



ដើម្បីការរស់នៅប្រសើររបស់អ្នកក្រ  
Committed to better living for the poor

# ពន្លឺនៃក្តីសង្ឃឹម

Ponleu Ney Kdey Sangkhum  
(Light of Hope)



## End Project Report

2016 – 2019

## Somleng Project





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Date: May 27, 2020

Submitted by

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# End of Project Report

## 1. BASIC INFORMATION (លទ្ធផលសំរេច)

*This format should be used for reporting in the last year of the project period. The end of project report must cover the total project period.*

<b>Local partner</b>	Ponleu Ney Kdey Sangkhum (PNKS) – Light of Hope
<b>Project title</b>	Somleng Program
<b>Project period</b>	Jan 2016 – Dec 2019
<b>Budget project period</b>	
<b>Overall project development goal</b>	People with a deep sense of hope and freedom because they see opportunities in their lives to express themselves and their own aspirations. Communities would be characterized by respectful and loving relationships, sharing of resources and ideas and peace on individual and group levels. People would feel well off if they have enough money but also opportunities, inclusive relationships, a strong sense of community and a healthy, sustainable environment around them.
<b>Country and regional area</b>	<ul style="list-style-type: none"> <li>- Preah Sdach, Prey Veng</li> <li>- Basedth, Kampong Speu</li> <li>- Kampong Trach, Kampot</li> </ul>
<b>Name of local development partners</b>	<ul style="list-style-type: none"> <li>- Village Development Association</li> <li>- Commune Development Association</li> <li>- School Support Committee</li> <li>- Village Leaders</li> <li>- Commune Councils</li> </ul>

## 2. RESULTS ACHIEVED (លទ្ធផលសំរេច)

2.1. To what extent has the project reached its overall development goal? What have been the most important **results** achieved? Please focus on outcome and impact level.

The overall development goal of the program was to see individuals, groups and systems in the target areas defining and finding ways to realize their aspirations for improved living conditions, freedom, environment, and hope. We saw Village Development Associations (VDAs) and Commune Development Associations (CDAs) as a key to engage in participatory village development through building strong relationships with their Village Development Committees (VDCs), Commune Councils (CCs) and School Support Committees (SSCs), in order to influence the behaviour, attitudes,

relationships and policies of these groups and institutions. In achieving all the results, PNKS' role has been to:

1. coach and monitor the capacity of the VDAs and CDAs (planning, problem solving, etc.),
2. help link them and support relationships to other boundary partners, to other organizations and to other institutions, through study visits, forums, and other methods.
3. provide technical (conceptual and practical training) and financial support to the VDA's and other boundary partners' own initiatives and own work, building community awareness on gender, primary health, inclusive development, child protection, livelihood improvement, skills and agriculture techniques, climate changes affects, natural resources and development.
4. remind commune councils of their responsibility to ensure grassroots level and inclusive participation in yearly planning, and
5. encourage school support committees, teachers and student clubs to meet regularly and mobilizing other resources for school development and infrastructures (safe play-ground and child friendly schools).

### **The functioning of the associations in the communities**

As a result of the Somleng program, we have seen 58 VDAs and all 7 of the CDAs independently functioning in the provinces of Kampong Speu, Kampong Trach, and Prey Veng. Although PNKS took an active role in facilitating processes to see the groups organised, they do not belong to PNKS and the associations do not support any political party. They work to serve the community without discrimination, with a special focus on benefitting the poor. VDAs, as independent associations have been able to hold regular meetings on their own, do their own bookkeeping and hold open discussion forums on issues happening in their village with the common purpose of the community being able to live in love, hope, freedom, interconnectedness, respect, and non-discrimination.

Through these regular meetings and the discussions held there, relationships are strengthened, resources are shared, decisions are easily made and joint action is taken. These meetings have enabled them to solve issues on their own or reported these to CDAs or the commune councils as relevant. As with all social change, the PNKS program could not control their functionality, but in 2019, there were 58 VDAs total: 40 VDAs in Prey Veng, 12 in Kampong Speu and 6 in Kampong Trach. 39.5% of these met at least 6 times per year, 45% met 3-5 times per year, and 15.5% met less than 3 times per year. The topics of discussion spanned a wide range of topics from prevention of dengue and how to make Khmer noodles, to how to get a valid passport and ensure safe migration,



As with all social change, the PNKS program could not control their functionality, but in 2019, there were 58 VDAs total: 40 VDAs in Prey Veng, 12 in Kampong Speu and 6 in Kampong Trach. 39.5% of these met at least 6 times per year, 45% met 3-5 times per year, and 15.5% met less than 3 times per year. The topics of discussion spanned a wide range of topics from prevention of dengue and how to make Khmer noodles, to how to get a valid passport and ensure safe migration,

and how to be aware of increasing access of businesses some of which are cheating in various ways. Through these meetings, members of the VDAs have gained skills in identifying problems and finding ways to solve them and the collective strength of the community to achieve results. The role of the CDAs is to support and direct the work of the VDAs and to provide support in making contact with authorities and other stakeholders.

Besides the regular meetings with all VDA members, the VDAs and CDAs have set up executive committees to strengthen internal control and leadership. 72% of the VDA Executive Committees held regular meetings, at least 2 times per year. 29 of the 58 VDAs have conducted a self assessment using the Community Capacity Indicator (CCI) tool at least two times per year. 100% of the 7 CDAs have held meetings at least two times per year.

Meetings and the topics raised within the association show one function of the VDA and show their relevance, influence, and organisational ability. Another way that the VDA was functional was the development of plans for their community. Firstly, the VDAs and CDAs in each of the communes worked closely with local authorities to address community issues and to respond to the community needs. VDA representatives attended commune council meeting on a quarterly basis to discuss village issues and development plans, in turn, invited village leaders to their monthly meeting to discuss community issues. This has taken place at least 86% of all target villages that has enabled the village leaders to raise relevant issues at the commune council meeting.

In addition to this influence and involvement on the government systems, all of the 58 VDAs developed their own annual development plan in which they addressed what VDAs prioritised in discussions. The plans covered building projects (village halls, road construction, school fence, village drainage, kindergarten), trainings (on family economic analysis, peace building, land law, health and hygiene) and dissemination on information (on gambling, environment, domestic violence, the importance of education, drugs abuse, community ponds, vegetable planting, animal raising). They also covered VDA meetings, visits to village people encouraging people to build latrines, and evaluations of Executive Committee of VDAs. 33 of the VDAs and 3 CDAs wrote proposals for funds. The main purpose of the association is to discuss community concerns and needs so that the whole community can live in love, hope, freedom, interconnectedness, respect, and non-discrimination.

In this way, VDAs have taken leadership and ownership of development, connecting with others for collaboration, funding and expertise. Besides the local authorities, they have reached out to the Cambodian Red Cross, World Vision, Ministry of Forestry, Room to Read, a charity from Canada, relatives in the West, etc.

### **Influence on the wider community**

VDAs have set up 58 saving groups in all 58 target villages. Through their saving groups, the group members and others have been able to borrow money. Savings range from 600,000 riel to 300,000,000 riel. Savings groups have been able to help those encountering difficulties, helping community members to avoid seek loans from external sources. The predatory lending problem in Cambodia is widely known, causing many families to struggle with payments to micro-financing institutions<sup>1</sup>. Through the savings groups, the members have built strong trust relationships, improve dialogue around finances and spending, giving hope for the next generation. The gains made have been used for various community purposes as mentioned in the plans above and especially for the vulnerable. In

<sup>1</sup> <https://www.bloomberg.com/news/articles/2019-08-06/-8-billion-of-personal-loans-push-cambodia-to-brink-of-crisis>

Chek Community members in Chek village, Kampong Speu province, have also been able to buy and sell fertilizers for the gain of the community.

Of long-term importance for the communities, are the VDAs and CDA's ability to address concerns about their community natural resources and environment. Some communities have also made long term investments such as planted trees and built greater understanding of environmental laws and rights. Section 1.5 gives examples of how community groups have been able to address their concerns with courage and determination and with, largely, satisfying results. Environmental concerns have been addressed in all 58 villages.

The new relationships between school support committees, executive committees of VDAs and CDAs and the local authorities in the target villages have provided new opportunities of sharing experiences with another across domains. In Kampong Speu province, an annual review meeting was organized through this collaboration, celebrating the results of the association with the community and recognizing the good cooperation of the village leaders. VDA and CDAs identity and capacity became visible and they were able to receive input for further improvements.

The culture has changed in which groups have started to pay attention to the needs of particular groups of vulnerable people: the poor, women (often widows), children (especially orphans), people living with disabilities, and the elderly. Here are some examples:

- The VDA Robang Kras decided to use 50,000 riel (USD1 = 4,000 riel) to help an elderly person without relatives.
- A VDA (Mr. Om Try) at Chreang Te village spent a lot of time with poor families. He taught them how to grow cucumbers and string bean.
- A VDA committee member at Phnomsaley village (Mrs Kem Chanthou) regularly visited and encouraged a family who are VDA members and used a loan to run a small business in front of a garment factory.
- VDA of Chek village used 150,000 riel (USD1 = 4,000 riel) to support two families – one to help with treatment of a chronic illness of an old man. Another one was to help with a funeral.

#### **Leadership of the VDAs and CDAs**

A number of reports from the villages describe the leadership taken to make the VDAs function towards their purposes. Personally caring and helping victims of disasters and members visiting neighbours has produced effects beyond the immediate circles. The personal leadership of Nhim Samay, in *Annex 1* is one illustration of this.

The leadership of the VDAs and CDAs have involved 39 percent of women as the head of the association. Ms. Oun Pheap in Sangke Leak village describes how a woman used her own experience of having been discriminated against because of poverty to fuel her engagement for the poor. She has actively led meetings, spoken for the poor, and cooperated with the village leader to mobilize resources to help elderlies and to fix the village roads. She is a good bookkeeper with high responsibilities. Before doing something, she always discusses and makes decision together with all VDA members. Because all of this, all members trust her and members increased from 46 to 56 members and saving reported in June 2019 was 34,050,000 riel. Another woman in Kandeang village, a member of the executive committee, shared how she was encouraged to use any skills she learned from training, such as alternative dispute resolution, vegetable planting, animal raising, hygiene, and waste management.

New knowledge and a new role in connection with others helped her to improve her own income sources and situation and support the rest of her community.

The leadership of VDA have also learned their lessons through mistakes. In one village, Tatov, the savings group had not properly advised its members about a farmer taking a loan from outside the village, which resulted in distrust of the committee and a required new start. Also, in Sleng village, a savings group led by too few people, created a vulnerable and inactive situation that required PNKS to step in to support a re-start.

### **Affects on local authorities, and how they have been kept accountable to the people**

PNKS has worked in partnership with three communes in Basedth district of Kampong Speu province, three communes in Kampong Trach and three communes in Prey Veng province. Several connections have been made between the associations and local authorities at village level and at commune level. Collaboration has been taking place as issues have been raised by the associations. For example, in Chachib village, through good collaboration with local authorities, VDAs were able to mobilise internal and external resources to build a community hall 15m x 7m with a budget of 18 million riel. They also repaired the road several times with funds which the VDA contributed to partly. In addition to bringing people together to fix the road, village leaders and the committee visited the people without discrimination, especially the needy families who needed some practical help with food from the rest of the village.

The village leaders in target villages have actively been visiting the poor and finding out problems. In the last 6 months of the program, the village leaders made 383 visits to the ID poor among Prey Veng's 40 target villages, 43 ID poor visits in the 12 Kampong Speu villages, and 144 visits to families among in Kampong Trach's 6 villages. Topics of discussion included land disputes, domestic violence, safe migration vegetable growing, hygiene, health, drug abuse, waste management, poor roads, gambling, and access to market.

PNKS supported the development of commune councils inviting CDAs, VDAs, and school support committees to attend their quarterly council meetings. This has enabled friendly and cooperative relationships and the involvement of these groups have continued even after the withdrawal of PNKS support. Some topics that have been brought up at commune council meetings have been: gambling, drugs, difficult roads in villages, the lack of fences, the lack of a community preschool, the lack of hygienic toilets, poor village environment, migration, and some children no longer learning Khmer and only going to Chinese language classes.

As with the VDAs and CDAs, the changes in local authorities have depended on individuals taking leadership to see change take place. One such example is Ms. Huot Cheena, a commune council member who worked with the rest of the commune council and a youth group representative of the village to make a plan to visit all 15 of the villages in their commune Svay Chochip. They wanted to pay special attention to the vulnerable people such as the poor, people living with disabilities, the elderly, orphans, and widows in order to understand their situations and specific real needs and build closer relationships with them. They also planned to share information about personal health and hygiene and encourage them to build toilets. When they went to Khnay Kontuet village, they saw that the people didn't really have good hygiene. Ms Huot Cheena then wrote a request to World Vision for snacks to gather the whole village to teach about health and hygiene. At six different times they raised funds for the poor, for a family who had been in a traffic accident, for two families with elderly, and for a woman for the delivery of her baby. They also requested two wheel chairs for the disabled persons.

Another example of personal leadership is how the village leader of Teuk Chou says that he sees things differently now. He cares about public matter more. He works with the VDA and other villager, youths

and children to clean the public areas such as road, pagoda and school to clear the environment of plastic bags, tins, and other rubbish in public areas. He helps educate people to keep clean. Another village chief, Khem Chhin, has his own home garden. In his garden he has papaya, lettuce, cucumber, morning glory, pumpkin and gourd. He also grows moringa. This is good for the Phnom Penh market. He shares his skills with others in the village wanting to learn.

Commune services have generally been perceived to have improved, such as the provision of death certificates (going to the house of the family where they experienced the death) and faster processing of birth certificates. In the past, when the commune council elections for the 4th mandate, the commune administration services were slow. The commune council members rarely came to the commune office to work, making people complain about not being able to reach them and their services. They had to spend money and time to travel to find the clerk and the commune chief. In Svay Rompie commune, when people need to fill out land sales documents, the commune chief charged for these services and all other paperwork was also costly. However, after the election of the new council, there was a change in the tone of the commune and the council worked the regular office hours from 7.30 am to 11.00 pm and from 2.00 to 4.30 pm, making sure that a member of the commune council was there, making it easier for people to access services. The common administrative services such as marriage certificates, birth certificates, residence certificates, and death certificates do not require payment but require three working days for processing. However, the commune council do not want to make things difficult for the people and try to issue the documents during their first visit. We have found that commune councils are working hard to provide better and better services to the people in the commune, however, in Tuol Sala commune administrative services can still be slow. When the clerk is not present to stamp, they have no substitute such as a commune council member, requiring people to travel many times.

In each commune office they have now posted the commune service fee so that all citizens can know and access the commune office without discrimination, whether rich or poor. In 2018, the commune requested PNKS to publish a commune service fee bill in PNKS' 12 target villages, and the commune posted in the remaining villages. This has increased trust in the commune administration services. Commune councils have also visited villages to help resolve conflicts in communities in issues such as violence and land conflicts.

The CDA in Svay Chochib regularly attended monthly commune council meetings describing PNKS withdrawal from the area in 2019 and 2020, in order to ask the commune councils to cooperate and recognize the achievements made by the organization and the work achieved by the communities. The commune council expressed their continued support and cooperation with the association, asking them to register themselves, reporting their achievements and savings and community issues as they arise. The commune council encouraged village leaders and the associations to continue to communities internally and externally to help solve difficult problems, as the commune does not have enough budget to respond in a timely manner.

### **Schools and youth**

In Svay Chochib commune of Kampong Speu district, a group of youth representatives were involved in community work to practically help the poor and vulnerable, they spread awareness about domestic violence, and gave school supplies to poor students. They helped discuss disaster management, met with school support committee during their quarterly meetings and attended commune council's monthly meetings to report on achievements and issues in the communities. The youth themselves gathered funds and materials to support these activities by engaging with local and external donors. They submitted a proposal to the Red Cross, with a plan developed with the commune council.



According to Ms. Hout Chenda, a commune council member in Svay Chochib commune, said that since she became a commune council member in 2018, she has become involved with many other commune councils. She has for example, gathered data for the 2019 yearly plan. Here she has seen that the budget is not enough for the many needs of the communities, requiring prioritization. For the remaining issues, the commune councils have cooperated with representatives of youth in the village and they plan to visit each of the 15 villages in Svay Chochib, especially meeting the most vulnerable individuals and families.

Mr. Sok Odom, a committed teacher and committee member of Phnom Pit Primary School, visits children who do not come to learn regularly. He has paid special attention to five poor children so that they could attend school again, in teaching and visiting children with learning disabilities, especially five poor children. He has cooperated with the other teachers and the school support committees to creatively develop the school, such as putting up signs with proverbs on the trees, helping students to take care of their rubbish, fundraising in the village, and building internal and external relationships to spread information and address school issues.

4 school support committees wrote proposals. They proposals have been written to improve infrastructure in the school, the learning environment of the children and to conduct drug abuse forums.

### **Connections to the wider world and changing needs**

Besides farming, the people in the villages work in factories, transportation, and construction to earn extra income to support their families. This extra income helps them to build houses, buy equipment (TVs, telephones), and have the electricity. In the villages, there are vendors, schools, pagodas, commune offices, and health centers, rice mills, and farming services which are all part of the financial, social, and environmental situation of the community. As the evaluation in 2018 pointed out, the situation has changed a lot for the people living in the village. They have now become part of a greater world, for better and for worse. Some of the adaptations that have been resulting from the Somleng program's work is that women have now started to negotiate with the men in the community for contribution in house work, asking the men to care for their children, was clothes, clean houses, and engage in animal husbandry. In Prey Veng, there is an increased number of women involved in leadership both level of village and commune. For instance, of 58 VDAs, 43 VDAs have women as leaders. Also, in Prey Veng, the commune committee for the protection of women and children reported that there are fewer child rape and abuse cases than in the past. These changes in opportunities for women and protection of children are likely to have been achieved through PNKS support to discussions on rights and vulnerabilities, building the capacity of groups who have taken action to see these changes.

#### 2.2. Please provide a full account of results achieved by the project using the attached table.

*You may use your own LFA or RBM matrix instead, but please make sure that it includes all the information requested in the attached table.*

The attached LFA is the report against progress markers which include 'expect to see', 'like to see' and 'love to see'. PNKS did not have any formal tools to collect data/information to report against progress markers set. Reporting against progress markers, basically, around indicators set specifically for boundary partners whom PNKS work closely with. We were able to access their reports; we were able to attend their meeting and access their meeting minutes which allowed us to determine our judgment

and evaluation base on each progress markers. In addition, our boundary partners conducted their own evaluation, called Community Capacity Indicators (CCI). *Please see attached LFA table report.*

2.3. In case the outcomes were not achieved, please account briefly for the reasons behind this.

- Reflect on the handling of internal and external risk factors identified before and during implementation of the project, including risks for financial irregularities.
- Has project implementation had any unanticipated positive and/or negative consequences or results? Please describe and explain.

**The project rate all outcomes set in the progress markers. Below are a few expected outcomes that the project rated low:**

- **Village Development Association (VDA) were able to write proposal to raise fund for their own community development.** Many VDA were not able to raise fund from other departments, NGOs but only to PNKS and their community. The reasons were that their capacity to write proposal was limited. PNKS failed to improve their capacity so that they could have a better proposal and able to raise more fund to NGOs and public sectors. Some VDAs failed to write progress reports to PNKS too.
- **VDA became a role model in the community and active body in order to support community's advocacy and needs.** About half of the VDA of S-PV project did not show high commitment to support the common good. They set priority on their own interests. This could be because of the current impacts from the job opportunities in the area as identified by the midterm evaluation.
- **Village Leaders set a good role model for younger generation.** Some of the village leaders of S-KS project discriminate against former opposition; especially when they are old that they do not change their negative behavior toward former opposition. Current political change led to this discrimination, opposition party destroyed and only one single party rule the country. Discrimination against former opposition was also seen within commune council in Preah Sdach.

### **Unanticipated Outcomes**

One of the unanticipated positive consequences, was the huge change in the Chek village (Banana village). A VDA was formed in 2011 and they actively spread awareness of hygiene. Through the close collaboration with village leaders in hosting monthly visits and visiting homes, the village transformed from being one with very little hygiene to one that received a reward from the governor of Kampong Speu for the Open Defecation Free (ODF). Up to date the village has 150 toilets and they had in use for 150 families.

Another unanticipated positive consequence was that of the village organizing themselves to fix up their village hall which they use for religious festivals, meetings, greeting visitors and gatherings of various forms. The community, community leaders, and other individuals contributed funds and labour. Even the religious leaders contributed with funds. A VDA member of Chek village donated land 20 x 12 meters for the village hall. Individual donors from Phnom Penh provided 800 dollars. The people of Chachib village are so happy to have a place for the community to meet, discuss, study, learn about religious programs, play games, solve problems and host visitors from afar.

Mr Tep Loeun, village leadership representative said, 150 families in the village, with the population of 702 (female = 385) are benefited and very happy to have the village hall. Now the village has a proper

gathering, meeting place. This village hall provides a place store village belonging such plates, bowls, spoons, chairs, tables etc.

A third unanticipated consequence is that of the VDA in Chek Village deciding to get involved with business. Their members grew from 55 to 140 members with savings totalling 333 million riel in 2019. With the income, the VDA decided to invest 10 million from the saving to buy 260 bags of fertilizer to sell to the people, with profit of 2000 riel per bag, is an additional income for the association as people also need some fertilizer. This was financially a win-win situation for everyone in the village. The villagers did not have to travel far, the VDA made some income on it, and the prices were lower than at the market. The fertilizers are sold to six surrounding target and non-target villages—Chek village, Chochib village, Trapang Thlok village, Anlung Lak village, Andong L'veja village, and Trapang Ktom village.

In O'Chranieng village in Kampong Trach Lech commune in Kampong Trach district initiated the idea of a community preschool. With a large village of 278 families with many small children without a preschool, the village chief and VDA encouraged the idea of making a preschool. Villagers helped to provide soil to build up the ground and the monks gave land for the purpose. They wrote a proposal to the Department of Education and by mid-2016, there was a response from the Education Office for the construction of a 6m x 6m building with a budget of \$5,800. The preschool is now being used with 25 children (19 girls) who are increasingly brave and there are good relationships with parents who are now able to spend that time doing work instead.

In Trapang Sya village, in Svay Rompea commune, Basedth district of Kampong Speu province. With a large population of 1099, people are busy in the paddy rice, garment workers and construction workers, struggling to taking care of their children. VDAs, village leaders, initiated and thought of having a child-care center in the village. The village leaders took the matter to the commune council and agreed to support with 30,000 riels per month for teacher. PNKS were asked to support with teaching materials, toys and a water filter. Because the child-care center is well-functioning, the Ministry of Education decided to support USD 4,000 to build a preschool building with a 6-by-6-meter-square. In addition the Ministry supports 650,000 riel per month for teacher's salary. Currently the preschool has 32 children including 16 girls.

At night is when people are at homes, free from work and PNKS take this opportunity to show educational films—health, domestic violence, safe migration, drug abuse, gambling, human rights, child rights, along with quiz and games. During a movie night in some villages, the police came to share about domestic violence and the effects of drugs. The police officers did this without sponsorship or per diem and appreciated the opportunity. In S-KS alone, for one year 2019, the project reached 302 men, 473 women, 5 people with disabilities, 293 boys, 402 girls. We believe one person that directly benefited from this educational video would share at least to two friends. So the number of beneficiaries could be triple.

#### 2.4. What are the remaining challenges?

In spite of the work by PNKS and its five boundary partners discussing the effects of drugs in schools and target villages, discussing safe migration and teaching about violence, there are still young people who use drugs. Their families complain and are concerned about their future. This is because drugs are causing domestic violence, mentally ill people, robbers, theft, and disobedience to parents, causing problems for themselves, their families, and the wider society. When one is addicted to drug, it seems it cannot be recovered. This challenge require cooperation and strong action from the authorities, including law enforcement. Similarly, the problem of gambling is still there because some people do not feel that it is a big thing even though officials are obliged to teach the people and enforce the law.

Domestic violence persists in some families who struggle with various issues in the family, with alcohol, gambling, and disloyalty. Also there is still an embarrassment in raising issues about the family problems.

With an improved national economy some families have been able to earn incomes to improve their standard of living. Others have borrowed money and ended up in debt, some having to migrate domestically or internationally to make their payments to the bank, placing them at greater risk. Some are still complaining at the low cost of their produce. In 2019, for example, the price of rice (in Kampong Speu or everywhere) decreased compared to other years with the lowest price of 800 riel/kg and the highest for 1100 riel/kg. (Reference: village data documentation). This forced some rice farmers to stop producing. It is difficult for the local agriculture products to compete with products from outside. As mentioned old people migrate due to their increasing debts, and young people also migrate for the same reasons or for the hope of increased opportunities and income.

Underlying challenges to the many of the financial issues and vulnerabilities are related to climate change and its effects on agriculture. Another underlying challenge to human capacity and employment opportunities is community mind sets to earn quick money and disvalue education. The rapid grow of Cambodia's economy in the last 10 years, creates job opportunities in contrast, young girls and boys quit school at an early age to earn quick money. Some families forced their children to stop school when they were just 16 of age. They asked for illegal documents from the authorities to increase their age from 16 to 18 of age so they can get job in the factory.

Multidimensional Poverty Index (MPI) scored Prey Veng 0.14, Kampong Speu 0.18 and Kampot 0.16 vs national 0.158. Midterm evaluation 2018 found that the current target area have more opportunities for jobs and income because the provinces are close to Phnom Penh. PNKS is preparing to handing over work, the achievement, the remain challenges to boundary partners—commune council, village leaders, village development association, commune development association and school support committee—to be responsible. They need to work with the government, NGOs, private sectors and within their limitation to address the remaining challenges as well as the new challenges may arrive. PNKS will ensure they have the capacity they need before PNKS finally phase out from them. PNKS is planning to move to a more challenging area such as Preah Vihear and Stung Treng province with the MPI 0.31.

- 2.5. Give an assessment of how the project has contributed to strengthening civil society. Please think thoroughly through this question and give concrete examples.

The Somleng program has been able to support groups of people to organize themselves on issues concerning their communities. They have understood human rights as pertaining to all individuals in the community, lifting the needs and perspectives of the particularly vulnerable (as mentioned in the outcomes of section 1.1 above). Through cooperation between the boundary partners, they have organized events to remind of the various rights, the importance of education, the availability of health services, and the importance of the environment. CDAs and VDAs are currently confidently taken action when community members or outside groups or companies have infringed on community land and damaged their environment. They have kept authorities accountable to their jobs, reminding them of their duties and pointing out negligence and misconduct when necessary. They have effectively connected with internal and external resources for support in building capacity as civil society organizations and the capacity of their community by prioritizing education. To build such capacity

PNKS have contributed in financially small, but strategically effective ways, coaching, giving ideas, and supporting capacity as outlined in Section 1.1.

Small experiences for the common good of the villages have boosted confidence in civil society. In 2015-16, in Kampong Trach district there was an ice factory located near the mouth of the creek in the village of O Chranieng, pumping waste and sewage into the creek causing residents of the area not to be able to use the water from the creek. Therefore the village and the VDA protested and told the authorities to solve this problem. Then the village, commune, and district authorities asked the company to install the wastewater treatment plant and proper waste management and this was agreed to. Since then the community has been able to use the water from the creek again. A couple years later, PNKS' boundary partners showed their strength of collective action, even when community initiatives exposed government weaknesses. In 2017 and 2018, the police responsible for the area freely allowed fishermen to fish in the creek using electric shocks because the police regularly benefitted from this activity. Due to the loss of natural resources (fish, eel, snails, crabs) the VDA reported to the commune level police chief who immediately detained and educated the perpetrator and removed the police from his position.

Engagement has not necessarily always resulted in only positive physical end results for the community or for the environment, but it has built experience and confidence in community members to engage. In Sre Pring village, PNKS provided snack for the community forest committee to meet on a quarterly basis. In these meetings they were able to discuss various issues that came up and make plans for patrolling. This led to joint action by the village, its leaders and the committee in writing a formal complaint to the district office about a company called Lilong Nam that came to clear land next to the mountain and forbidding villagers' access to the forest. District Offices of mining, energy, environment along with the district authorities came to visit the scene where Lilong Nam is clearing land. So far no solution yet. Another unsolved issue is that there is Quarry Company called Lanh Theara. The quarry mining company was clearing the forest that the community was trying protect and keep for community access. The community leaders have expressed concern about their health and impact on the people and the concern about the future of the forest. The community leaders were warned by the districts office not to voice this issue and they feel very discouraged and lost hope that the forest can be protected.

The story of Tamnop Teuk or Trapang Prey Community Forest, *Annex 1 Nhim Samai*, illustrates the length at which a community group supported by PNKS can own and act strategically for their community. The story illustrates how documentation, organisation, persistence, communication with offenders and local authorities, and knowledge of forestry law all contributed to action being taken to protect the community forest.

In a society with shrinking civil space, it is worth noting that local authorities in the 58 target villages of PNKS have, on the whole, been able to separate development from their political agenda of party business, serving all of the people no matter party affiliation. This has given opportunities for civil society to strengthen its democratic voice in a politically vulnerable situation. VDAs and CDAs have courageously spoken out without fear. One example is that of Community Forest Committee member Mr. Khoy Phun protesting against a family taking community forest land and raising the issue during a public forum in Tuol Sala commune asking the commune to solve the problem. The commune did resolve the issue, learning about the reasons for the problem and visiting the place. The land was returned to the community forest. Another example is that of Mr. Keo Kuen, during a public forum held at a Wat, requesting the district governor to send expertise to the Taney dam and to set up demarcation posts around the dam to prevent illegal fishing. He also asked the district forestry administration several questions about the laws related to community forestry in Basedth district when

they did a tree consecration ceremony in the Taney Dam area. These are effective ways of influencing and advocating for rights in a politically sensitive situation.

### 3. CROSS-CUTTING ISSUES

3.1. Which results have been achieved with regards to MA’s crosscutting issues throughout the project period (gender, environment, inclusion)? Please repeat results from above if necessary.

#### GENDER

Human rights and women’s rights help build women capacity and knowledge for women leadership. PNKS is involved in promoting gender equality, especially equal opportunity for women in leadership. For example, PNKS is working with 58 village development associations (VDAs) with total of 212 executive committee members, 111 members are women. In all 58 VDAs, 43 VDAs have women as leaders of the association.

The leadership of the VDAs and CDAs have involved 39 percent of women as the head of the association. For instance, of 58 VDAs, 43 VDAs have women as leaders. Ms. Oun Pheap in Sangke Leak village describes how a woman used her own experience of having been discriminated against because of poverty to fuel her engagement for the poor. She has actively led meetings, spoken for the poor, and cooperated with the village leader to mobilize resources to help elderlies and to fix the village roads. She is a good bookkeeper with high responsibilities. Before doing something, she always discusses and makes decision together with all VDA members. Because all of this, all members trust her and members increased from 46 to 56 members and saving reported in June 2019 was 34,050,000 riel. Another woman in Kandeang village, a member of the executive committee, shared how she was encouraged to use any skills she learned from training, such as alternative dispute resolution, vegetable planting, animal raising, hygiene, and waste management. New knowledge and a new role in connection with others helped her to improve her own income sources and situation and support the rest of her community. Also in Pry Veng, there’s an increasing number of women involved in leadership both level of village and commune For instance, of 58 VDAs, 43 VDAs have women as leaders.



Mrs. Hot Chenda lives in Chocheb village, Svay Chocheb commune, Kampong Speu. She has been serving as Executive Committee of VDA in Chocheb village since 2011. The experience in the executive committee, the leadership, the capacity and the community development knowledge, she was elected as commune councilors in the last commune election. Interestingly, she is the first female commune councilor ever. Chenda tries to use what she learnt when she was in the VDA, to apply in her roles, such as visiting the poor and people with disabilities. She has a good relationship with other commune councilors, NGOs and other stakeholders.



In 2019, PNKS worked with the commune councilors and other boundary partners to raise public awareness how domestic violence impact the family’s life including children education. In addition, Peace Bridges Organization (PBO) has given peace building training and conflict resolution to some of the local authorities and some key members of VDA and CDA. PNKS also hired trainer from LWD Learning Center to give two training courses on Alternative Dispute Resolution (ADR) and Leadership to some commune councilors and CDA members. There’re overnight stay with Video Show about the story of Happy Family including how women involvement was important in social development. This activity we were able to reach 345 men, 582 women, 8 people with disabilities, 326 boys and 454 girls. As recorded results, in Kampong Trach Keut commune and Svay Rompear commune, there were 54 cases of domestic violence and divorce. Local authorities and CDA worked together to learn the root cause and 51 cases were settled and 3 cases went to court.

Photo on the left, a woman standing on the right is Mrs. Hout Chenda, who is educating people about domestic violence with a police officer.

Ms. Chenda working with school children cleaning the public road. Photo below.



## ENVIRONMENT

Climate change is a worldwide issue. In Cambodia, especially in the rural area face more draught than flood. The government first time ever warned the people that there will be less water in 2020. They need to be ready for this unpleasant event and the government urged the people to save rain water as much as possible for the coming dry season. One of our funders, Diaconaat-CGK, provided major contribution for large community ponds, picture on the right, to store rain water for many years. The ponds have been very beneficial for the people's health and livelihoods especially during the dry season. Community people and other donors slightly contributed to the community ponds where the need was in greater amount of money. Four large community ponds were excavated in the last four years. Two large ponds, Kla Chul Dam (44m x 106m) and Ang Svaytou (30m x 80m) were excavated in 2016, Robang Kras pond (30m x 60m) was excavated in 2018 and Svay Tol pond (50m x 100m) was excavated in 2019. The ponds provided water for daily use, animals, gardens, paddy rice and fish stock that gave nutritious food chain to the villagers. The water in the pond has been very helpful for people's livelihoods. The four ponds water could directly and indirectly benefited 2000 people.

VDA and VL were trained on six Disaster Risk Reductions tools—

1. Village Profile allows people to go back to history and learnt if the village had ever been impacted by any disasters... 2. Seasonal Calendar: allows people to learn when of the year more rain, draught, rice planting and the common animal diseases. This tool helps people see ahead when is expecting what... 3. Village Mapping allows people to know area that could face potential flood or draught... 4. Venn diagram determines important



stakeholders in the community in the event of disaster... 5. Community Capacity Assessment determines the existing resources in the community to respond to some common disasters such as draught and flood... and 6. DRR plan. Community people, especially VDA learnt and practiced the tools. They learnt that they need to be ready for unexpected unpleasant events.

Concerning the environment and dengue. Boundary Partners led by VDAs and village leaders educated people how to keep their village environment clean to avoid dengue and other health issues, especially water-borne disease. They independently led hygiene campaign and cleaned up the village together.

Below are some specific activities contributing to improving local environment:

1. PNKS supported initiatives of four villages—Veal, Kla Chul, Tatao, and Rom Leok, who initiated to protect community forests; that connected the four villages. The total members of 17 men, 16 women and 3 people with disabilities. PNKS supported some members an exposure trip to Trapang Brey community forest that PNKS supported to learn about management and patrol. There they learnt about management, transparency, commitment, forest patrolling and education how forest connect to people's life and that they need to love the forests.



2. PNKS stopped supporting Trapang Brey community forest in 2020. The Trapang Brey community forest is protecting 183 hectares of forest land with a total of beneficiaries, 761 men (275 women). The community is registered and recognized by the government. PNKS' support was mainly snack for management team meeting, walkie-talkie for patrolling and trees planting. The community forest is preparing themselves for PNKS phasing out. The committee is collecting 300 riel (\$0.075) per month per person from people who age 18 years and older. The money will be used to support management team meeting and patrol.
3. In 2019, PNKS supported three schools (Keo Mony Prasat, Robang Kras and Phnom Saley) in Kampong Trach to conduct Children and Environmental Day with a total of participants: 37 men, 8 women, 279 school boys and 248 school girls, to raise environmental awareness to young children.
4. In 2019, S-PV project, staff worked with the boundary partners to create completion for clean village. The competition was evaluated by the committee set up by the boundary partners themselves. Three villages were identified best and cleanest villages and they were given certificates from PNKS.

## INCLUSION

Main priority is the ID poor families. PNKS is working with the all the Boundary Partners to maximize the benefit for the poor where possible including people with disabilities. In addition, PNKS with the boundary partners worked to reduce discrimination against people living with disabilities and the ID poor families. Change is seen within the community that they care for poor and those are vulnerable. As results, there are a total of 1,467 VDA members, 264 are from ID poor families and 58 are people living with disabilities. Village Leaders used to be more accountable to the political party now they are practicing, spending time to visit ID poor families their village to learn challenges and needs of the ID poor families. In the last six months, 570 visits made to the ID families by the village leaders and VDAs in all 58 target villages. Below given some example of some inclusive actions done by the VDAs.

- The VDA Robang Kras decided to use 50,000 riel (USD1 = 4,000 riel) to help an elderly person without relatives.
- A VDA (Mr. Om Try) at Chreang Te village spent a lot of time with poor families. He taught them how to grow cucumbers and string bean.
- A VDA committee member at Phnomsaley village (Mrs Kem Chanthou) regularly visited and encouraged a family who are VDA members and used a loan to run a small business in front of a garment factory.
- VDA of Chek village used 150,000 riel (USD1 = 4,000 riel) to support two families – one to help with treatment of a chronic illness of an old man. Another one was to help with a funeral.

### 3.2. How has the project worked with human rights and which results have been achieved?

Human rights were educated to the community people in various forms—formal training, overnight video show, household or small group discussion and conducted major events such as human rights, child rights day and women's rights day where people are kept reminded and people are living with them and exercising their rights. For example, people could speak their concerns to the authorities. People could choose and voted for the political party they liked. Sre Pring village and Trapang Prey community advocating for their community land and community forests from power person and companies.

### 3.3. How has the project worked with conflict sensitivity? Has there been any cases of conflict?

People experienced the first national elections in 1993. It was administered by United Nations Transitional Authority for Cambodia (UNTAC) in July 1993. Almost twenty political parties took part. The first commune-level election was held in February 2002 and the Cambodian Senate was elected for the first time by the elected commune council officials in January 2006. People then started to use their choice for the country leaders. They voted for party and leader they wanted to.

Before the major opposition party was dissolved, people used their political right to support their political parties, some were very extreme and disrespect other's political rights. Commune councilors, village leaders, VDA members, school teachers, school support committee members, and community people have different political party in their hearts and some were very extreme and cause conflict because they did not want to see or hear other people supported party they did not like. PNKS remained neutral, educated people including commune councilors about people's civil and political rights and they must support their different political choice. After the opposition party, CNRP, was dissolved, some people were happy and some were sad. People could not express different political opinions. Freedom of speech and freedom of expression were limited.

More and more Chinese and Chinese investors are pouring in the country. Some people are happy because they brought them jobs. Some people feel negatively about the presence of too many Chinese people in the country. They do not respect the Cambodian culture. They were driving when they were drunk. They're rich they just paid the government official if they'd done something wrong. They feel that government protected them. Poor Cambodian people cannot be against them.

However, there are some issues facing by community:

1. Sleng, Trapang Sya, Kan Deang and Sre Pring village are located near the mountain. Government grant a license to a quarry company which block people access to the forest. People complaint and it is now being settled by the local authority.
2. In Kampong Trach Keut commune and Svay Rompear commune, there are 54 cases of domestic violence and divorce. Local authorities and CDA worked together to learn the root cause and 51 cases were settled and 3 cases went to court.

#### 4. EXPERIENCES FROM THE PROJECT (បទពិសោធន៍ពីគំរោង)

- 4.1. What has been the most important lessons learned in the project? Please also refer to the most important recommendations from project assessments and/or evaluations in the project period and how have they influenced the programme implementation?

**People Focus:** PNKS conducted an evaluation in 2016. One of the recommendations was 'people focus'. It was a bit strange to us at the beginning. People focus? What did it mean? Before 2016, PNKS had three main themes—social accountability, agriculture and livelihoods, and health. These specific themes did not allow PNKS to response to a wider range to the community issues. People may come to us and said many children in the community could not go to school. People had gambling and drug abuse. PNKS could just simply respond, 'that's not our field of work'. And people just sadly left. People Focus allowed more space for PNKS work closely with the people to response to their needs and issues. People Focus allowed PNKS to empower people, putting issues people raised on the table and PNKS and community discuss to find appropriate solution to respond to the community issues. It is not matter if the issue is education, health, domestic violence, illegal fishing or gambling.

**Community Initiatives:** Community Initiatives is small grant to community when they come with idea for development or idea addressing community problem but they do not have enough resources. PNKS

is using community initiatives small grant to promote community initiatives and ownership. Community Initiatives build local ownership and capacity around problem analysis, prioritizing issues, and most importantly they learn to work together to solve the issues in the community.

**Monitor Outcome made by community using Community Initiative Small Grant:** PNKS failed to monitor progress or outcomes made by the community when using Community Initiatives Small Grant. PNKS shall train community on basic monitoring skill so they can monitor progress or outcome made after implementation of the Community Initiatives Small Grant. In addition, PNKS also failed to follow up progress or outcomes community made after exposure visit.

- 4.2. Which of the methods and activities used in the project did you find most effective for achieving the project goals?

**Community-Led Development:** Community-led development promote local empowerment and ownership.

**Group work:** Group work is an effective method which allows community to learn to work together. It also builds thinking skill.

**Demonstration:** Real practice enable community to remember better. PNKS keeps this in mind and avoid sitting in a close classroom as much as possible.

**IEC materials:** Pictures, videos, attack community participation and it fun. Good materials create good learning atmosphere.

**Public Forum:** Public Forum is one of the important methods to create public awareness on social issues and general knowledge building.

**Overnight video show:** Community people are busy during the day at the field, farm or factory. Veary rare NGOs, including public office work at night or weekend to educate people or raise awareness on various topics that are important for people.

**Saving group:** saving group has been an effective method to keep community people together. They meet to save and to talk about issues in their community. The saving keeps them together.

**Derleng:** This is Khmer word meaning to take a spin around the village. This is also an effective tool to learn the context in the community. PNKS allow staff to spend time as much as possible with the people to learn about them. Sometimes staff had a chat with people about their life, about their children education, about domestic violence, health, without specific set of questions. Something that bother would like and be happy to share. It is a more informal dialogue between PNKS staff and community. Both can share each other stories. As result from this informal dialogue, PNKS staff and community closer together, we understand each other better; we understand each other needs and capacity better too.

- 4.3. Should any parts of the project be altered or improved in a possible new agreement period? Please describe and explain

PNKS M&E is weak. In the Midterm Review 2018, it found that PNKS did not have adequate monitoring, especially, understanding of what was happening, why we were doing what we were doing including how we were doing it. It also found that PNKS had a good common understanding of outcome mapping but we could not ask "why" question when collecting information. 'Why' questions when asking people we could learn the reason behind when people have a new behavior. It also found PNKS had useable monitoring tools but lack of data storing system. The consultant recommended a digital database. However, since the last Midterm Review, May 2018. There were a number of attempts to improve its M&E.

- Jeph Mathias, the Midterm Review consultant, who experienced in Outcome Mapping introduced two tools—1. Weekly Outcome Planning and 2. Outcome Harvesting. PNKS is still using the two tools since then to collect outcome information.
- Mission Alliance assessed PNKS M&E and coordinated a meeting between PNKS and Mlop Russey organization to learn about their M&E as Mlop Russey also use Outcome Mapping. But fail to make it happen.
- PNKS is also updating its exiting tools, such as General Village Information, Boundary Partners activities tracking table.
- There are a form report against annual action plan where immediate outputs from each activities were recorded with segregated number of participants of eight different categories—men, women, men with disabilities, women with disabilities, boys, girls, boy with disabilities and girl with disabilities.
- We also reviewed our Community Capacity Indicator tool to monitor the capacity of our boundary partners.

We are looking forward to review the organizational structure and have our M&E more digital so that we collect more consistent data including data analysis.

## 5. SUSTAINABILITY (និរន្តរភាព)

### 5.1. Assess the target group’s participation and ownership in the project

PNKS works with five boundary partners to influence their behavior change. And with the approach ‘community-led development’, PNKS empowered community to make decision in prioritizing issues and needs. This encouraged community’s participation and ownership. People are happy to take part in community development and feel stronger ownership. In addition, Community Initiatives also gave strong community empowerment, ownership and sustainability. This community initiatives small grant helped build community’s capacity in term of problem analysis, prioritizing issues and implementing activities, including monitoring and reporting.

VDAs have a strong structure and organized association. A VDA has members range from 20 to 100 people. VDA has strong connection with the local authority at the village level. CDA is representing civil society organization, VDA and they have a regular meeting and strong connection with local authority at the commune level. They attend commune council meeting to raise community to the pubic affair’s attention. And this is likely to continue even without PNKS’ support or presence.

### 5.2. Will project activities be continued? In case they will, please describe how, by who, and financial support.

PNKS has developed an extension of three-year plan for some villages that started after 2013 to meet PNKS sustainable plan before phasing-out. This design was based on PNKS Sustainable Development road map, *see attached PNKS Sustainable Development Plan*. This extension is from Jan 2020 – Dec 2022. This expansion is more focusing on community capacity development gaps, sustainability and phasing out. PNKS identified some capacity development gaps based on Community Capacity Indicators (CCI). Some of the capacity and management gaps:

- Strengthen the practice of VDA, CDA and SSC to review bylaw, vision, mission, goal and other necessary documents, including policies and other internal controls.

- Encourage saving group to use bank account.
- Strengthen network and link to other NGO and government departments.
- Obtain official recognition and support of the authorities after phasing out.
- Implement the recommendations of the Village Withdrawal Working Groups which include:
  - o Continue to conduct village assessment to learn their strengths and weakness and new identified capacity gaps.
  - o Strengthen Community-Led Development approach
  - o Facilitation skills
  - o Team work and team building
  - o Continue to support Community Initiatives
  - o Strengthen their regular meeting and ensure safe guard the saving
  - o Strengthen cross skills
  - o Increase number of leadership team of the association incase there're job migration there're still majority in leadership.

Saving Group under the management of VDA and oversee and supported by the CDA will continue after PNKS phasing out. CDA also has a strong civil society structure at the commune level is likely to continue without the support of NGOs. They were supported by the VDA and Commune Council encourage CDA to their meeting because they understand the community so well which giving good information for commune council to make decision around community development and to respond to the community real needs.

- 5.3. Will it be possible to sustain and strengthen the achieved projects results after the completion of the support period? Please give an assessment.

VDA and other boundary partners were trained on basic proposal writing skill to equip them resource mobilization capacity. That skill allows to identify problems, prioritize them and plan for solution. They also learnt to look at the available resources in the community as well as reaching out to private sectors. VDA and CDA learnt to be transparent, to serve and protect the interests of the community people that enable them to raise fund more easily. School Support Committee of Phnom Pit primary school said 'We could raise fund more easily within the community than before, because we reported our incomes and what the money was used for'. VDA in Chek village also said positive thing about raising fund to fix the village road.

Some Village Development Associations are creating policy to set aside some fund for supporting the administrative work of the VDA. And some even set some fund to support the work of CDA.

CDAs are part of the local governance system. They attend commune council meeting regular to raise and settle issues within their local community. This will continue because the commune council see positive thing within the CDA. Commune Council could learn a great about community by allowing CDA in their meeting.

## 6. USE OF FINANCIAL RESOURCES

### 6.1. Please comment and explain any substantial deviations from the last approved annual budget

Donors	Budget	Actual expense	Deviation	% of Deviation
TEAR Australia	155,557	143,888	11,669	7.50%
Diaconaat-CGK	13,758	13,741	17	0.12%
Danmission	44,575	39,092	5,483	12.30%
Transform Aid	130,723	114,100	16,623	12.72%
Mission Alliance	166,598	153,846	12,752	7.65%
<b>Total</b>	<b>511,211</b>	<b>464,667</b>	<b>46,544</b>	<b>9.10%</b>

In year 2019, PNKS set budget to each donors and they approved annual budget that we raise. However, the approved budget did not spend as planning. It means all activities is done but it has some underspent from each activities. The reason that made deviation from approved budget are:

- In Prey Veng project, 13 of 40 VDAs were not supported solidarity meal because the meeting failed to meet the criteria that PNKS and VDA agreed. One more reason the activity "Refresh on community led development strategy to BPs" in Kampong Speu project planned to do with 93 participants, actually only 69 participants attended.
- In Kampong Speu project, the activity "Support EC of VDA and CDA to exposure visit on leadership and management" with organization in Phnom Penh, planned 48 participants to join, actually only 32 participants was invited in this visit due to the fact that the visitation area does not allow large crowds. Another reason, in Kampong Speu project, the activity "Support EC-VDA and CDA to learn about saving group and small business" in Takeo province planned for accommodation 15\$ per room per night, actually we paid only 12\$ per room per night. Moreover, the activity "Support small business to ID poor family" planned to support 4 ID poor families, actually we supported only 2 and other 2, we did not support because they are no longer in the ID poor list that assessed by the government.
- In Kampong Speu project, the package for Community Initiative Small Grant (CISG) was released less because some VDA like Trapang Sya and Kandieng village planned to write proposal for CISG to PNKS for fixing village road but they first would like to try to raise fund within their community and they were lucky enough to be able to raise enough fund that they did not need PNKS support. Another reason that led to underspent, some of EC of VDA in Kampong Trach migrated to Preah Sihanouk Ville for construction workers, so we did not receive any proposal for community since Sep 2019.
- We set budget 23,900\$ to build School WASH for 3 schools in Prey Veng and Kampong Speu project, After the technical construction evaluated the target schools and school requirements, the cost needed is only 22,260\$. So The School WASH payment is spent only 22,260\$.
- The activity in Prey Veng Project "Protect environment and village cleaning competition" planned to invite health center staff as Evaluation Committee for this event, but health center staff were very busy with their patients, so they missed to join this event, that we did not spent for supporting on their travel and food. Another one, we planned to make 3 sign boards with environmental message for three winner villages with the best environment and place them during the day of celebration, the Provincial Department of Rural Development was responsible for developing the message, actually, they did not turn in the message until it is too late so we decided not to make the sign board.

- 2 staff members resigned since July 2019 and 1 more staff member resigned in November 2019 and we did not plan to recruit for replacement due to our Somleng project in Prey Veng and Kampong Speu will be phased out soon.
- KS car had a small broken, so project repaired it with local garage that spent a little money. Anyway, budget reserved for supporting staff to join internal working group was spent less too due to some working groups like Environmental group, People with Disability group & Gender group did not have meeting this year. Moreover, budget reserved for Project Manager and staff to join internal or external meeting was spent less because Project Manager and One Coordinator in Kampong Speu project were moved to Prey Lang project. Anyway we budgeted for annual tax on transportation for PVH car amount 150\$ for year, actually that cost only 49\$. In addition, the use of gasoline for motorbikes and motorbike maintain cost less than we estimated because we estimated for 5 motorbikes but only 3 were mainly used due to we only have three field staff in Preah Vihear.
- The budget set for KS computer maintains was not spent during quarter 1, 2 and 3 due to we did not have any problem happen with our computer. In addition, we stopped renting office in Kampong Trach since July 2019 due to we have only one staff there and we also planned phasing out from all villages in Kampong Trach in 2020.

6.2. Give a short assessment of the project's cost efficiency. How project implementation costs relate to achieved results.

We think we have high level of cost efficiency and cost effectiveness. Here are some reasons below:

- We are using boundary partners in our approach and boundary partners help PNKS achieve its goal.
- We are using community initiatives small grant which allows community implementing the development work and that we can reduce staff cost and at the same time community gains capacity through this experience and that PNKS can reduce some of the close-room community capacity development cost.
- VDA and CDA representing civil society organization have strong connection with the local authority and they continue to attend commune council meeting to raise community to the public affair's attention. And this is likely to continue even without PNKS' support or presence.
- In regard to community development, PNKS focus more on software and less on hardware. This is determined a more long term investment.
- We set up community-based organizations (VDA) in each village to drive change in the community. We invested USD 150 – USD 300 as saving start-up fund. Now in each VDA saving group there's an average of 100 million riel (USD 25,000). This money continues to revolve in the village to support the livelihoods of the community people. Part of the saving are used for VDA and CDA operation cost.
- We have our main focus to improve the living condition of the ID poor families. Each year number of ID families drop. This could also be resulted from the impact of the economy growth of Cambodia.
- We supported snack for some boundary partner meetings. PNKS had long term plan to reduce the support of snack and build local ownership.
- PNKS has office-based near community and most activities conducted at the village.
- We are using 'Value for Money Principles' <https://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx> from the Australian government to guide

us in our planning and decision making. The document is translated in Khmer and shared to all staff as well as the community when they are implementing the Community Initiatives Small Grant.

6.3. Anti-corruption. Which preventive measures have been taken and/or capacity building done to prevent mismanagement.

PNKS has zero tolerance for corruption. PNKS pays full attention and build staff capacity as well as community people about anti-corruption and fraud. In year 2019, to prevent and fight corruption, PNKS conducted some activities as below:

- In April 2019, all PNKS staff joint policy review for one day. This activity done every year for one time a year. The main focus on policy review to remind staff and alert them how to use PNKS money to apply with policies, the impact of corruption, and role of staff to fight corruption.
- In June 2019, 2 staff and 3 community members (CDA members) in Prey Veng Project joint 2 days anti-corruption workshop run by Transparency International Organization.
- In September 2019, Finance and Admin Team was assigned by PNKS leadership to perform Internal Finance Monitoring (IFM) to all PNKS projects. This team is called IFM team. The scope of IFM is to focus on 2 objectives; first to review and ensure support documents comply with PNKS policies and second to confirm with beneficiaries and the suppliers. The IFM is conducted on an annual basis. To avoid the conflict of interest or corruption in IFM team, we do not allow finance and admin person in the project we conduct IFM, join the IFM team.
- In October 2019, Management Team provided a 2-day internal training on “Preventing fraud and corruption” to all PNKS staff. This training focused on general information of fraud, fraud analysis, how to prevent fraud, organizational practice and internal control. We also took some time to create Anti-corruption code of conduct for implementation in PNKS from 2020. We use the references from Mango manual and documents from Anti-corruption workshop with Mission alliance, Danmission, and Transparency International organization.
- In 2019, Finance Manager from Phnom Penh office performed financial spot check at the project and performed cash count 3 times for both projects. The purpose was to strengthen PNKS internal control.
- In Prey Veng project, Finance and Admin officer performed spot check with community people about 3 times in 2019.
- In Kampong Speu project, Finance and Admin officer made phone call to check about seed distribution to community people. She also met around 3 suppliers and told them that “if PNKS staff bought something from their shops, please write the actual cost rather than increase price”
- Every year, PNKS hired an external audit firm for financial audit. In year 2019, we hired Donasco audit firm. PNKS signed agreement with audit firm to confirm face to face with beneficiaries and supplies. The audit firm select 4 transactions for confirmation. The findings of audit work will appear in Audit Report that planned to finish by ending of February 2020.
- In our policy, all staff are authorized to perform surprise cash count anytime, anywhere and anyplace they wants. This is tell everyone, every staff, to be involved in fighting corruption.
- PNKS staff always get capacity on fighting fraud from PNKS and other organization, our staff always shared the impact of corruption to community person to aware this issue.
- PNKS is Christian organization, every morning on Monday and Friday, we have devotion during this time we take opportunity to share about impact of corruption and how this is sin against God and



we encourage staff to tell management team or Board if any suspicion. All Board phone numbers, donors' e-mails and phone numbers are shared to staff, in case the management team or board involved in corruption so they can report directly to board or donors.

## 7. EVALUATIONS

7.1. What evaluation(s) were completed during the project period? Were they internal or external evaluation(s)?

PNKS conducted an ending cycle evaluation in 2016 that led to major changes to the organization from a sector-oriented NGO to a people-focus organization. This evaluation was done in a participatory manner by an external consultant, Mr. Jeph Mathias and Ms. Mariam Smith along with four PNKS staff and four CDA members.

In 2018, PNKS conducted a mid-term review to learn more about the new shift to 'people focus'. This midterm review was done by external consultants, Mr. Jeph Matthias, Ms Suzanne Andrew and Ms Samnang Chan, along with four PNKS staff. Please see findings in the next section.

7.2. What were the key findings in the last evaluation of your project?

Midterm evaluation May 2028 documented some learning for PNKS where we could use for next planning cycle. This midterm evaluation was done in a participation The major finding was that huge, rapid changes in the social-political-environmental context in which all PNKS work was nested, meant that many people live outside the ambit of VDA, CDA, CC, VL and SSC. People live in the provinces near the capital city of Phnom Penh have opportunities and jobs. People are less likely to be involved in social work. Because of this PNKS decided to phase out within next couple years and move to area with high poverty rate. Based on Multidimensional Poverty Index 2018, Stung Treng and Preah Vihear are the poorest provinces in Cambodia.

Midterm evaluation also identified that PNKS needs to improve its M&E system, especially the 'what', the 'why', and the 'how'. These what, why and how help people document learning for shaping its project implementation in the future. In addition, the consultant also recommended PNKS to explore digital database where PNKS could collect consistent data collection and analysis. PNKS will work with the Mission Alliance country office for improving its M&E system.

## 8. KEY NUMBERS

*See attached Key Numbers*

## 9. STORIES/BEST PRACTICE EXAMPLES

Please give three stories or best practice examples.

## 10. ABBREVIATION

- CC            Commune Council / Commune Councilors
- CDA         Commune Development Association
- CNRP       Cambodia National Rescue Party
- LFA         Logical Framework Approach
- ID poor     Identification Poor Households

## PNKS End Project Report 2019

- ODF           Open Defecation Free
- PNKS        Ponleu Ney Kdey Sangkhum
- S-KS        Somleng Kampong Speu project
- S-PV        Somleng Prey Veng project
- SSC         School Support Committee
- VDA         Village Development Association
- VL          Village Leaders (consists of Village Chief, Deputy-chief and a member)