 28 farmers (94 females). As result, 70% of participants use proper agricultural techniques and poultries skills. They also increase their productions for selling. 22 CFs provide technical assistants on agricultural and poultries raising to 152 farmers (146 females).

2.3.4. Increase partnership for farmer producer groups

The field monitoring report showed, 131 Farmers' producers (116 females) are supported by investment techniques to increase their ability to seek support for their business. The project has partnered with provincial and district technical departments, NGOs, and the private sector to provide technical and marketing support for their products.

Currently, the producer groups' business (Vegetable group, chicken producer groups, saving groups, rice bank, grilled chicken, buying and selling business, feed selling, fertilizer selling, Chicks and duckling selling) is continuously and sold in the local market. However, those producer groups need to focus more on production techniques, production plans, business plans, and marketing relationships.

There seven producing groups (six chicken raising and saving, one vegetable groups) formed in each target villages. There were 125 chicken raising and saving group members (115 females) and six vegetable members (one female). There were also 14 committee members (seven women) who have led and oversee the activities of the groups.

2.3.5. Develop and integrate climate risk assessment into CIP

Based on CIP report, 42 EPRPs developed and integrated in 42 CIPs with the total of 287 (261 females) people attended.

4 climate change raising awareness meetings conducted at commune level with 287 people (261 females). The participants improved their understanding on the cause and the effects of climate change, adaptive agricultural techniques to be better resilience to the climate change, how to manage their trash that might not produce negative impact during disaster strikes and the negative effects of using chemical fertilizer on their agricultural products.

As part of the continuously capacity building to Farmer trainers and CFs, BS SR provide capacity to 20 female FT and CFs. Resulted from the training, trained CFs and FT come up with clear plan to share about DRR and climate change. 174 community people (160 females) understood about DRR and it cause and affects through trained CFs and FTs. Moreover, they advocate to village authorities in integrate DRR in VDP. 82 villages include DRR plan in VDP.

2.3.6 Improve their resilience of the survivors affected by pandemic diseases outbreak and disaster

There have been improving the lives of 706 households (SR: 300, BB:406) in the target area through pandemic diseases outbreak and flood via cash transfer. 206 households receive financial support for surviving during the pandemic outbreak and for post pandemic outbreak. According to the post distribution monitoring report, 84% of the 206 HHs have improved their farming techniques (60% of them have earned incomes from vegetable growth and chickens). As a result, BS have advocated CCs to allocate budget to response to COVID 19 and integrated awareness raising activities in the 2021 CIP. As a result, 60% of commune development budget was allocated to respond to COVID 19.

On top of that, 500 other households (SR:200, BB:300) were financial supported for flood response. To support their livelihood after the flood, BS developed concept note for Flood recovery project.

2.4. Community-Based Organizations in Banteay Srei's target areas are organized and be able to facilitate/lead community activities

Progress towards Outcome:

There have been 22 CBOs (SR:15, BB:7) strengthened their capacity through capacity assessment, capacity strengthening plan and they have been in the building process based on their assessment. All of the 22 CBOs registered and recognized by the commune authorities.

All 22 CBOs in BS target have led the community activities such as VDP development, public forums on gender issues, DV and GBV laws awareness meetings and DRR prevention. CBOs committee have played the important roles as selection committee in COVID 19 and Flood response activities. CBO committee have been working on promoting children's education in rural areas by supporting in selecting the right beneficiaries to receive sola power lamp.

Progress towards Outputs:

2.4.1. Form CBOs/CFs/Networks/ Groups into one single structure of CBO

There have been four Commune level CBOs (SR:2, BB:2) formed and functioned with the financial support from the village level CBOs. Their main role is to provide technical support and market linkages for village level CBOs.

2.4.2. Strengthen CBO's Capacity for well- functioning

The Capacity Assessment were organised to 40 CBOs (SR:25, BB:15) to identify their capacity to continue in CBO strengthening process. As a result, there were only 22 CBOs (SR:15, BB:7) passed the assessment.

All 22 CBOs (84 committee members, 74 females) is functioning with the total of 570 members (441 females). Among 22 CBOs, CBOs' businesses include: Vegetable group, chicken producer groups, credit and saving groups, rice bank, grilled chicken, buying and selling business, feed selling, fertilizer selling, Chicks and duckling selling.

2.4.3. Build CBOs networks at the district and provincial levels

In Battambang, seven CBOs have networked with DPA and Adevia's CBOs and 15 CBOs in Siem Reap have networked with farmer forum coordinated by Department of Agriculture.

Challenges and Solutions

- Men in community did not want to get involve in the activities. **Solution:** BS has worked with Good Men network to provide peer to peer support and coaching to them.
- Children and youth locally migrated for work and were not able to join the project activities. **Solution:** BS still organized the activities with smaller number of participants and encouraged the participants to share with the absentees. Parent meeting was also conducted by school directors. BS also advocate CCs to allocate budget to support children's education.
- Children and youth club's parent did not support their children to be part of the project. **Solution:** Parent support group was formed to raise the awareness on safe migration and positive parenting among parents who experienced migration.
- The carried over of the undone activities from the previous quarters. The carried over of activities from previous quarters cause too much workload for staff during this semester. **Solution:** BS seek pre-approval from Plan International Cambodia and closely monitored on the program activities to ensure the implementation is achieved as plan. BS also timely reviewed the request against the plan and budget.
- Flood (around Oct 20) caused the hardship for children to move. **Solution:** We only worked with adults and with children through the phone call.
- Lack of cooperation from the CCWC and local authorities because during the COVID 19 outbreak, the local authorities and CCWC give more priorities to this pandemic disease outbreak and lack of participation with BS program in the intervention of domestic violence and awareness raising on violence against women and children, which affected the quality of lives of women and the long-term development of children in the community. **Solution:** program staff prepared the list of six domestic violence cases and submitted it to CCWC and local authorities. These domestic violence cases will be sent to PCCT for further actions in case it has not been solved. BS also works with CC to add key messages of domestic violence and GBV along with COVID-19 awareness.
- Lack of marketing and entrepreneurship among farmers, producer groups and CBOs. **Solution:** BS links farmers and producers/ CBOs to private sectors and Famers forums.
- COVID outbreak caused the shortage of farmers commodities due to the restriction from the government on travelling. The farmer's products for selling also turned to family consumption. **Solution:** BS has received new funding from DCA to respond to their basic needs.
- Flood damaged the home gardening and death of poultries. **Solution:** To respond to these problems, BS conducted flood rapid assessment and received funding from DCA to provide cash transfer to support affected families.

Priorities for Next Semester

- Trainings and coaching to Good Men Network
- Update Good Men Network structure and conduct Men Forum
- Conduct trainings for Children and youth club, CBCPMs, Parent Support Groups and PCCT
- Preparation for recognition of child and youth club from CC
- Social worker training for community volunteers

- Conduct meeting with Children club, CSO networks and PCCT
- Conduct feasibility studies for people in the target area
- Recruit new beneficiaries for supporting agricultural techniques and income generation activities in BS targets
- Organise trainings (Marketing, entrepreneurship, Smart Agricultural Techniques)
- Implement Flood Recovery project

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

3.1 Improve BS M&E system and technical capacity on prioritized programs

Progress towards Outcome:

Part-time M&E Coordinator and the M&E consultant were recruited to support BS in improving its M&E system and the capacity of staff on M&E skills. As a result, baseline survey was conducted to collect data to set baseline for BS five-year strategic plan 2020-2024. The outcome survey 2020 was also organised to identify what went well and what should be improved. Moreover, M&E guideline handbook and tools were also developed to strengthen BS staff capacity to improve the quality of the program implementation.

Technical capacity on gender equality and feminist leadership for BS staff has been enhanced. The training report showed 92% of BS program staff have increased their knowledge and understanding on gender equality and feminist leadership concept and tools to influence the gender policy implementation from local to national level. Staff have also increased their self-confidence to discuss about gender issues and to actively promote it in BS target areas.

Progress towards Outputs:

3.1.1. Build the capacity of Banteay Srei staff based on staff training need assessment

Based-on the staff capacity building plan for 2020, 14 trainings were organized to build staff capacity: feminist leadership (2 females), gender analysis and gender advocacy (17 staff and 13 females), Gender-based Violence(5, 4 females), log-frame development (12 staff and 10 females), CEDAW (14 staff, 11 females), tax compliant (2 females), CBO (1 female staff), Do no harm (14 staff, 11 females) and livelihood techniques (4 females), were provided to BS staff.

The trainings on transformative masculinity, M&E, report writing and result based management were also organised by Diakonia and BS M&E Coordinator to 17 staff (13 females) to strengthen BS staff capacity. As a result, staff have improved their knowledge and understanding from these trainings and are confident in transfer their knowledge and skills into practices. For example, they are able to capture output and outcome results as well as develop the case study for their report writing. Staff capacity development plan has also been developed with the support from line managers in order to improve staff capacity and work performance.

Furthermore, BS Quickbook system was updated from Quickbook enterprise to Quickbook premier so that program staff is able to join in the review of financial report to improve the organisational practices.

3.1.2. Develop the M&E Framework to improve data collection, analysis, and reporting

Since the early September to early November 2020, a short-term consultant on M&E guideline have been recruited to develop M&E guideline handbook and tools to improve staff capacity and program quality. Due to time constrain, the development of M&E guideline handbook and tools was started nearly the end of 2020.

The fourth draft M&E guideline handbook and tools were submitted for the review and feedback from BS team.

3.1.3. Establish M&E Sub-Committee to keep track on the progress of the program implementation and to build capacity of field staff

The M&E subcommittee will be formed in the first semester of year 2 to keep track on the progress of the program implementation and to build the capacity of staff.

3.1.4. Strengthen the monitoring of program outcomes

The baseline survey was conducted from August to September 2020 in order to find the actual original data of the target group before the project is rolled out. All the 25 outcome indicators of the five-year strategic plan 2020-2024 were used for this survey. The second draft of base-line report was presented to BS management committees for the comments and inputs.

To measure the progress of project at outcome level, BS annual survey has also been carried out since November 2020. Based on the planning, the report of the annual survey will be finished in December 2020. However, due to the lack of human resources, the results of these two surveys are delayed and it is expected to finish by the first semester of 2021.

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.

Progress towards Outcome:

BS has worked in good cooperation with NGOs partner: GADNet, NGO CEDAW, CCHR and advocacy network to advocate for the collective voices in improving gender policy implementation and practice. BS and NGO networks have provided technical support to the government counterpart in the development of draft national policies such as NAPWAVE-3, Nearly Ratanak-5, and gender policy. As a result, women issues at the grassroots level have been included in national policy.

Sub-national authorities have also recognized feminist concept and applied it into their works by advocating for more women in leadership positions starting from community to provincial level. Consequently, 90% of 426 male district and CCs have recognized women in leadership roles and value the work of women leaders. Moreover, five young women leaders have been promoted as female village authorities.

Progress towards Outputs:

3.2.1 Strengthen the capacity of Banteay Srei staff on communication and advocacy

Over the reporting period in year 1, 2 trainings on CEDAW and Gender Advocacy were provided to 17 staff (13 females) to increase their advocacy skills, techniques and gender analysis tools.

The training on case study development was also organized by Diakonia to 17 staff (13 females) to improve their communication skill.

IEC materials were developed such as anti-sexual harassment, complaint mechanisms, gender and disability inclusion, including feminist training materials were developed and revised in order to advocate the community and key stakeholders.

3.2.2. Enhance CEDAW law implementation, including policy mapping and identifications of crucial research topics on women related issues

CEDAW policy is mainstreamed in BS program activities. Summary of CEDAW recommendation 2019 was translated in Khmer and printed to share to local authority and beneficiaries in BS target areas. NGO CEDAW also provided training on CEDAW and gender analysis to all BS staff (17, 13 females).

Furthermore, monitoring tools were shared during the training to BS staff to capture data on gender issues and to monitor the government counterpart in the implementing of CEDAW recommendations which will contribute to the shadow report.

3.3. Strengthen Human Resource System of Banteay Srei

Progress towards Outcome:

BS hired the consultants to conduct survey for the Organisational Development (OD) and to restructure the whole organization from the Management level to field staff level.

OD consultant provided support for the internal organisational development, which includes the revised organizational chart, flow of works, staffing, human resources and admin policies as well as provided capacity building on Leadership and Management to BS Management Committees (Executive Director, Program Manager, Finance Manager, and two Provincial Coordinators).

Furthermore, the strategy consultant was hired to provide support to BS in the development of planning and setting up the scope of work and target areas for BS five-year strategies. The long-term capacity building plan has also been established such as program strengthening, internal control system, updating human resource and finance policies, including Community Based Organisation and Community Facilitators' strengthening.

Progress towards Outputs:

3.3.1 Strengthen the HR system, particularly the job performance management of the organisation

To improve the performance management, BS has been restructured with all the positions, except management team. The performance appraisal form was developed, Human Resource policy, including job descriptions for each position were also updated.

The updated Human Resource policy was oriented two times for all staff (17, 13 females) to improve their understanding and practice of this policy. BS conducted staff performance appraisal to all staff (16, 12 females) for two times per year (in June and in December) to evaluate their performance and to develop plan for their

capacity development. As a result, staff performance objective was set and staff performance has also been improved.

BS also conducted salary scale survey with 15 local NGOs to benchmark their salary scale for staff as well as to encourage and maintain staff within the organisation.

3.3.3. Build the capacity of the management committees of Banteay Srei

Two quarterly meetings were conducted in 2020 with the participation from three Management Committee members, two provincial managers, and two team leaders to update about the progresses and challenges of the program implementation, and to prepare planning for the next quarter. The weekly meeting was also organised by Management Committees (3, 2 females) to monitor and keep track on the program implementation.

In addition, with the support from Organisational Development Consultant, all BS line manager received the orientation on leadership and management skills. BS Executive Director and Finance Manager participated in meetings which were organised by CCC to update on the new Prakas related with administration, HR and financial systems.

3.4. Banteay Srei organization had a sufficient budget to implement the program and organization strategy 2020-2024 with a high standard of financial management system in place.

Progress towards Outcome:

To secure funding to implement the new strategic Plan in 2020, the Management Committees, Executive Director, and Board of Director have built and strengthened partnership with existing and potential donors. As result, we received funding to implement 2020 program with the total budget of 505,072.84 USD compared to 443,761.91 USD in 2019 budget.

In 2020, BS also signed a new agreement with DKN for a 3-year contract 2020-2022, and funding for the year 2023 will be reserved for monitoring and back up support. The total funding for the 3-year is about 450,000 USD (Sida funds) which is double compared to previous DKN support (273,040 USD).

BS financial management system has been strengthened with the support from relevant donors. Over the year 2020, seven audits (1-IWDA, 3-Plan International, 1-DCA, 2-DKN) were conducted by different donors to strengthen financial systems and management of BS.

In 2020 BS has responded and implemented all the recommendations from audit results and finance management (three recommendations related to government tax (1) re-registration, (2) implemented, and (3) updated finance policy). Overall, BS was rating as Good Performance from these financial audits.

Progress towards Outputs:

3.4.1. Develop resource mobilization strategy and plan

There was one donor meeting conducted in February 2020 to present and receive feedback on Banteay Srei Strategy 2020-2024. BS also participated in DCA partnership platform to receive update information of DCA future trend and provided inputs on DCA Theory of Change.

3.4.2. Build networking, connections with existing and potential donors, and other key stakeholders

In 2020, BS faced financial constrain due to some partners phased-out the projects. During the first semester, BS Management Committees played an important role in building partnership with other organizational partners and key donor agencies for fund raising activities and for promoting BS programs and its visibility.

BS has built partnership with Plan International Cambodia, Diakonia, DCA, and IWDA. BS has also built and strengthened networking with CSO network, Cambodia ACTs Network, Cambodia Child Right Coalition, Advocacy networks, CCC and NGO Forum to build capacity of BS staff for a new policy or process to deal with child migration protection, to develop staff capacity on human resources and financial policies, to advocate for women rights and child protection, including to get update on Cambodian government law and regulations.

BS is on the process to develop videos to promote BS visibility, programs and its best practices to potential donors and the public through different media.

In December 2020, BS has promoted its program to new potential donor, Oxfam. Three meetings were organised to discuss about BS five-year strategy, target and beneficiaries. BS strategy was identified to match with Oxfam new five-year strategy 2022-2026 and theory of change was also developed. BS is waiting for the updated information from Oxfam about the next steps of this new partnership.

3.4.3. Improve standards of financial management and reporting systems

Three internal audits (SR:1, BB:2), and HR and finance orientation were conducted by BS Finance Manager with total of 12 program staff (10 females) to update on some changes and procedure in the updated financial policy.

BS received two times of refresher trainings on fraud from IWDA (17, 14 females) and PLAN (6, 4 females) for staff to prevent and control fraud issues. A field investigation was also organised at SR province to strengthen financial system and operations.

Challenges and Solutions

- Lack of full-time M&E staff to provide staff capacity building, develop and strengthen M&E system and tools. **Solution:** Consultant for M&E was recruited to develop M&E framework, and M&E handbook and tools. Training will also be provided to BS staff.
- Re-structure of the organisation led to unsecure staff feeling and work load for support team. **Solution:** Management team conducted field visit to orient staff on the organisational process and procedure in organisational re-structure to ensure staff has the clear understanding. BS has recruited interns to support the program team in each office and hired part-time consultant for documentation arrangement, HR files, legal documentation processes.

Priorities for Next Semester

- Finalise the baseline survey report to share with relevant donors
- Finalise the M&E guidelines and tools, including providing the capacity building to BS staff on how to use these tools and guideline
- Writing the first draft of outcome survey report 2020

- Form the M&E subcommittee to keep track on the progress of the program implementation
- Participate in the technical training on communication and advocacy, gender analysis tools and empowerment framework, M&E, report writing, strategic and program planning provided by relevant donors.
- Finalise BS factsheet for 2020 for publishing
- Provide capacity building to staff based on the staff development plan 2021
- Follow up with Oxfam on the new funding opportunities and develop the program concept note if required
- Work with Donors to harmonise the reporting process and formatting.
- Strengthen and build networking with potential donors to seek more funding for the sustainability of funding to implement BS Global Plan 2021

Cross-cutting Issues:

Gender Equality: BS staff have trained on gender advocacy techniques. This training helps them to better understand on variety of tools and techniques that can be used to advocate key relevant stakeholders to promote gender equality. 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 have engaged men in the reduction of violence against women through the Men's Network. Masculinity training, GVB and women 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.

Safe House and Peace Center is another approach to promote gender equality in BS target areas. BS has provided counselling services to women and children experiencing violence and supported the survivors of Gender Based-Violence families with psychological counselling and therapy, accommodation, food, health, transportation, and facilitated access to legal services and courts processes.

Inclusion and Non-Discrimination: All BS policies and programs ensure the non-discrimination, a right-based approach and inclusiveness of children and women with disabilities, migrant children and youth, and the LGBT group in all program interventions. Disability inclusion has also been integrated in BS training manuals for providing training to staff and the target communities and involved them in the community development activities. This training led to improved knowledge and behavior of community and key partners towards people with disabilities. The government counterparts at local level, CFs and CCWC have also increased their understanding of disability inclusion. The raining report showed the level of participation of persons with disability in BS community-level activities is improved. This is due to the increased awareness of community and local authorities on the needs to include persons with disability in the community groups.

Conflict Sensitivity: Promoting gender equality and women in leadership positions within the government structure is a challenging task. To deal with this issue, BS has mobilized men perpetrators by using good men network members in their community to help educating them to provide back support to their wives so that they could participate in the program activities and in the government work. We have also provided masculinity training to the local authorities, men perpetrators and our Gender Peace Networks and Good Men Networks to increase their understanding on gender roles and relations. Moreover, BS has adapted Do No

Harm principles in our program implementation to ensure understanding how aid interacts with conflict dynamics, aiming at supporting the project to minimize the negative impacts and maximise the positive results.

Environment: In BS livelihood program, to be environmentally friendly and resilience, BS has promoted and introduced smart agricultural techniques to farmers and farmer trainers through trainings and coaching. Environmental risks have been assessed and managed to reduce the negative environmental impacts. For example, 43 Emergency Preparedness and Response Plan (EPRP) have been developed by the community and commune authorities; and integrated into the Commune Investment Plan.

Child Protection: BS has child protection policies in place and staff have also received refresher training on child protection organized by Plan International Cambodia. Moreover, child safeguarding principle have been applied with BS's activities, especially the activities that involved children. To protect children from all kind of abuses, anti-sexual harassment policy and complaint mechanism were developed and implemented.

Donor Reporting: The deadline for submission of BS Global Report and BS projects-based reports to donors is on the same time, 01 February 2021. Donors driven, including the lack of staff and limited staff capacity led to the delay of submission of reports, the workload to management staff and poor quality of reporting. To deal with these issues, BS will conduct meeting with potential donors to harmonise the reporting format and process, review staff work plan and develop staff capacity building plan for 2021 based on the need assessment and the recommendations provided in the Organisation Development 2020, seek technical capacity building to staff from BS donors as well as propose to recruit more staff to fully function the organisation if fund available.

Risk Management:

No	Key Risks	Risk Description	Risk Mitigation	Response	Timing
1	Lack of staff to fully function the organisation	Lack of staff to effectively function the organisation which leads to high workload for staff. This may result in high staff turn-over, especially BS management team.	BS has proposed the increase in number of staff in budget plan 2021. BS will advocate to existing donors to allocate more budget to recruit staff and to seek more funding opportunities to sustain the organisation.	BS, Donors	On-going, BS and Donors meetings
2	Resignation of existing Executive Director	The resignation of the existing Executive Director in January 2021 resulted in the change of leadership and management.	BS staff need time to learn and adapt with the new leadership and management style. The existing Executive Director has also been contracted as a short-term consultant from February-March 2021 to provide back up support to BS Executive Director in terms of technical	BS, BS Board and Donors	On-going, BS Executive Director and National Consultant meetings

			advisory and fundraising opportunities.		
3	Limited staff capacity	BS has limited staff capacity to effectively implement the program.	BS capacity building plan 2021 is developed based on staff capacity building need assessment and recommendations from OD report. BS is also seeking the technical support and capacity building from relevant donors, NGO partners, including key stakeholders.	BS Board, BS management Committees, Donors, NGO partners, Consultant and Capacity Building Advisor	On-going, BS Management Committees and Staff meetings, BS and Donors meetings
4	Financial constraint	BS faces the financial shortage to implement its programs and its five-year strategy (2020-2024).	BS Board and Executive Director have built and strengthened relationship with existing and new potential donors for fund raising activities.	BS Board, BS management Committees, and Donors	On-going, BS Board meeting, BS and Donors Meeting
5	Lack of cooperation from local authorities and CCWC	During the COVID 19 outbreak, the local authorities and CCWC give more priorities to this pandemic disease and lack of participation with BS program in the intervention of domestic violence and awareness raising on violence against women and children.	The list of six domestic violence cases is prepared and submitted to CCWC and local authorities to address the issues. BS has also worked with the commune council to add key messages of domestic violence and Gender Based-Violence along with COVID-19 awareness raising.	BS, local authorities, CCWC and key stakeholders	On-going, BS program meetings
6	Natural Disaster	Flood in late of October - November 2020 caused the postpone of some community based-activities.	BS decided to conduct the activities at provincial and district levels.	BS and relevant stakeholders	On-going

Lessons Learnt:

- Late approval on the revised budget for 2020 resulted in the workload of staff. BS speed up the implementation of program activities after the 1st quarter.
- Due to the restructure of the whole organization in 2020, all BS staff were required to re-apply for the jobs. BS lost some potential staff that do not fit to the qualification and requirement of the new positions.

- To change men perpetrators' behaviour, new approach has been applied – peer to peer coaching. This coaching has been conducted by Good Men Network members to particularly men who experienced using violence against women. After receiving various coaching from BS, 24 of them have become Good Men Members.
- To deal with marketing and entrepreneurship limitation among farmers, farmers and producers/CBOs are linked to private sectors and Farmers forums. As a result, 12 farmers have been contracted with Khmer Organic Company in supplying good agricultural products.
- By engaging FCC and CCWC in VDP process, their capacities have been acknowledged by CCs. During COVID 19 and Flood Response, BS involved women authorities from village to district level in the implementation of the program activities. As a result, District and Commune authorities has recognised the roles of female authorities, particularly in identifying new poor households who did not receive the ID poor card yet.
- During COVID 19, CBCPMs have been exercising their roles in supporting migrants during the quarantine. They collected migrants' information in their communes but PCCT list did not include data on children information.
- The outbreak of COVID 19 and the COVID 19 response from the government led to the delay of some program activities. To contribute to the government regulation on the reduction of the spread of the pandemic disease outbreak into the community, BS restricted staff traveling across provinces and within the targets areas, changed some program implementation approaches to avoid the gathering of the big group of people to join the events as well as organized or joined the online meetings and workshops instead of face-to-face meetings/trainings.
- To engage CFs in all BS target villages, new approach has been used by supporting trained CFs to work in pair with CC in facilitating VDP process. As a result, 82 VDPs have been developed compared to target set (50).
- To minimized risk of staff in carry money to the field, cash transfer through Wing agent was used. We firstly used manual cash transfer for the beneficiaries of COVID 19 response and we learned that it was time consuming for CFs. Beneficiaries Management System was applied for cash transfer during the Flood response in order to reduce time constraints for CFs and staff.