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| **Cambodia-Australia NGO Cooperation Agreement - Independent Completion Review**  Integrated Rural Development and Mine Action Projects | **Australian Agency for International Development**  December 2010 |



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# Review Team Details

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Figure 1: A women’s Self Help Group shares vegetable seed for their Household gardens, Prey Veng (CARE IRDM)

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Cambodia-Australia NGO Cooperation Agreement - Independent Completion Review

Integrated Rural Development and Mine Action Projects

# Aid Activity Summary

|  |  |
| --- | --- |
| Aid Activity Name | Cambodia-Australia NGO Cooperation Agreement Projects in Integrated Rural Development and Mine Action in Cambodia |
| Delivery organisation(s) | **Integrated Rural Development**   * CARE Australia:   Integrated Rural Development and Disaster Mitigation (IRDM)  largely in Svay Rieng and Prey Veng Provinces, June 2006 - June 2011;   * Adventist Development and Relief Agency (ADRA):   Households are Renewing Vital Energies for Sustainable Transformation (HARVEST)  Siem Reap and Preah Vihear Provinces, June 2006 - September 2010.  **Integrated Mine Action**   * ActionAid:   Integrated Mine Action and Development (AIMAD)  Banteay Meanchey Province, April 2006 - March 2011;   * CARE Australia:   Australia Cambodia Integrated Mine Action (ACIMA)  Pailin Province, June 2006 - June 2011;   * World Vision Australia and the International Women’s Development Agency (IWDA):   Community Strengthening and Gender Mainstreaming in Mine Action (CSGMIMA)  Battembang Province, June 2006 - December 2010. |
| AidWorks initiative number | CARE IRDM - 09791/67  ADRA HARVEST - 09782/18  ActionAid AIMAD - 9789/16  CARE ACIMA - 09791/63  WV/IWDA CSGMIMA - 09808/44 |
| Commenced | April 2006 (see above for individual project timing) |
| Completed | June 2011 (see above for individual project timing) |
| Total Australian $  Phases I & II | |  |  | | --- | --- | | ACIMA | AUD 2,957,961 | | AIMAD | AUD 3,106,953 | | IRDM | AUD 6,000,000 | | CSGMIMA | AUD 3,066,766 | | HARVEST | AUD 4,339,253 | | TOTAL | AUD 19,470,933 | |
| Total other $ | Unknown |
| Implementing Partner(s) | Local Governments in target Provinces  Local and National NGOs |
| Country | Cambodia |
| Primary Sector | Rural Development |

# 1. Executive Summary

To be completed in the FINAL document once draft comments have been incorporated

## Evaluation Criteria Ratings

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Evaluation Criteria | Agreement  Overall | ADRA  Harvest | CARE  IRDM | WV/IWDA  CSGMIMA | ActionAid  AIMAD | CARE  ACIMA |
| Relevance | 5 | 4 | 5 | 4 | 5 | 5 |
| Effectiveness | 4 | 5 | 4 | 4 | 3 | 5 |
| Efficiency | 4 | 4 | 4 | 5 | 4 | 4 |
| Sustainability | 4 | 4 | 4 | 5 | 3 | 4 |
| Gender Equality | 5 | 4 | 5 | 6 | 5 | 5 |
| Monitoring & Evaluation | 3 | 4 | 6 | 4 | 4 | 6 |
| Analysis & Learning | 4 | 4 | 4 | 4 | 4 | 4 |

*Rating scale: 6 = very high quality; 1 = very low quality. Below 4 is less than satisfactory.*

# 2. Lessons

Lesson 1: Harmonisation should build on strengths, seek complementarity, share resources and avidly support co-learning. Harmonisation efforts that are solely based on “turfing” are seen as quite rudimentary, and do little to improve development efficiency or effectiveness. 9

: 10

Lesson 3: The desire to “cover all needs” must be avoided, as it leads to unrealistic expectations, dissipated activities and significantly compromised impacts. A truly integrated or systems approach requires careful analysis and identification of the drivers of change, as well as the flexibility to direct resources to these key areas. 11

Lesson 4: Interventions need to be better integrated into the local system to ensure sustainable impact. Links with service delivery, input suppliers, markets and information sources need to be identified, and made as sustainable as possible; 15

Lesson 5: Households cannot have their choices made for them. Instead, they must be provided with both viable options and the knowledge necessary, in order to make their own choices; 15

Lesson 6: Skills training must always be associated with realistic opportunities for the new trainees to use these skills. 15

Lesson 7: The integrated approach to mine action has focused project efforts, delivered more coherent and sustainable mine-related impacts, and ensured land is used for productive purposes. 15

Lesson 8: Careful and realistic community level risk analysis must consider the hazard of land mines along with all other threats confronting the community. This will ensure a balance between mine complacency and mine hyperbole, while directing resources to those areas of greatest need. 16

Lesson 9: There is a need to balance  
the humanitarian leverage needed to reduce inequity within communities by ensuring equitable greater capacity of the poor and vulnerable to participate in the development process; with  
the reality that many of the change agents, and most of the relationships needed for sustainability, will not be from within the group comprised of the poorest and most vulnerable. 17

Lesson 10: Government partnership models have been crafted as much from the need to manage the flow of incentive payments, as to meaningfully contribute to local development. Further debate and AusAID policy guidance for local implementing partners is a necessity. 18

Lesson 11: Most capacity building has been focused around facilitating the delivery of local outcomes. Few groups seem to have analysed institutional capacity, gaps and training needs at the local level and addressed these systematically. 18

Lesson 12: Training methodologies must be tailored to the participants and the resources available. While short-term formulaic training has its strengths, more participatory long term approaches are more appropriate where the educational level and capacity of the communities is very low, or where technically complex or integrated methodologies are required. 19

Lesson 13: Community based projects that perform well have operated with administrative and overhead margins of 13 to 18%. They have flat management structures with significant local autonomy and direct engagement. They also carefully manage processes to reduce staff turnover, or - if this is unavoidable - carefully manage the transition. 22

Lesson 14: AusAID needs to scrutinise activities that propose new approaches, in order to ensure that they have been appropriately piloted in–country, and that the implementation team is both skilled in the approach, and unified in its thinking. 22

Lesson 15: Grounded community based projects need logical frameworks and evaluation processes that support an emergent appreciation of outcomes and impact. Logframes are altogether too limiting for “Soft System” projects, and more discursive models are required. 23

Lesson 16: For challenging projects, implementation reviews require more time, the need being not so much to understand the problems, as to participatively develop a way forward. Too often, it is easier to diagnose the problems (symptoms) of challenging projects, than to present a viable remedy. The way forward must be debated and tested with the current implementation partners, or run the risk of promoting equally ineffective solutions to already complex problems. 23

Lesson 17: Program clustering provides significant opportunities for synergies, the sharing of specialists, cross visits and co-learning. These must be purposefully planned, resourced and agreed upfront. If left to informal devices, it is clear that such initiatives are seldom taken, and that an invaluable opportunity thereby goes to waste. 25

# 3. Introduction

## 2.1 Activity Background

The Cambodia-Australia NGO Cooperation Agreement was established by AusAID in 2005. Since that time it has funded eight partnership activities with international NGOs. This Independent Completion Report (ICR) focuses on five of these - three activities clustered around Integrated Mine Action (IMA), and two around Integrated Rural Development (IRD).

Upon completion, these projects will have received approximately A$19.47m of AusAID funding, not including AusAID’s internal administrative, overhead and review costs[[1]](#footnote-1). The implementation of all projects occurred in two phases. The first phase commenced in mid-2006 and was reviewed in 2008. Based on the Review findings, implementation approaches were then revised for the second phase commencing in mid-2009. Also, all projects have received no-cost extensions, largely as a result of operational or exchange rate savings on original budgets. Hence, at the time of review, most projects had only been implementing second phase initiatives for about 16 months, and only ADRA’s HARVEST program had actually been completed.

The two clusters are comprised of the following projects:

1. Integrated Rural Development
   1. CARE Australia – *Integrated Rural Development and Disaster Mitigation(IRDM)* implemented largely in Svay Rieng and Prey Veng Provinces between June 2006 and June 2011; and
   2. Adventist Development and Relief Agency (ADRA) – *Households are Renewing Vital Energies for Sustainable Transformation (HARVEST)* implemented in Siem Reap and Preah Vihear Provinces between June 2006 and September 2010.
2. Integrated Mine Action
   1. ActionAid – *Integrated Mine Action and Development (AIMAD)* implemented in Banteay Meanchey Province between April 2006 and March 2011;
   2. CARE Australia – *Australia Cambodia Integrated Mine Action (ACIMA)* implemented in Pailin Province between June 2006 and June 2011; and
   3. World Vision Australia and the International Women’s Development Agency (IWDA) – *Community Strengthening and Gender Mainstreaming in Mine Action (CSGMIMA)* implemented in Battembang Province between June 2006 and December 2010.

The relative expenditure of these projects is shown in Figure 1, this revealing a roughly equal split between investment in the IMA and IRD clusters. The geographical location of the five programs is shown in Figure 2. Integrated Mine Action projects focused on the heavily mined north-western Provinces that border with Thailand (Pailin, Battembang and Banteay Meanchey). Integrated Rural Development Projects were more dispersed covering four Provinces (Siem Reap and Preah Vihear in the north, and Prey Veng and Svay Rieng in the south-east).

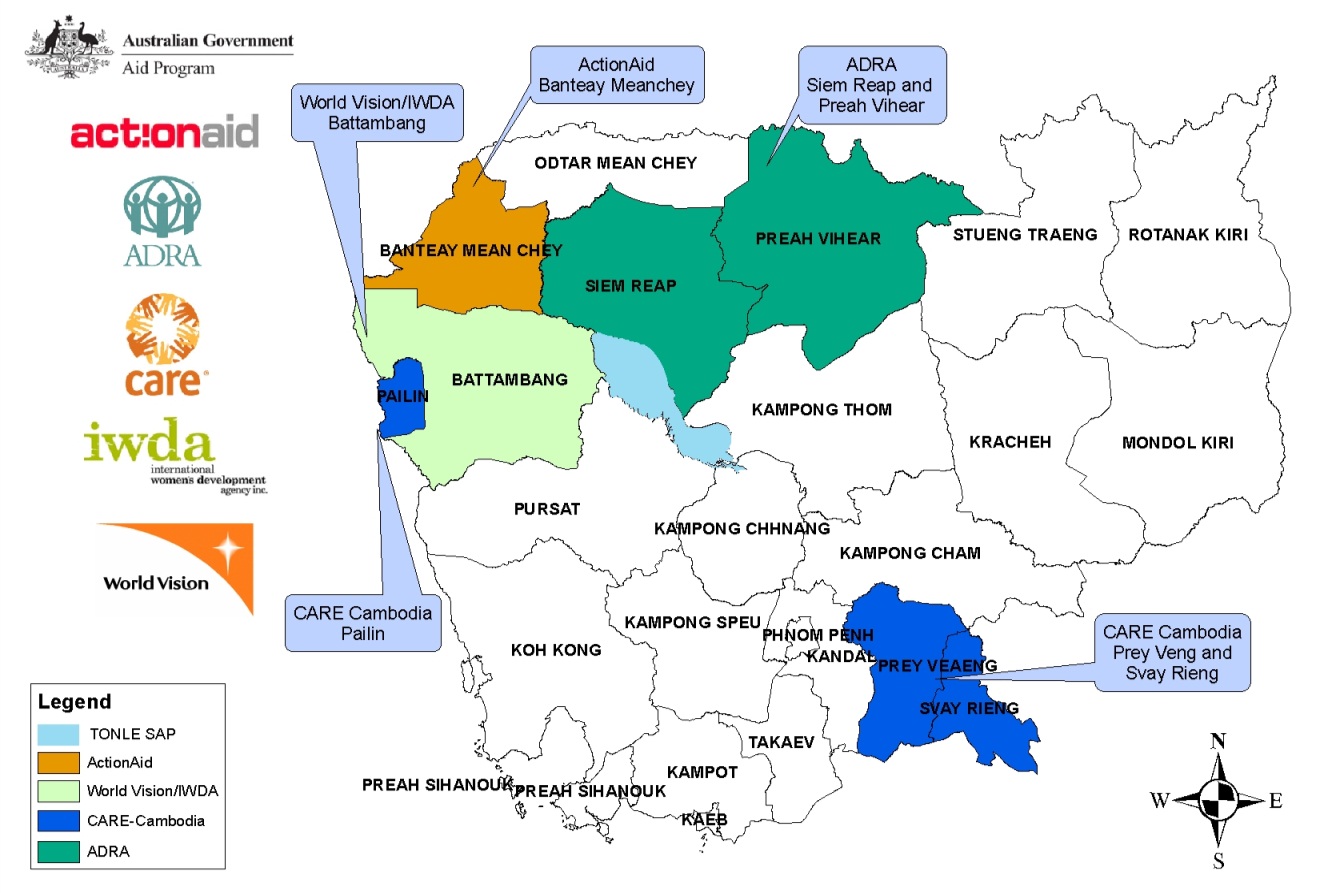


Figure 2: Geographical locations of NGO projects in Integrated Rural Development and Mine Action implemented under the Cambodia- Australia NGO Cooperation Agreement (2006 – 2011)

## 2.2 Evaluation Objectives

The main body of this Independent Completion Review assesses the Cambodia-Australia NGO Cooperation Agreement as a whole. In particular it provides overall lessons for both the sectors involved (integrated rural development and mine action). Annexes 4 to 8 provide summative comments on the five individual activities.

In addition, the ICR team has included suggestions to the AusAID Cambodia program regarding implications the study may have for future programming and partnering.

## 2.3 Evaluation Framework

All five NGO Cooperation Agreement projects share the same broad goal - poverty alleviation. Yet there are significant differences in the specific initiative objectives, as well as variations in local contexts, technical approaches and organisational capacities. Hence this review was significantly challenged in trying to deal with the complexities of the Agreement when considered as a whole. This challenge was further magnified by the more general considerations surrounding the performance measurement of any international aid project, in particular: the lack of absolute measures of performance, and the difficulty of attributing change to individual projects in complex environments. Moreover, the complexities were compounded in this case by the need to use rapid appraisal techniques, and the difficulty in accommodating diverse agency structures, contexts, objectives and stages of implementation. Hence the evaluation framework has needed to take a broader perspective on performance than would otherwise be optimal. Performance has been analysed against AusAID’s standard seven quality criteria:

* developmental relevance;
* effectiveness;
* efficiency;
* sustainability;
* gender equality and disability;
* M&E; and
* analysis and learning.

The evaluation framework used in this review is provided in Annex 1. The framework elaborates the seven performance criteria described above with fourteen indicators, each of which is further defined by up to seven standards. These standards were used to inform questioning and dialogue with key informants and focus groups in a context sensitive way.

The broad methodology was qualitative, focusing on learning rather than accountability. Field work for the evaluation was undertaken by a team of three consultants in November 2010. The team, who visited all five projects over 21 days, employed a range of simple evaluation processes (shown in Table 1). A summary of the travel itinerary and meetings is provided in Annex 2.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | ADRA  Harvest | CARE  IRDM | WV/IWDA  CSGMIMA | ActionAid  AIMAD | CARE  ACIMA | AusAID, Donors and National Agencies | Total |
| On-Site Visits & observations | 7 | 3 | 2 | 2 | 4 | 0 | 19 |
| Key Informant Interviews | 6 | 6 | 4 | 2 | 7 | 9 | 34 |
| Staff meetings | 2 | 2 | 2 | 2 | 2 | 2 | 12 |
| Focus Groups | 2 | 6 | 4 | 3 | 6 | 0 | 20 |
| Stakeholder Workshops | 1 | 1 | 1 | 1 | 1 | 0 | 5 |
| Document Review | 1 | 1 | 1 | 1 | 1 | 1 | 6 |

Table 1: Summary of evaluation tools used in the ICR.

A list of the almost 200 agency stakeholders met during the visits is shown in Annex 3, but excludes the hundreds of beneficiaries who participated in field meetings. For each project the following broad stakeholder groupings participated:

* In-country INGO organisation staff (e.g. Country Director, Program Manager etc.);
* Project implementation team members (e.g. Project Manager, technical/field staff etc.);
* Relevant project partners/stakeholders; and
* Beneficiaries.

Field visits lasted for between two and four days. At the conclusion of each field visit, preliminary findings were presented at an on-site workshop. This allowed all stakeholders to verify/ comment on the team’s conclusions. The activity-specific findings were then documented (See Annex 5-9). Furthermore, at the completion of the mission, INGO representatives from all five projects met together to discuss the preliminary review outcomes, with further time provided for 1:1 meetings if requested. This combination of on-site and terminal workshops proved vital, allowing the initial impressions proposed by the review team to be debated by the project teams, and then tested with stakeholders prior to the final drafting of the ICR. The feedback thereby provided on both the accuracy of the assessment, and any omissions, has contributed to what is - hopefully – a grounded and relevant final document. It also needs noting however, that the recommendations made in this ICR and its Annexes appreciate that four of the five teams are currently in their exit phases. As such, recommendations will focus on opportunities to improve sustainable impact in the months remaining, as well as any implications for future AusAID programming.

**Limitations Encountered**: As already noted, there are inherent limitations in the “cluster” review method. The time involved is very limited, and the assessment of performance is rapid, external, and qualitative both at the project and the overall program levels. Hence this assessment relies to a large extent on the less than perfect professional judgements and interpretations of the evaluators, although these limitations can be somewhat mitigated - the efficacy of the method rests on the triangulation of key informants’ perspectives, and the verification of findings by the NGOs. As a rapid overall program evaluation method then, a “cluster” review can be seen as a pragmatic compromise to compiling indicative performance information, despite being easily criticisable from almost any perspective.

In general, the evaluation went smoothly, all NGO representatives affirming the value of engaging with the process. Nevertheless, for four of the five projects, the ‘Completion Reporting’ will necessarily be incomplete. These projects are on-going, and their final outcomes are still evolving (the ADRA HARVEST project being the only project that has currently produced impact reporting, and prepared its Activity Completion Report). As such, there is little impact data yet accumulated. Nevertheless, the ICR in collaboration with stakeholders has been able to identify a number of key trends and lessons. Furthermore, the timing of the review will allow some groups to undertake more strategic sustainability planning.

The draft ICR was submitted for comment to AusAID on December 10, 2010. AusAID then consolidated all comments, including those of its INGO partners, these amendments being incorporated into the final ICR submitted on December 21, 2010.

Figure 3: An ADRA HARVEST beneficiary in Siem Reap Province is pleased with her rice yield arising from improved germplasm and agronomic practices.

# 4. Evaluation Findings

## 4.1 Analysis and Relevance

An overall objective was never embedded in the NGO Cooperation Agreement. Instead, the crucial requirement was to demonstrate pertinent links with Australian and Cambodian priorities[[2]](#footnote-2). This flexibility allowed activities to be quite responsive to the needs perceived, while also allowing these to be addressed through an “integrated” approach. Appropriately then, all activities contribute to AusAID’s current strategy to *reduce rural poverty through agricultural development*[[3]](#footnote-3)*,* while also aligning with the Royal Cambodia Government’s goal of *improved agricultural productivity and diversification[[4]](#footnote-4)*. Hence all activities encompass elements that address both food security and income generation.

Subsequently, AusAID’s 2010-11 Performance Framework anticipated that the main contribution of the cluster of five activities will be to *increasing food security for the rural poor.* This envisages that the NGO activities would then parallel and complement (at least to some degree) AusAID’s emerging flagship investment in the Cambodian Agricultural Value Chains (CAVAC) Program, a program that targets an *increased value of agricultural production and smallholder incomes*. Yet to retrospectively categorise in this way is somewhat forced, especially given that all five activities have already appropriately integrated some market access and income options to complement their food security interventions.

Regardless though, each of the five projects aligns well with donor and government objectives, and each shows a good appreciation of the contextual elements surrounding the livelihoods of the rural poor. Furthermore, both local government agencies and the communities themselves have greatly appreciated the outcomes delivered. All activities have involved local Government to varying degrees and have engaged the devolved line agencies, and especially Agriculture, in their projects. All groups, and in particular ActionAID, World Vision and CARE, have purposefully built local Governance processes, especially the engagement of both women and men in Commune Development Planning and the formulation of the annual Commune Investment Plans.

Moreover, the Activities have, in general, harmonised well with other local and donor initiatives, there being limited evidence for duplication. Nevertheless, much of this harmonisation has been accomplished through “turfing”[[5]](#footnote-5), and unfortunately this has done very little to build on strengths. The result of the turfing being that complementarity has not been sought; resources have not been shared, nor have cross visits been undertaken. Thus this approach to “harmonisation” does little to enhance the efficiency or effectiveness of development impact.

1. Harmonisation should build on strengths, seek complementarity, share resources and avidly support co-learning. Harmonisation efforts that are solely based on “turfing” are seen as quite rudimentary, and do little to improve development efficiency or effectiveness.

Pleasingly, the NGO Cooperation Agreement provided co-funding to each NGO partner to assist with the development of their proposal after the acceptance of an initial concept. This was an important and valued initiative, and has ensured that the analyses of problems and needs were a particular strength of the overall Program, and that each activity was well tuned to community and commune concerns. Community entry has been well handled in all cases, and the targeting of the poor and vulnerable has been appropriate. Grounded problem analysis (e.g. that undertaken by AustCare[[6]](#footnote-6) (now ActionAid), was essential to ensuring that the projects were relevant and realistically pitched to the civil, government and private capacities in the target communities.

1. The collaborative partnership and co-funded approach to project design used in the NGO Cooperation Agreements has many benefits, not the least of which is the increased relevance of the interventions that comes from on-the-ground partnerships with INGOs who have long term commitments to Cambodia.

Yet although collaborative design has allowed the projects to come to a better understanding of the problems and needs of the target communities, there seems to have been less of a capacity to develop a logical and sequenced response to these needs, and to strategically prioritise entry points. Instead, there has been a worrying trend to pack as many activities, in as many areas as possible, into an overly ambitious change agenda. This is interpreted by the Review as an understandable attempt to show an “integrated” response. Yet to do this is misguided – in far too many cases this has compromised the projects, in particular their sustainability. The projects then have aspired for change in too many areas, resulting in a division of the limited resources, impacting negatively on the absorptive capacity for change (both of communities and service providers), and thus diluting the potential for sustainable impact. This was a unifying concern of the Mid-term Review, which proposed that all projects reconsider and rationalise their scope, undertake some reflective review of their objectives, and develop more realistically achievable targets within the time and resources still remaining. Nevertheless, the changes subsequently enacted are still quite recent, and sustainability remains a vital concern.

**Recent reviews of Integrated Area Development and Sustainable Livelihood Approach[[7]](#footnote-7) approaches have strongly criticised them for their tendency to do too much, to lack focus, and to be unable to dynamically target resources to key areas of change. It is now thought that an “integrated” approach should be more “systemic” – analysing the situation carefully, but then responding to the key drivers of change that limit household development. This usually calls for careful and dynamic management and oversight in order to test a range of interventions, but then quickly focus resources on those interventions that engender the passion and ownership of the community and other system stakeholders. For example, in this case it seems apparent that the key bottlenecks faced by all the communities have been: morbidity due to poor quality water; excess dependency on trader credit[[8]](#footnote-8); poor production due to climate variability; and fear of mine accidents (in certain communities). Hence the drivers of change generating the greatest affirmative response in meeting real needs – as clearly demonstrated by the projects themselves, and affirmed by the beneficiaries - have thus been: clean water; social credit supply; access to technical information and training in enterprises (primarily but not exclusively agricultural); and mine clearance (where appropriate). It is obvious then that a truly integrated response should have concentrated its scarce resources and absorptive capacity on one or more of these central issues, while at the same time ensuring that the response integrated with the rest of the system context.

Figure 4: Farmers in Battembong have benefitted from maize yield increases (WV/IWDA CSGMIMA)

1. The desire to “cover all needs” must be avoided, as it leads to unrealistic expectations, dissipated activities and significantly compromised impacts. A truly integrated or systems approach requires careful analysis and identification of the drivers of change, as well as the flexibility to direct resources to these key areas.

One issue that has also certainly helped with the relevance and sustainability of projects, is the evolving paradigm shift from direct implementation by INGOs to their broader facilitation role through locally relevant partners. The MTR noted this need, and rightly encouraged INGOS to embrace the change. This “light touch” partnering approach better ensures that links are forged with locally relevant government, civil and private sector groups, and that each intervention is better embedded into the local context. Yet if the INGOs are to be truly effective in their roles as mentors and facilitators of change, it requires considerable forethought as to what this actually means, and the mechanisms necessary for success. Yet realistically, although there has been undeniable progress in this area, still more is needed. Many of the current interventions are not sustainable, and there is now insufficient remaining time to remedy the situation.

## 4.2 Effective delivery for Sustainable Impact

### Achievements

The specification of Integrated Mine Action as separate from Integrated Rural Development in the NGO Cooperation Agreement gives the impression that IMA and IRD were in some ways different. Instead, IMA simply reflects one entry point for Integrated Rural Development – it is a subset of IRD and not a separate approach. It would have been equally relevant across the projects to have delineated “integrated” approaches to gender, disaster risk reduction, capacity building, community empowerment or enterprise development (to name a few). In fact, this sort of delineation may have proved useful, as greater specificity would have concentrated efforts on the key drivers of change, the case in point being IMA - one positive (if unplanned) benefit of its demarcation has been to focus efforts in what is otherwise a dispersed project portfolio, thereby delivering more coherent and sustainable mine-related impacts.

#### Integrated Rural Development

Overall achievements for the five projects are not yet available. Most projects have only interim output data, and only ADRA has submitted its Activity Completion Report. CARE and World Vision seem to have good data sets from which to draw, but are yet to compile this information. ActionAid appears to have reasonable data, but concerns were raised about their capacity to effectively complete their evaluation process. The available interim achievement reporting is provided in Annexes 5 to 9. At a Lesson’s Learned Workshop held in Phnom Penh on the 17 September 2010, all projects amalgamated their reporting up to that time, and the achievements for Integrated Rural Development are summarised below. However, care is required in interpreting these “achievements”. Some figures appear to be wrong, most are simply inputs or outputs, while other figures reflect “potential” rather than what has actually been achieved. Review comments have been incorporated in an attempt to bring greater realism to these claims.

|  | Achievement/Outcome Reported | Review Comment |
| --- | --- | --- |
| Agricultural and Livestock Productivity and Storage | * Over 7,000 HH have increased rice production, with potential for 20% to 36% yield improvements * Almost 1,000 rice millers trained; rice milling loss potentially reduced by 6.68% * Over 150 rice storages constructed * Over 10,000 HH have improved cash crop production, pest management, and marketing, with potential for maize yield improvements of 13% to 43% * 11,500 HH received home garden, vegetable and fruit tree training and inputs * 6,050 HH have expanded fish production * 8,700 HH have improved skills in livestock raising * 1,900 HH supported in mushroom growing and frog raising * 20,000 HH supported with agricultural inputs * Almost 450 village based lead farmers and animal health workers trained | The quoted improvements in rice (up to 36%) and maize (up to 43%) are indicative only, and based on the full adoption of new practices on model farms – these are not improvements displayed by the majority of beneficiaries as yet. However the Review occurred just prior to rice harvest, with beneficiaries proudly demonstrating yield improvements, and expressing enthusiasm regarding future potential. Yet although this potential certainly exists, the real impact remains unknown, and will ultimately depend on the beneficiaries’ capacity to competently implement what they have learnt. Model farms and farmer-to-farmer training will assist the adoption process, but the limited support services remaining at the local level may well compromise impact.  In addition, many farmers were also concerned that poor availability of credit, and limited access to key inputs (improved seed, fingerlings and vaccines in particular), may limit their future potential. Others shared their significant problems with loss of livestock to disease (especially pigs), while fish producers in some upland areas faced water shortages during the dry season. |
| Food Security | * Reduction by 1.3 months of the annual food shortage period * Almost 60 rice food banks established * World Food Program Food for Work and School Feeding Programs supported | This is preliminary data, as most projects have not yet completed their final household surveys. Hopefully the pleasing trend will then be verified. Nevertheless, the current, only modest impact reflects the limited adoption of the productivity improvements. If the potential productivity benefits quoted earlier are verified, the final impact on food security should be more dramatic than 1.3 months. |
| Water, Sanitation and Hygiene | * Construction of 1,157 wells, 546 pumps and 1,124 rain collection tanks including training * Over 14,754 HH have improved access to filtered drinking water * 1,440 HH with improved sanitation from latrines * 49 water point committees established * 18 local suppliers skilled in providing improved WATSAN * 10,000 HH received hygiene training and 12,000 brochures distributed | Communities were invariably pleased with their improved access to water and sanitation, this having clear and immediate benefits. ADRA was particularly skilled at WASH activities, being responsible for about half of these achievements. The improved access to clean drinking water was heavily dependent on the wide distribution of Ceramic Water Filters either as hand-outs (for the very poor) or at subsidised rates.  Whereas ADRA supported local businesses to supply on-going WATSAN services, this seems to be the only case in which sustainable delivery of these basic services was undertaken. |
| Irrigation | * 46.33 km of canals renovated, benefiting 2,700 HH * Increase in rice production by 131 tonnes due to canal renovation * 773 communal ponds established along with associated pumps and infrastructure * 25 Water User Groups/Committees established * 4 medium scale irrigation dams constructed, supplementing 1,571Ha | World experience shows that community based rehabilitation of failed irrigation infrastructure is the most cost effective way to significantly increase rice productivity. Simple improvements can double or even treble cropping intensity and yield. It was right then for the projects to have supported such rehabilitation. It was also pleasing to see the links with the World Food Program and “food for work” incentives.  The figures quoted ranged significantly between documents, and it was difficult to be sure which was the more accurate. For example canal rehabilitation ranged from 28.7 to 46.33 km. Even so, benefits seem modest - 28.7km of canal should have delivered dramatically greater benefits than 131 tonnes of rice if the expense is to be justified.  Moreover, some of the projects showed insufficient technical skill in the planning and rehabilitation of the irrigation infrastructure. Some canal rehabilitation showed poor technical feasibility, with significant doubts about the system hydrology; others showed poor design; while still others were constructed without effective partnerships in place with local authorities. Dam construction, however, seems to have been better managed, with strong collaboration from the Provincial Department of Water Resources and Meteorology.  Consistently however, water user groups were established too late in the process to ensure ownership, authority and the capacity to effectively manage ongoing operations and maintenance. There is solid world experience on Participatory Irrigation Management and Transfer (PMIT), but this was untapped. The projects required stronger technical support than many of the teams were able to provide. |
| Market Access | * Higher market prices due to improved storage * Increased access to markets due to construction of 4.6km road * Improved market information available through notice boards and radio broadcasts * Market awareness training leading to more timely supply of better quality produce and a better capacity to negotiate prices | Many farmers revealed a growing confidence arising out of their market awareness training. They shared how they could now review prices, phone different traders, compare markets, and generally receive a better price. Training, particularly that given by traders themselves, helped farmers to appreciate the quality and supply requirements of the various markets.  The formal reporting of prices on notice boards and through radio broadcasts, however, had helped only a little, as farmers were sceptical of the accuracy and timeliness of these figures, and preferred to talk directly to agents whenever they could. There were also significant doubts raised regarding the sustainability of market price information services, with line departments indicating their willingness to undertake such services, but complaining that funds were unavailable. Links to the national CAMIS[[9]](#footnote-9) were intermittent, and no groups were particularly innovative in ensuring information sustainability. |
| Local Empowerment and Mobilisation | * Planning skills of community members increased * 61 Community Associations strengthened * 296 Self Help Groups and 200 livelihood interest groups established * 17 Government Commune Councils supported * 300 local Government staff received intensive training, work experience or secondment opportunities | The Phase II innovations pushed strongly by the MTR saw a much greater focus on government and local partnering, on group strengthening, and on reducing the amount of direct implementation by the INGOs themselves.  These initiatives were sorely needed, as sustainability was being critically undermined by the existing approaches.  Many of the newly formed groups are now functioning, but a significant number (30% plus) are already acknowledged to have failed. Nevertheless, the active groups have potential, although many have been functioning for less than 12 months, and are maintaining their enthusiasm only because of the perceived benefits – given that time is short, it is unlikely then that many groups will realise meaningful benefits before project closure.  It is unfortunate that the much better forms of engagement now in place, are probably too late to fully rescue most interventions.  All projects would have benefitted from much stronger feasibility and sustainability planning from the outset[[10]](#footnote-10). Too often, there has been little thought as to how an intervention should integrate with current systems of government, civil society and private sector – a sentiment underlined by AusAID’s recent review of its wider rural development portfolio. |
| Access to Credit | * 259 Village Cash Banks, Seed Banks and VSLAs providing community based microfinance services to poor households * 16 Commune Development Funds established * Farmer associations more successful in accessing seed credit from private sector (e.g. Corn seed credit) | These groups are meeting a common need for cheap, simple and low cost finance. There is also obvious passion within the groups; every group interviewed showing both a strong sense of ownership and a desire to continue. This shows good alignment with a key “driver of change” in the communities, as well as solid scope for future sustainability. However, experience on a global scale reveals a sorry track record for small scale micro-finance groups operating in isolation from the more professional oversight needed for capital support, advice and transparency audits. As part of the exit strategy then, discussions ought to be held with external micro-finance service providers/ professionals, to see if mutually beneficial relationships with these groups can be made in any way feasible. Otherwise, a valued service will be almost certain to gradually erode and, in the worst situations, lead to collapse, corruption, and disillusionment with what should have been a viable and sustainable system. |

Table 2: Rural Development achievements documented by the NGO Cooperation Agreement as of November 2010.

The major lessons arising from the above assessment include:

1. Interventions need to be better integrated into the local system to ensure sustainable impact. Links with service delivery, input suppliers, markets and information sources need to be identified, and made as sustainable as possible;
2. Households cannot have their choices made for them. Instead, they must be provided with both viable options and the knowledge necessary, in order to make their own choices;
3. Skills training must always be associated with realistic opportunities for the new trainees to use these skills.

#### Integrated Mine Action

Mine clearance, risk education, victim assistance and land allocation have, on the whole, been handled both professionally and competently. Projects report the clearance of 4,893 mines or other explosive remnants from 386 Ha of land. Overall, 9,283 households have benefitted. Mine victims have also received direct support in the form of prosthetic devices, therapy, and enterprise assistance. Moreover, there has been a 74% reduction in mine accidents in the target Provinces (564 cases in 2005 to 148 cases in 2009), this being in line with national trends, and complementing the significant de-mining and Community-Based Mine Risk Reduction efforts of other donors and Government[[11]](#footnote-11). Broad community awareness is also high. Also, by addressing the particular concerns of gender, changes have been effected in policy, relating to victim assistance, access to resources and decision making. Over 77% of cleared land is now used for agriculture or aquaculture, a further 10% is used for house lots, while the remaining 13% is communally used. Thus, the integrated approach to mine action has delivered much more meaningful and lasting results for affected communities than a purely “clearance” approach would have done.

1. The integrated approach to mine action has focused project efforts, delivered more coherent and sustainable mine-related impacts, and ensured land is used for productive purposes.

Nevertheless, while landmine issues remain a major constraint for specific villages, it is also apparent that mine fears quickly diminish once the immediate threat is withdrawn. In the future then, mine concerns need to be assessed as part of an overall risk reduction analysis, and must be balanced with other risks that pose an equal or even greater long term threat. Hence in any specific case the threat posed by mines, must be balanced with the threats posed by flood or drought, for example. For those communities then whose development is clearly constrained by the presence of mines, then mine action must be an integrated part of the overall response. While for other communities, other constraints can now become the focus for development.

Figure 5: Fish production has been successful in Preah Vihear where ADRA has ensured the capacity of local fingerling suppliers (ADRA HARVEST)

In this regard, risk management strategies also need to incorporate a realistic way of managing the growing sense of mine “complacency”. This complacency is often counteracted by a desire to talk up the importance of mine risks to Cambodian communities. NGO groups and their partners must be particularly sensitive to this issue, and ensure a careful balance between mine hyperbole and mine complacency. Polarisation on this issue can only lead to poorer development outcomes.

1. Careful and realistic community level risk analysis must consider the hazard of land mines along with all other threats confronting the community. This will ensure a balance between mine complacency and mine hyperbole, while directing resources to those areas of greatest need.

ActionAid in Bateay Meanchey raised concerns regarding the allocation and tenure of post-clearance land, this being the focus of some of their Phase II work. Yet there were no major concerns expressed by the other IMA projects in Pailin and Battembang. In each of these latter cases, the cleared land became eligible for private title and, while actual tenure was not granted as part of the projects, Commune and District level endorsement of beneficiary user rights was clearly documented. Hence, once the slow process of systematic titling reaches these Communes, then it is expected that all current user rights will be acknowledged, and clear title will then be issued. The difference in the case of Banteay Meanchey was that some of the land there was classified as public, and thus needed to be reclassified to private land if alienable rights were to be granted. This is an altogether more difficult process - it is inevitable, given the very limited resources available to Government, and the huge task it faces in land titling, that priority will be given to those areas where there is clarity of issue, and little potential for disputes. It is altogether doubtful then if title on the cleared, but public lands in Banteay Meanchey can be resolved even in the medium term, and it was probably unrealistic for ActionAid to have tackled the problem within the short project timeframe.

Finally, concerns were raised that specific funding tied to mine clearance in IMA villages was diverting mine clearance operations from higher priority villages identified by MAPU and CMAA. Concerns such as this were foundational to demand for the more harmonised Programme Based Approach for the sector, now stipulated in the draft National Mine Action Strategy (2010-2019) prepared by the CMAA[[12]](#footnote-12). This strategy outlines a MOU with donors channelling support through a central fund. AusAID’s recent decision to join with other donors in the UN facilitated and Government endorsed *Clearing for Results* program is supported by the findings of this ICR. This should, in fact, ensure a more realistic assessment of mine hazard, while targeting the limited resources to those communities suffering greatest risk. Yet while this seems logical and efficient, it does require the active monitoring of *Clearing for Results* to ensure that collaboration, targeting and management issues are dealt with as quickly as possible.

### Beneficiary Selection

Most INGOs see their focus as being on the more needy elements of the demographic, and rightly have strong humanitarian motivations. Consequently, there has been generally good identification (without stigma) of the poor and vulnerable. Moreover, at the field level, the projects have universally earned the respect and appreciation of local people. Anecdotal evidence repeatedly indicated meaningful direct beneficiary impact, as well as the pleasing capacity of the beneficiaries to articulate their understanding of the techniques and processes involved in implementation. Care is required, however, to ensure that the interventions enable the poor and vulnerable to move towards greater integration with both the formal and informal economies. Poverty leads to isolation, and also limits the scope to engage in more sustainable income opportunities (e.g. through the migration of key family members). As such, key social protection support (cash for work, handouts, etc.) can often prove beneficial in providing short-term stabilisation. Nevertheless, such support should always be focused on graduation, and not create dependency/a profile for being underprivileged. Also, great care is needed so as not to stigmatise the poor on the one hand, or set them apart within their communities as a special group that receives special attention and gets special rewards on the other. Social protection support should therefore (on the whole) be channelled through individuals or families. The establishment of special groups for the delivery of social protection should always be carefully questioned, as this artificially sets people apart, and may compromise their much needed integration into the broader social and commercial systems. The reality is, development is often driven by the whole demographic, and innovation, passion and excellence is more often embedded with the better-off, and better educated elements in society.

1. There is a need to balance  
   the humanitarian leverage needed to reduce inequity within communities by ensuring equitable greater capacity of the poor and vulnerable to participate in the development process; with  
   the reality that many of the change agents, and most of the relationships needed for sustainability, will not be from within the group comprised of the poorest and most vulnerable.

### Partnerships

The projects have engaged with government to varying degrees. In most cases there has been a close alignment with local government, with a particularly clear partnership in place for Phase II activities. Furthermore, this relationship was generally dynamic, with healthy processes in place for review and debate.

Although the approaches that the projects took when engaging with government varied widely, these generally fell into three categories:

1. Line departments directly participating in projects as service delivery partners;
2. Government Staff being seconded to work with the project; or
3. Projects preferentially engaging with civil and private sector partners rather than government.

However, all three models have encountered the ethical concern of incentive payments, and all have been compromised to some extent. They have not been collaborative efforts between like-minded partners focused on the sustainable service delivery needs of communities, but rather have been crafted to manage the flow of incentive payments. Further debate and AusAID policy guidance for local implementing partners is a necessity.

1. Government partnership models have been crafted as much from the need to manage the flow of incentive payments, as to meaningfully contribute to local development. Further debate and AusAID policy guidance for local implementing partners is a necessity.

All projects agree that sustainable local service delivery capacity is an important objective in achieving their goals. Yet despite this, only one group (World Vision) seems to have analysed, let alone systematically addressed, institutional capacity, training needs at the local level, or what/ how gaps need to be filled. Generally speaking, the “who” has been well articulated, but the “what” has been mainly driven by Activity priorities or current system deliverables, rather than by a strategic analysis of local institutional capacity, resulting in a crafted response to the key bottlenecks in local development. Hence the building of local capacity has mostly been approached in a secondary manner, there being little evidence of a structured plan of engagement within most of the projects.

1. Most capacity building has been focused around facilitating the delivery of local outcomes. Few groups seem to have analysed institutional capacity, gaps and training needs at the local level and addressed these systematically.

In some cases, locally relevant but less skilled partnerships (whether civil, government or private sector) have been bypassed in favour of engaging with national NGOs or technical contractors. Yet while this may often ensure more immediately effective service delivery, it can too easily compromise long-term sustainability, especially given that these groups rarely remain in the local area.

### Groups

Groups should reflect a community’s diversity and demography – they must ensure the participation of the poor and vulnerable, but should not be exclusive to them. Hence groups for PWDs should not be comprised solely of PWDs, but should include a cross section of the entire community, particularly in order to enable the social integration of the disabled. Likewise, groups for Women should include women from all demographics, and not simply focus on female headed households or the abject poor. Hence poverty groups in whatever form should be avoided wherever possible.

Care must also be taken when establishing group guidelines. A fine line must always be trod between the processes necessary to ensure sustainable group functioning, and the limitations imposed by project resources. The most important point is that access to, and membership of, groups must never be driven by the resource limitations of the Activity itself, but by the social incentives and drivers inherent to the community. Generally then, the development of rules, processes, decisions and choice must sit firmly with the group. Otherwise ownership is compromised, and group function and failure will be attributed to donor driven restrictions rather than to the people’s own choices.

### Training

In general, the trainings have been greatly appreciated by the communities, and participation rates have been pleasingly high. Beneficiaries expressed a particular appreciation for skills based training, particularly agricultural training. Much of the training however has been formulaic, with a practical, though short term approach. In some cases this has been purposeful in order to ensure the participation of men. Furthermore, in many cases, particularly in the better educated communities, the approach has worked reasonably well, especially given that more participatory, long term adult education action learning approaches, take both time and significant resources. Nevertheless, in some cases these more participatory long term approaches would certainly be more beneficial, in particular where the educational level and capacity of the communities is very low, or where technically complex or integrated methodologies are required.

1. Training methodologies must be tailored to the participants and the resources available. While short-term formulaic training has its strengths, more participatory long term approaches are more appropriate where the educational level and capacity of the communities is very low, or where technically complex or integrated methodologies are required.

## 4.3 Gender Equality

Overall, the projects have shown a pleasing involvement of women in culturally appropriate and equitable roles. This is particularly apparent in the increased access of women to benefits and training, as well as their increased engagement in decision making. Women, men, boys and girls have all been engaged in a variety of ways within the projects. Furthermore, there is evidence not only of the engagement of women in activities aimed at income generation, improving awareness, reducing domestic violence, and some nice examples of a joint family approach to budgeting and planning, but of their increasing confidence in taking part in these participatory activities.

Project teams have both integrated women wherever possible, and set up appropriate work practices to ensure the safety and security of female field staff. Within the communities, gender focal points have been established, these women sharing that gender training has improved the confidence of women generally, including their relationships with men. Anecdotal evidence from World Vision indicated a better sharing of household responsibilities within families, and a greater awareness of the issues of inequity, especially within the youth. IWDA data indicates that the participation of women in livelihood activities increased from 25% to 53%, and that over one third of CBO members are now women. The reported experience of ADRA and CARE was that women generally demonstrated better organisational and accounting skills, and that this gained them rapid acceptance and credibility in social credit and cooperative groups. As is usually the case, women-only enterprise groups often performed better than those that were exclusively male.

Nevertheless, gender integration remains difficult, and some project staff (particularly in World Vision) were challenged by the time demands of the gender analysis tools. However, even the most vocal opponents (who were originally the most sceptical) expressed their appreciation of the inclusion of a strong gender lens in the WV CSGMIMA project. Valuable lessons were learnt, and value had been added to the project in ways not originally envisaged. The specific work of IWDA with the CMAA is of particular note. After a particularly challenging start, a gender in mine action reference group is now proposing mechanisms for mainstreaming gender into the National Mine Action Strategy 2010-2020. In addition, the CMAA established a mine action gender plan and appointed responsible point people.

That said, the on-going mainstreaming of gender is essential in the face of the current cultural mind-set. Comments to the review, especially from the male dominated Commune and District leadership, often indicated narrow and even antagonistic perceptions of women’s roles. IWDA also noted that most communities experienced considerable difficulty in understanding that gender mainstreaming involves all members of a society and their needs, not just the women. Furthermore, this prevailing idea that gender is solely concerned with the promotion of women’s equality has polarized people and hindered progress. Rightly then, Gender mainstreaming must remain a core principle in all AusAID engagements.

What CSGMIMA has clearly demonstrated is the rich learning and the unforeseen benefits that can arise when gender issues are given dedicated resources. Furthermore, despite some limited cross fertilisation, the outcomes would have been even more valuable if the resources of IWDA had been available to all five projects. So much more could have been achieved with structured interaction, cross visits and co-learning.

## 4.4 Disability

Disability assistance is a new area for AusAID, and an emerging issue for many of the INGO projects. All the same, all projects can be seen to have responded in positive ways to disability. IMA projects in particular, seem to have delivered significant benefits to people with disabilities, through the provision of networks and diversification options. There is, however, a significant gap in data availability and outcome reporting - the bald fact that well over four hundred people have been assisted, has not been further clarified by gender, form of assistance, or outcomes experienced. Nevertheless, it is quite clear that the CMAA and other groups are appropriately and actively helping victims in parallel with project interventions – hence the contribution of the projects is at times difficult to assess.

Figure 6: A disabled lady proudly shows the review team the success and new-found purpose she has experienced since joining the AIMAD project in Banteay Meanchey (ActionAID AIMAD)

Overall, victim support seems to be an area which has received considerable focus in this and other programs. The three IMA projects each included some activities focused on the needs of mine victims. Yet the approaches lacked guidance, and would have benefitted from more professional assistance in their design and implementation. That said, a number of good things have certainly been achieved. Mine victims (predominantly amputees) have been assisted with counselling, prosthesis and therapy support. Improved awareness training has also occurred and, World Vision - for example - has established point people at the village level to advocate for the needs of the disabled. Ad hoc evidence shared during Review indicated that discrimination had generally reduced. One specific study by IWDA assessing the needs of women victims, found generally equitable access to services, except in remote sites. Also, mine victims had good - at times preferential - access to land cleared of mines.

Yet despite these good outcomes, the integration of victims into society, and their engagement in effective livelihoods, are areas needing not just on-going attention, but better planning. The clustering of support around groups that are specifically established for mine victims (see Beneficiary Selection) is not seen as an effective integration tool. A much better approach is that used by ActionAid, in which groups consist of both able-bodied, and disabled members. In this way, the disabled are not stigmatised, and their integration can occur much more naturally. Capacity is matched to the needs at hand, and does not serve to set the victims apart.

Nevertheless, in a few cases, there was a worrying trend for enterprise groups to favour mine victims over other disabled people within communities, a situation that is likely to have led to feelings of injustice and other dissension, and which should therefore be avoided wherever possible. Community based projects that differentiate services in this way fail in their “do-no-harm” obligations. Even in cases where rehabilitation and support services demand a disability-specific response, there should be no discrimination when it comes to the integration of the disabled into society based on the source of their disability.

## 4.5 Efficiency

It is difficult to provide an objective assessment of either the overall or the comparative efficiency of the projects, especially given their differing budgeting systems and expenditures. Nevertheless, Table 3 gives some comparison of the Phase II designs received by AusAID. Overall, there are more similarities to be seen than differences, this undoubtedly being an effect of the review criteria applied during design. The most important revelation in the Table though is the need for AusAID to reflect carefully on the reasonably significant costs attributed to Australian based management, administrative margins and in-country support costs. The total of these three items range from 13 to 33%, the lower figure being consistent with many other NGO and community-based programs, but the higher figure seeming unjustifiable. 33% is, in fact, significantly more than the costs attributed to many commercial, let alone NGO service providers.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Cost Area | ACIMA | AIMAD | CSGMIMA | HARVEST | IDRM |
| Non personnel inputs (excluding direct HH grants) | 33 % | 25 % | 26 % | 30 % | 33% |
| Direct HH grants or subsidies | 17 % |  |  | 0 % | 0% |
| Provincial based project staff | 14 % | 23 % | 34 % | 40 % | 34% |
| In-country support costs | 6 % | 18 % | 3 % | 10 % | 6% |
| In-country resource staff and project travel costs | 15 % | 20 % | 25 % | 7 % | 17% |
| Australia based staff | 3 % | 6 % | 5 % | 4 % | 1% |
| Australia based administration margin | 9 % | 9 % | 6 % | 9 % | 9% |
| Proportion for Field Level Activities | 70 % | 66 % | 63 % | 80 % | 73 % |
| Proportion for In-Australia Costs | 12 % | 15 % | 11 % | 13 % | 10 % |

Table 3: Comparison of cost areas for NGO Cooperation Agreement Extension projects

### Team and Management Capability

INGOs by their very nature have their own international management structures and priorities, one result being that the implementation of projects is often guided by a somewhat perplexing hierarchy of management teams - local, national and international. This sometimes presents difficulties for the field team, and confusion as to who then makes the final decisions with AusAID Phnom Penh. Certainly as far as the NGO Cooperation Agreement is concerned, the management oversight seems overly complex, and there is a need for the INGOs to have greater national autonomy, especially in the case of implementation. Only in two cases, were there more logical and appropriately flat structures, with significant local autonomy, in both cases the benefits being clearly apparent.

There was also significant variation in the amount that local management engaged with activities. Some INGOs showed very engaged structures, with a close understanding and oversight of their activities. Conversely, the local management of other INGOs was relatively unaware of how projects were performing. There was also considerable variation in the management support systems for projects. CARE, for example, has sophisticated local management support teams, providing logical and valued support to programs in areas such as M&E Systems, Human Resources and Financial controls. Other groups were less competently supported. ActionAid’s AIMAD project, for instance, has suffered from significant management turmoil, as a result of institutional restructuring during Phase II activities. This has significantly compromised project outcomes, and reduced the potential for sustainable impact.

There is also a significant need for the INGOs to address inappropriate levels of management staff turnover in whatever way they can. Alarmingly, every activity associated with the NGO Cooperation Agreement experienced significant management staff turnover during implementation. Yet although this is understandable in general, the universality of the problem was surprising, and the consequences were also very significant - teams were forced to adapt to changing management personalities and approaches, and this was both very stressful and very confusing. In the most severe cases, it led to demoralisation, team conflict, and even resignations, all of which have severely impacted on the delivery of Activities.

The “projectised” nature of many of the interventions has also presented a challenge. In some cases the engagement has been integrated with other core funded activities of the NGO (e.g. the World Vision Area Development Programs), but in most instances, the projects have stood alone. The downside of a stand-alone project is that teams are largely project specific, limiting institutional memory and learning.

1. Community based projects that perform well have operated with administrative and overhead margins of 13 to 18%. They have flat management structures with significant local autonomy and direct engagement. They also carefully manage processes to reduce staff turnover, or - if this is unavoidable - carefully manage the transition.

### New Paradigms

The challenges faced by ADRA with the introduction of the Participatory Extension Approach in its HARVEST project have provided a rich learning environment. The major lesson is that the introduction of new engagement paradigms can only be approached in a very structured way. A team must have a complete understanding of any new paradigm, as well as a comfortable degree of confidence in its worth and applicability. Otherwise the result can only be poor transference to communities, on-going uncertainty, and even resistance and conflict, particularly in cases where the people are steeped in more traditional approaches. The PEA model implemented through ADRA clearly illustrates this point. ADRA now appreciates that it was overly ambitious in its use of this model, particularly given that management and staff had little real understanding of the processes involved, and no experience with actual implementation. Hence it only diverted efforts from the central tasks, without delivering any more sustainable impacts than the more traditional participatory engagement models enacted through other Activities.

1. AusAID needs to scrutinise activities that propose new approaches, in order to ensure that they have been appropriately piloted in–country, and that the implementation team is both skilled in the approach, and unified in its thinking.

## 4.6 Monitoring and Evaluation

There has never been an overarching program logic for the NGO Cooperation Agreements, but it is probable that the development of a simple evaluation framework would have been beneficial. It would have clarified the higher level logic of the program, and thus offered greater guidance to partner agencies on AusAID’s outcome reporting requirements and expectations of success. As it was, each project prepared progress reports using the general “Quality at Implementation” guidelines of AusAID – which certainly helped the AusAID Activity Managers with their reporting obligations, but which failed to drive any higher level assessments as to the effectiveness of the overall Program. An Evaluation Framework would also have highlighted opportunities for cross learning, as well as the need to formalise and resource such activities, which were so sorely missed within the program.

The final benefit of an Evaluation Framework would have been its capacity to anticipate and support an evolutionary understanding of both the individual projects and the overall program. Grounded community based projects can often benefit from a logical review at one or two strategic points during the program. These reviews help to identify “emergent properties”, as well as the key drivers of change within the differing communities. During reviews, projects are also enabled to reflect on their own internal logic, thereby helping to ensure that the project evolves to capture the real (rather than the predicted) changes. Yet in the case of the NGO Cooperation Agreements, the ability of grounded projects to respond to emergent community-identified needs has been significantly constrained by the perceived need for a detailed logframe down to the activity level, despite these being projects with emergent outcomes, in which logframes cannot be used in such a prescriptive manner. To have been effective, they should only have been used in an innovative way. Yet, for whatever reason, this did not happen, in which case an alternative approach to the implementation logic should have been found. ADRA at least attempted to adopt one discursive logic model (outcome mapping), but was challenged by the heavy documentation workload.

1. Grounded community based projects need logical frameworks and evaluation processes that support an emergent appreciation of outcomes and impact. Logframes are altogether too limiting for “Soft System” projects, and more discursive models are required.

The MTR process has promoted beneficial changes that have improved delivery and the likely sustainability of impacts, and has, in general, been quite well received. However, in those cases where there were significant implementation challenges, the MTR was a little too adversarial in its approach, and this limited the scope for the subsequent participatory resolution of difficulties. In these cases it tended to impose simplistic answers to complex problems.

1. For challenging projects, implementation reviews require more time, the need being not so much to understand the problems, as to participatively develop a way forward. Too often, it is easier to diagnose the problems (symptoms) of challenging projects, than to present a viable remedy. The way forward must be debated and tested with the current implementation partners, or run the risk of promoting equally ineffective solutions to already complex problems.

At the Activity level, there is a worrying level of poor/ inappropriate M&E system implementation. Systems have been designed around input and output monitoring, with very little evidence of tools being used effectively to understand and measure outcomes and impact. The tools used also tended to be far too data and survey dependent, the result being that analysis has been constrained by data inconsistencies, lack of biometry skills in social statistics, and the prevalence of data that “seemed like a good idea at the time”, rather than minimal sets of data that are really “needed”. The exception to this is with CARE. CARE has developed a strong M&E Information System, the outputs of which have been used to drive on-going management reviews, implementation quality reviews, internal reflection, and output and outcome reporting. A few other groups have also shown strong processes of internal reflection and review, but have had less timely, relevant and reliable data on which to base their decisions.

Figure 7: Improved rice storage facilities in Svay Rieng will reduce post-harvest losses but may be difficult for local households to replicate (CARE IRDM)

## 4.7 Learning

### Cross Learning

Most of the INGO’s have learnt a lot from the engagement. In particular, ADRA has shown a commendable response to a critical MTR – as a result it instigated considerable internal change and institutional learning. CARE and World Vision have also shown skill in the documentation of their learning. A series of notes has been produced, along with hand books, videos and directories, all of which will be ongoing and valuable resources to the communities, to the stakeholders and to the agencies themselves. IWDA must also be commended on the superb job it has done in analysing the integration of gender into Mine Action, and the documentation of these experiences in reports and reviewed publications.

Nevertheless, one of the prime motivations for the clustering of IRD and IMA activities, should have been the opportunities for interaction such clustering provided – clustering should have enabled the different teams, stakeholders and beneficiaries to learn from, and provide synergistic support to, the different approaches taken. Yet unfortunately, the significant opportunity for cross learning, structured forums, and the pooling of technical resources (funds and personnel), has been largely wasted.

Apart from the Lessons Learnt Workshop help in September 2010, there were no other formally structured engagements built into the NGO Cooperation Agreement. Yet while it was certainly a missed opportunity for these to have not been specified and resourced in the initial design, it is equally true that the NGO partners themselves could have taken the initiative, and benefitted from any number of informal opportunities for cross-learning.

The MTR encouraged such greater interaction, particularly in the use of the IWDA input to influence gender approaches in other programs, as well as CSGMIMA. Moreover, this gender support took little work, was a quite modest investment, but had clearly visible benefits to the ICR team. It seems obvious that equally meaningful synergies could have arisen, if only there had been thematic links in areas such as: Monitoring and Evaluation; WASH initiatives; Agricultural Productivity; Marketing; and Social Credit - just a few of the areas where greater consistency and sharing of specialist resources could have significantly benefitted the program. Furthermore, not only would such links have built technical credibility, but they might also have allowed the teams to have amalgamated their scarce resources, and generated efficiencies of scale in the engagement of specialist support groups (e.g. in addition to the support for gender, there could also have been lively support for evaluation, social credit and marketing).

1. Program clustering provides significant opportunities for synergies, the sharing of specialists, cross visits and co-learning. These must be purposefully planned, resourced and agreed upfront. If left to informal devices, it is clear that such initiatives are seldom taken, and that an invaluable opportunity thereby goes to waste.

# Evaluation Criteria Ratings

AusAID requires a succinct assessment of performance in the form of a rating for each project against the seven ICR dimensions. To this end, a six-point ordinal scale is used to rate each activity against each dimension, this being based on a synthesis of commonalities and differences between the various stakeholders’ perspectives. The following (Table 4) outlines the ratings for each project as well as an overall assessment for the NGO Cooperation Agreement.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Evaluation Criteria | Agreement  Overall | ADRA  Harvest | CARE  IRDM | WV/IWDA  CSGMIMA | ActionAid  AIMAD | CARE  ACIMA |
| Relevance | 5 | 4 | 5 | 4 | 5 | 5 |
| Effectiveness | 4 | 5 | 4 | 4 | 3 | 5 |
| Efficiency | 4 | 4 | 4 | 5 | 4 | 4 |
| Sustainability | 4 | 4 | 4 | 5 | 3 | 4 |
| Gender Equality | 5 | 4 | 5 | 6 | 5 | 5 |
| Monitoring & Evaluation | 3 | 4 | 6 | 4 | 3 | 6 |
| Analysis & Learning | 4 | 4 | 4 | 4 | 4 | 4 |

**Rating scale:**

|  |  |  |  |
| --- | --- | --- | --- |
| Satisfactory | | Less than satisfactory | |
| 6 | Very high quality | 3 | Less than adequate quality |
| 5 | Good quality | 2 | Poor quality |
| 4 | Adequate quality | 1 | Very poor quality |

Table 4: NGO Cooperation Agreement Evaluation Criteria Ratings

# 6. Conclusion and Recommendations

The Cambodia Australia NGO Cooperation Agreement has funded some meaningful interventions. Each project has had its successes and challenges, but overall the program has delivered meaningful results for the direct beneficiaries of the program, and will have, in many cases, given them both the capacity and the incentive to sustainably lift themselves out of poverty[[13]](#footnote-13).

Benefits to the broader community, and the support services required to sustain such benefits into the future, are more mixed. Groups and partnerships that have been operating since Phase 1generally show much greater maturity than those established in the past 12 months, and there are significant concerns that these latter groups may not survive without ongoing support.

The program has also benefitted Government staff with new skills and opportunities, and these individuals will continue to contribute to development wherever their future takes them. Many of the Commune Councils also show evidence of capacity gains and some ability to support their own planning processes. Yet although some have visions for resourcing their plans, the majority find it difficult to lift their vision above convincing the next available donor to continue support. On a broader scale there is little to indicate that the program has influenced the processes and procedures of devolved line departments. The main exception is the IWDA which has successfully raised the importance of gender in Mine Action. In particular, it has influenced central policy to incorporate a more equitable approach to gender issues.

Overall lessons arising from this review are summarised at the front of this document.

Future Programming Options

The ICR has given some consideration to AusAID’s future programming options.

Rural poverty remains a major concern for the Royal Cambodian Government, and effective social protection and graduation strategies are seen as a major thrust of the National Strategic Development Plan (2009-2013)[[14]](#footnote-14). AusAID’s draft Country Strategy reflects this focus on poverty alleviation.

Many rural families struggle to ensure their basic needs. For those with land, traditional thinking and practices dictate a focus on resilient but risk adverse subsistence practices. For the landless, or those with little land, their key resource is their labour, which usually necessitates seasonal or long term migration for one or more members of most families. Both types of households then are prevented from entering meaningfully into the formal economy by: fear of hunger, the risk of indebtedness, a shortage of affordable micro-credit, exploitative labour practices and limited knowledge and vision. In situations like these, the most relevant programs work at the nexus between ensuring the security of people’s basic needs, and their effective and sustainable graduation into the formal economy.

Yet despite the interventions funded by the NGO Cooperation Agreement being at this nexus, most of these interventions have not been particularly strategic in balancing the short term need for targeted social protection and the avoidance of dependency, with the long term goal of full graduation into the formal system. The few successes were in the “near” poor or intermittent poor categories, while the focus for the abject poor and vulnerable was merely on the stabilisation of their subsistence livelihoods. This though, is not a criticism - for the abject poor progress is always slow, and timelines are inter-generational. The stark reality is: for both the wider donor community and NGOs alike, there has been little success in sustainably moving large numbers of the vulnerable and very poor from dependency to self-reliance.

The recent draft review of Rural Development assistance within AusAID, rightly points out the failure of many past interventions to give appropriate consideration to the “systems context” in which they are proposing to work. Hence, the CAVAC program is endeavouring to reverse this trend, clearly aiming to work with, and through, the formal value chains and current stakeholders, in order to craft mutually beneficial but clearly pro-poor partnerships. Yet even CAVAC will only provide opportunity and preferential benefits for the near and intermittent poor. It struggles - as all programs do - to understand, let alone eradicate, the barriers that poverty so forcibly imposes on the large number of very poor and vulnerable subsistence households.

This review then considers that there is a clear opportunity here for AusAID to work again with NGO partners in the future. Firstly, it focuses NGOs on issues that they themselves consider to be essential humanitarian services and “core” business. Secondly, it fills an important gap in current thinking, forcing “systems” approaches – which are not just fashionable paradigms, but which have considerable riches on offer - to better consider the intractability within informal, subsistence systems, and how the elements and constraints that so powerfully bind such systems can be turned into opportunities. Lastly, working with NGOs allows the AusAID Cambodia program to complement its current CAVAC activities, supporting an action learning approach to all the intransigent, but on-going needs within Cambodia.

The theory of change that could underpin the intervention is as follows:

Figure 8: Possible theory of change underpinning future AusAID programming options.

An activity of this sort could include the following components:

1. An analytical capacity to understand the constraints and opportunities of the poor and vulnerable using clear systems thinking;
2. A strategic analysis capacity to develop clear and appropriate social protection, information, training and graduation mechanisms, to ensure that poor and vulnerable households meet their immediate needs, maintain the integrity of their culture and heritage, and avoid dependency, while also being continually provided with opportunities to sustainably access the formal market system;
3. The capacity to facilitate a rolling work program of short to medium term interventions with “public good”, locally relevant, and sustainable service providers (predominantly Government or Civil Society), who can deliver social protection, enhance subsistence livelihoods, and provide food security support to the poor and vulnerable, while always incorporating conditions and incentives for graduation; and
4. The space and capacity to undertake regular participatory monitoring, reflection and review with all stakeholders to assess progress towards desired outcomes.

The activity would function best if implemented in parallel with a formal market systems intervention (such as CAVAC), that is proactively providing households with enterprise and employment opportunities in the formal marketplace.

Management of the activity could be invested in one of the current INGOs operating in Cambodia, provided there is a shared appreciation of the principles and faciliatory approaches needed for implementation. This review considers it entirely appropriate that only INGOs be considered for this opportunity, given that:

1. The proposed program fits very well with a core mandate of most INGOs - social protection and humanitarian support for the poorest and most vulnerable;
2. There is a large number of INGOs operating in Cambodia. Thus the “marketplace” is large, and significant opportunity exists for creative and efficient “competition”;
3. INGOs currently resident in Cambodia have strong local relationships and significant experience. They also intend to remain for the long term; and
4. Most INGOs see their role as moving away from direct implementation towards the facilitation of long term local partnerships for service delivery.

AusAID may wish to consider programming through a “smart” facility model, managing a rolling portfolio of interventions, expending in the order of A$12m to A$16m over four years.

The successful impact of this facility would be assessed primarily by a significant increase in the number of poor and vulnerable households effectively graduated to a sustainable level of engagement in the formal market systems. Intermediate outcomes could include: improved subsistence food production, improved household food storage, significant reductions in food shortages, increased educational participation rates, and reduced morbidity.

Follow-up Reviews

At the time of the ICR mission, only ADRA had completed its project and submitted its Activity Completion Report. All other projects were in various stages of final implementation, and the compilation of data related to program achievements. Nonetheless, the Review was given any available updates from all projects on their recent progress.

Given that four of the five projects have up to seven months remaining for implementation, the Review was asked to comment on the value of a further impact review in 2011, a decision that must balance, on the one hand the value-added potential this would have for both partners and AusAID, and on the other hand the resources consumed. The review team, however, considers that there is little justification to undertake any further formal project-specific Reviews. This broad ICR, plus the more detailed ACRs expected from the partners, will almost certainly capture the majority of learning, and further analysis would have only marginal impact. Nevertheless, there are two areas which AusAID may wish to consider, as these would both strengthen the rigor of the work, and contribute to future programming:

1. Firstly, AusAID may wish to consider having the remaining ACR’s formally desk appraised by a member of the Review team. This would help ensure that the ACRs are not only accurate and meaningful accounts of project outcomes and likely impacts, but that additional lessons are fed back into future AusAID programming.
2. Secondly, AusAID is currently considering tentative plans for a review of civil society engagement in Cambodia, as well as future programming to complement CAVAC activities (see above). As part of the TOR for either of these missions, AusAID could consider a quick final review of the impact of projects under the NGO Cooperation Agreement. This would not only inform each of these missions, thereby adding significantly to their value, but would nicely round off the current engagement with projects under the NGO Cooperation Agreement.

# Evaluation Framework

|  |  |
| --- | --- |
| A. | Relevance |

|  |  |  |
| --- | --- | --- |
|  | 4.5 | Activities are consistent with AusAID’s policies and country strategies |
| **Activity alignment and relevance** | **3.1** | **Alignment of the intervention with local and national policy and planning processes.** |
| 3.2 | Analysis of the development context, target area and population (including relevant historical, social, gender, economic, political and cultural factors) was adequate |
| 3.3 | INGO and partners’ development strategy and activity design took sufficient account of the geo-political context |
| 3.4 | Changes in the geo-political context were carefully monitored and the development strategy, activity design and implementation mechanisms adjusted accordingly |

|  |  |  |  |
| --- | --- | --- | --- |
| A. | Relevance | | |
| Alignment of projects with policies and plans of Government and Donor | 1.1 | | Awareness, alignment and contribution to RCG and AusAID priorities and policies. |
| 1.2 | | Awareness, alignment and contribution to local Government plans, policies and processes. |
| Analysis of geo-political context and complexities | 2.1 | | Analysis of the development context, target area and population (including relevant historical, social, gender, economic, political and cultural factors) was adequate |
| 2.2 | | INGO and partners’ development strategy and activity design took sufficient account of the geo-political context and inherent risks |
| 2.3 | | Changes in the geo-political context were carefully monitored and the development strategy, activity design and implementation mechanisms adjusted accordingly |
| **B.** | **Effectiveness** | | |
| Adequacy of design process | 3.1 | Design is clear and logical and has realistic objectives that are appropriate to the project goal | |
| 3.2 | Activity design is coherent with INGO’s broader development strategy/ programs and may provide and benefit from synergies with other activities | |
| 3.3 | INGO has made a positive contribution to the design process | |
| Adequacy of community entry and partnership development | 4.1 | Situational and needs analysis identified those in greatest need, as well as the most vulnerable and marginalised | |
| 4.2 | Participatory planning approach has been used involving local partners and/or representatives of target communities | |
| Effectiveness of Development Intervention/Response | 5.1 | Activity is likely to achieve planned objectives | |
| 5.2 | Outputs delivered have fostered the anticipated benefits among beneficiaries | |
| 5.3 | Outcomes contribute to significant and lasting changes in target communities | |
| 5.4 | Improvements likely to occur in poverty reduction | |
| 5.6 | The livelihoods of the affected populations were supported, not disrupted by the intervention | |
| Strategies for ensuring quality partnerships | 6.1 | Pre-existing, positive working relationship with local partners | |
| 6.2 | Compatibility between INGO and implementing partners’ goals, policies, management procedures and practices | |
| 6.3 | Existing mechanisms to facilitate joint decision-making during planning, implementation and evaluation | |
| 6.4 | Participation of local partner throughout the project cycle and development process | |
| 6.5 | INGOs assessment of partner capacity has been appropriately accommodated in partnership and activity design | |
| 6.6 | Partnership incorporates capacity building (if appropriate) | |
| 6.7 | INGO is coordinating with other NGOs effectively | |
| **C.** | **Efficiency** | | |
| Standard of funding proposal or activity design | 7.1 | Implementation strategies, responsibilities and schedules are clear, workable and achievable within project life | |
| 7.2 | Resourcing and budget is realistic and informative | |
| Efficiency of Activity Implementation | 8.1 | Planned activities and outputs are likely to be completed on schedule | |
| 8.2 | Planned activities and outputs are likely to be achieved within budget | |
| 8.3 | The project inputs (commodities and services) and material outputs were of a satisfactory quality | |
| 8.4 | Costs for key budget items were reasonable | |
| 8.5 | NGO’s project monitoring, reporting and acquittal procedures reliable, professional and meet AusAID needs | |
| 8.6 | Technical aspects of activity implementation meet agreed standards | |
| INGO capacity to deliver development response | 9.1 | Past involvement or relevant experience of the INGO and its partners in the geographic area and sector | |
| 9.2 | Quality management procedures: financial and administration; M&E systems for compliance and learning; effective communications between INGO and field; HR; security | |
| 9.3 | NGO staff has the capacity, skills and sensitivity needed to oversee or manage the activity effectively. | |
| 9.4 | Staff responsible for the project in-country have, or are developing the technical, organisational and social skills needed to implement the activity effectively | |
| 9.5 | Evidence of adherence to use of international humanitarian standards where relevant | |
| **D.** | **Sustainability** | | |
| Strategies for Sustainability | 10.1 | Design incorporates sustainability strategy | |
| 10.2 | INGO has a strategy for long term engagement with partners’ program and development process. | |
| 10.3 | Sustainability issues are monitored and strategies for dealing with sustainability adjusted as required during implementation | |
| 10.4 | Project is likely to add to the capacity of implementing partners and beneficiaries to maintain the flow of benefits in the future. | |
| 10.5 | Project is likely to support the sustainable use of the environment | |
| 10.6 | There is a phasing out strategy for INGO support to implementing partners. | |

|  |  |  |
| --- | --- | --- |
| E | Cross Cutting Issues | |
| Gender Equality | 11.1 | Design reflects satisfactory gender analysis |
| 11.2 | Implementation promoted equal participation and delivered improvements in Gender equity |
| 11.3 | Team reflected good gender equality in work roles |
| 11.4 | Gender data was collected that enabled assessment and response to gender issues |
| 11.5 | Increased awareness of the needs and rights of women |
| Disability | 12.1 | Implementation ensured equal participation for people with disability in decision-making and benefit flow |
| 12.2 | Increased awareness of the needs and rights of the disabled |
| **F** | **Monitoring and Evaluation** | |
| INGO M&E Systems understood, implemented and used | 13.1 | Design articulated realistic M&E arrangements that were followed during implementation |
| 13.2 | Design identifies and takes account of the main risks and presents strategies for managing them |
| 13.3 | M&E systems ensured timely information flow for both accountability/compliance and organisational learning |
| **G** | **Analysis and Learning** | |
| INGO Capacity for learning and continuous improvement |  | Design builds on and responds to previous learning |
| 14.1 | M&E systems ensured responsive decision making |
| 14.2 | INGO policies, organisational structure and culture favour change or willingness to innovate in response to lessons learned |

# Itinerary

| Date | Time | Activity | Name/Organisation | Location |
| --- | --- | --- | --- | --- |
| 31 Oct 2010 | 8:35am | Arrive Cambodia  Mission Preparation and Reading |  | O/N Himawari Hotel, Phnom Penh |
| 1 Nov 2010 | 9:00-10:30am | Briefing | AusAID  Katherine Mitchell; Sovith Sin; Sokunthea Nguon | Australian Embassy |
| 10:30-11:15am | Team Planning | ICR Team  David Swete Kelly; Seng Hong; Kunthy Sok | Australian Embassy |
| 11:15am – 12:30pm | Briefing | ADRA Country Management  Mark Schwisow; Ann Stickle | Australian Embassy |
| 12:30-1:30pm | Lunch and checkout of hotel |  |  |
| 1:30-6:00pm | Travel to Rovieng District | Discussions with Sovith Sin | O/N Rovieng Guesthouse |
| 2 Nov 2010 | 7:30-8:00am | Briefing | ADRA  HARVEST Project Staff | ADRA Office, Rovieng |
| 8:00-9:00am | Meeting | Rovieng District Government  E Sarou, Rovieng District Governor; Thoung Sakoeun Chey Saen, District Government; Sang Ly, District Agriculturist. | Rovieng Township |
| 9:00am-12:00noon | Field Visits with farmers | ADRA HARVEST beneficiaries  Boeung and Chhnoun Villages | Rovieng District |
| 2:00 to 5:00pm | Meetings with NGOs | ADRA HARVEST partners  Ponlok Khmer, RACHA and Women’s empowerment Association (WEA).  Focus Group with Social Facilitators and debrief with Project Manager and Adviser.  Key Informant Interviews with Watsan Coordinator; Program Manager and Social Facilitator Trainer | O/N Rovieng Guesthouse |
| 3 Nov 2010 | 8:00-10:00am | Field Visit with farmers | ADRA HARVEST beneficiaries  fish and fingerling producers (Khea and Kha) | Rovieng township |
| 10:00-11:00am | Key Informant | ADRA  Interview with Ben Davis | Rovieng township |
| 11:00am –12:00noon | Debrief | ADRA HARVEST Staff | Rovieng township |
| 12:00 – 12:45pm | Lunch |  | Rovieng township |
| 1:00- 5:30pm | Travel to Siem Reap |  | O/N Freedom Hotel, Siem Reap |
| 4 Nov 2010 | 7:30-8:30am | Travel to Angkor Chum District | Interview with ADRA Program Coordinator |  |
| 9:00-10:30am | Meeting | ADRA HARVEST partners  Meour Sophy, Chief of Agriculture, Angkor Chum District; Chheoun Chhan, Deputy Governor, Varin District; Sin Ra, Chief of Social Affairs, Kralanh District; Lareh Bunthol, Deputy Chief of Agriculture, Kralanh District | Angkor Chum District |
| 10:30-12:30pm | Farm Visit | ADRA HARVEST beneficiaries | Sre Khwarv Village, Sre Khwarv Commune |
| 12:30-1:00pm | Farm Visit | ADRA HARVEST beneficiaries | Don Mieu Village, Siem Reap Province |
| 1:00-2:00 | Lunch |  |  |
| 2:00-4:30pm | Farm Visit | ADRA HARVEST beneficiaries | Chanleas Dai Village, Siem Reap Province  O/N Siam Reap |
| 5 Nov 2010 | 8:00-1:00pm | Visit Farmer market cluster | ADRA HARVEST beneficiaries | Varin District |
| 2:00-5:30pm | Stakeholder debrief presentation and feedback workshop, Siem Reap | ADRA HARVEST stakeholders | O/N Siam Reap |
| 6 Nov 2010 | 7:30-1:00 | Travel to Phnom Penh | Read AusAID ODE Rural Development Review |  |
| 2:00-5:00 | Reading |  |  |
| 7 Nov 2010 | 10:00-2:00pm | Meeting | CAVAC Program  Peter Rogenkamp | Phnom Penh |
| 3:00-5:00pm | Reading and report preparation |  |  |
| 8 Nov 2010 | 8:30-9:30am | Meeting | CARE IRDM project  CARE central office team | Phnom Penh |
| 9:30-11:45am | Travel |  | Kampong Trabeck, Prey Veng Province |
| 12:00-12:30 | Lunch |  |  |
| 12:30-2:20pm | Meeting | CARE IRDM project  Care teams from Pray Veng and Svay Rieng | Kampong Trabeck, Prey Veng Province |
| 2:20-3:30pm | Meeting | Local Government Departments, Prey Veng and Svay Rieng | Kampong Trabeck, Prey Veng Province |
| 3:30-5:00pm | Meeting Partners | FLD and AQIP | Kampong Trabeck, Prey Veng Province |
| 5:00-6:00pm | Focus Group | CARE IRDM Project discussions with Care CDOs and Consultant Advisers | Kampong Trabeck, Prey Veng Province |
|  |  |  | O/N Waykor River Hotel, Svay Rieng |
| 9 Nov 2010 | 7:30-9:00am | Travel |  |  |
| 9:00-11:00am | Field Visits | Beneficiaries  SHG Members; Women; Food for Work (Canal Construction); Site visits to livestock, aquaculture and information boards | Sepukhor Village, Baphnum District |
| 11:00-12:00 | Travel |  | Kampong Trabeck |
| 12:00-1:00 | Lunch |  | Kampong Trabeck |
| 1:00-2:30 | Travel to Project Location |  |  |
| 2:30-4:00 | Field Visits | Beneficiaries and Partners  Rice and Irrigation team of SHG; VSLA Members; Women; Site visits to rice production, rice storage and aquaculture | Krang Veng Village (Chaengdaek), Pray Veng Province |
| 4:00 -6:00pm | Travel |  | O/N Waykor River Hotel, Svay Rieng |
| 10 Nov 2010 | 7:30-8:30am | Travel |  | Romeas Haek District - Chatrei |
| 8:30-11:00am | Field Visit | Beneficiaries  CCDF Members; Life Skills Training; Sewing Class; Motor Cycle Maintenance class | Chantrei Village, Romeas Haek District |
| 1100am-12:30pm | Travel |  | Kampong Trabeck |
| 12:30-1:30pm | Lunch |  |  |
| 1:30-4:00pm | Debriefing and feedback workshop | IRDM Stakeholders | Kampong Trabeck |
| 4:00-5:30pm | Travel |  | O/N Phnom Penh |
| 11 Nov 2010 | 9:00-10:00am | Meeting | World Vision Cambodia (Leng Vireak), IWDA (Kristen Rasmussen) | Phnom Penh |
| 2:00- 3:00pm | Meeting with ActionAid | Ms. Caroline McCausland, country Director  Mr. Roger Malgren, BAC-TEC, Operation Manager and Part-time Consultant for AIDMAC  Tel: 012 200 341 / 023 994 987  (2 participants, [1 female]) |  |
| 3:30-4:30pm | Meeting with CMAC | CMAC (HE Heng Ratana, Director General) and his team  (4 participants) | Phnom Penh |
| 12 Nov 2010 | 9:00-10:00am | Meeting with CMAA | HE Chun Bunrong, Secretary General and his team  Email: [chumbunrong@cmaa.gov.kh](mailto:chumbunrong@cmaa.gov.kh)  (7 participants) | Phnom Penh |
| 11:00am-12:00noon | Meeting with AusAID's Counsellor | Lachlan Pontifex, Kat Mitchell and Sokunthea |  |
| 1:45-2:45pm | Meeting with Canada | Linda Wishart, Counsellor and Head of Aid. Tel: 023 215 496  Email: [linda.wishart@international.gc.ca](mailto:linda.wishart@international.gc.ca) |  |
| 3:15-4:15pm | Meeting with UNDP | Ms Melissa Sabatier, Program Manager for Mine Action  Tel: 012 531 731 / 023 210 214  Email: [Melissa.sabatier@undp.org](mailto:Melissa.sabatier@undp.org)  Mr Lou Luff, Quality Assurance Technical Advisor for Mine Action  Tel: 097 815 8534  Email: [lou.tuff@undp.org](mailto:lou.tuff@undp.org) |  |
| 13 Nov 2010 |  |  |  |  |
| 14 Nov 2010 |  | Depart for Battambang province |  |  |
| 15 Nov 2010 | 7:30-8:30am | Meeting with World Vision project staff and introduction | Mr. Leng Vireak, Food Security Program Manager and hist team  (7 participants, [3 females]) |  |
| 9:30-10:30am | Meeting with WC Partner (ADP) in Ratanak Mondul district | Mr. Leng Vireak, Food Security Program Manager and hist team and ADP staff (12 participants) |  |
| 11:00am-4:00pm | Meeting with beneficiaries, farmer groups/CBOs, CBMRR  (Team1: Cheamontrey village, Team2: Seksaok village) | **Team1:** Cheamontrey village  Meet CBO, village head, and visit 5 households (meet more than 40 participants) |  |
| **Team2:** Seksaok village  Meet CBO, village head, visit 4 households and 2 group leaders  (more than 35 participants, [about 20 females]) |  |
| 4:00-5:00pm | Meeting with District Governor and Commune Councils | Ratanak Mondul district governor and commune councils  (more than 10 participants, [no female]) |  |
| 16 Nov 2010 | 8:00-9:00am | **Team1** meet with the Provincial Agriculture Department | Mr Ponh Oudam, Provincial Director of Agriculture |  |
| **Team1** meet with MAPU | Mr. Som Mony, Deputy MAPU and his team  Tel: 012 599 396  (5 participants, [1 female]) |  |
| 9:00am-12:00noon | Discussion and feedback workshop with WV Team, government Counterparts, and local partners | WV Team, Government Counterparts, and Local Partners  (14 participants, [3 female]) |  |
| Afternoon | Lunch and depart for Pailin |  |  |
|  | 1430-1600 | Meeting with CARE project team and introduction | Arif and Bill, and CARE project team  (20 participants, [7 females]) |  |
|  | 1600-1700 | Team1: meeting with CARE partners | Care Partner Agencies:  MAG, Centre for Livestock and Agriculture Development (CelAgrid), Cambodian Centre for Study and Development in Agriculture (CEDAC) | CARE Pailin office |
|  |  | Team2: meeting with MAPU | MAPU Leader and team  (6 participants, [1 female]) |  |
| 17 Nov 2010 | 0800-0900 | Meeting with district and commune councils | District governors, commune councils (more than 20 participants, about 30%- female) |  |
|  | 0900-1000 | Meeting with Agriculture office | Mr. Phan Pich, Director of Agriculture Department and his team (9 participants, [2 females]) | Provincial Department of Agriculture, Pailin |
|  |  | Meeting with Commercial office | Chan Sokhun, Chief of Commerce; Sok Sathim, Deputy Chief of Commerce; Chheoun Chhin Deputy Chief of Commerce | Provincial Department of Commerce, Pailin |
|  | 1015-1145 | Team1: Field Visit | Meet with farmers’ cooperative members, women group (village saving activities), beneficiaries of homestead and cash crop activities group (visit vegetable growing, fish raising, plastic pump, village information board)  (forty participants 29 female) | Toek Cheng village |
|  |  | Team2: Field Visit | Meet with the beneficiaries of mine clearance activities, MRE volunteers, local de-miners, and beneficiaries of chicken raising group (visit land cleared used for livelihood activities, cash crop, fruit tree, chicken demo)  (more than 30 participants, [about 50%-female]) | O Cheukrom village |
|  | 1200 | Lunch |  |  |
|  | 1330-1600 | Team1: Visit | Meet with farmer cooperative members, women group (village saving), beneficiaries of homestead activities and cash crop production (visit maize production, chicken demo, family pound and vegetable growing, fish raising, village information board)  (more than 30 participants, [about 50%- female]) | Thmey village |
|  | 1330-1400 | Team2: Visit | Visit demo farm for crop rotation, maize trial, legume rhizobium, soybean trail - farm walk with key farmers.  (8 participants; 2 female) | Bortanzu village |
|  | 1415-1600 | Team2: Meeting | Commune Council, CCDF committee and beneficiaries  (27 participants 13 female) | Toul Lvea commune centre |
|  |  |  |  |  |
|  |  |  |  |  |
| 18 Nov 2010 | 0730-0830 | Discussion of preliminary findings with CARE team | Bill Pennington, Arif Mahmood, and project team  (more than 15 participants, [about 30%-fmale]) |  |
| 0830-1030 | Debrief and feedback workshop with CARE staff, government counterparts, and local partners | CARE staff, department of Agriculture and Commerce, MAPU, MAG, CDAC, Srae Khmer ..  (more than 25 participants, [about 20%-female]) |  |
| 1030 | Travel to Banteay Meanchey and lunch on the way |  |  |
| 1400-1500 | Meeting with ActionAid project team and introduction | Mr. Vinh Loeub, Program Coordinator, and field staff  (2 participants, [0 female]) |  |
| 1500-1600 | Meeting with the agriculture department | Director Provincial Department of Agriculture  (1 participant, [0 female]) |  |
| 1600-1700 | Team1: meeting with MAPU | 2 MAPU staff  Email: sekchhunleng@yahoo.com |  |
| Team2: meeting with local NGOs | Prom Has, RAHDO; Lay Vathna Vigilant (2 men) | ActionAid Office |
| 19 Nov 2010 | 0730 | Travel to project sites |  |  |
| 0800-0900 | Meeting with District governors, Women Affairs Dept., CC representatives | Svay Check district governor, Women focal points, Agriculture Officers, CC representatives ..  (10 participants, [4 females]) |  |
| 0930-1300 | Team1: meeting with farmer groups | VDC, village chief , beneficiaries | Khvaru Leah Village |
| Team2: meeting with farmer groups, VDC, village chief , beneficiaries | Village chief, saving group, farmer group representatives from 4 villages (Sleng, Samrong, Thmey, Kouk Romeat village), and visit fish and pig raising, vegetable growing, water storage and water filter .. (more than 15 participants, [50%- female]) | Sleng village of Svaycheck commune |
| 1400-1700 | Debriefing workshop with ActionAid Project team, government departments, and local partners | ActionAid project team, Agriculture Officers, Women Focal Points, CC representatives, and NGO partners  (10 participants, [4 females]) |  |
| 20 Nov 2010 |  | Return Phnom Penh |  |  |
| 23 Nov 2010 | 0900-1000 | Debriefing with AusAID's team | AusAID's team  (6 participants, [3 females]) | Australian Embassy |
| 1000-1200 | Debriefing workshop with AusAID's team, and NGOs partners | AusAID's team, and Representatives from WV, ADRA, ActionAid, and CARE  (16 participants, [4 females]) | Australian Embassy |
| 2:00-3:00pm | Meeting and Clarifying with ADRA | Mark Schwisow, Ann Stickle and Ben David | Australian Embassy |
| 1500-1600 | Meeting and clarifying with ActionAid | Roger Malmgren and Vinh Loeub | Australian Embassy |
| 4:00-6:15pm | Debriefing | AusAID  Katherine Mitchell; Sovith Sin; Sokunthea Nguon (part only) | Australian Embassy |

Table 5: Itinerary for the ICR Mission

# People/agencies consulted

| Name/Organization | Position | Organization | Address/Email | Phone |
| --- | --- | --- | --- | --- |
| **AusAID** |  | Australian Embassy | #16B, National Assembly Street, Phnom Penh | +855 23213470 |
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| Brett Ballard | Rural Development Adviser | AusAID | Brett.Ballard@ausaid.gov.au |  |
| **AusAID Programs** |  |  |  |  |
| Peter Rogenkamp | Team Leader | CAVAC |  |  |
| **Donor** |  |  |  |  |
| Lou Luff | Quality Assurance Technical Adviser, Mine Action | UNDP | #53, Pasteur Street, Boeung Keng Kang, Phnom Penh.  Lou.luff@undp.org | +855 978158534 |
| Melissa Sabatier | Project Manager, Mine Action / Poverty Reduction Cluster | UNDP | #53, Pasteur Street, Boeung Keng Kang, Phnom Penh.  Melissa.sabatier@undp.org | +855 12531731 |
| Linda Wishart | Counsellor, Head of Development Cooperation | CIDA | #50, Street 334 Boeung Keng Kang, Phnom Penh  Linda.wishart@international.gc.ca | +855 12925151 |
| **ActionAID** |  |  |  |  |
| Caroline McCausland | Country Director | ActionAID Cambodia | #69, Street 242 Sangkat Chaktomuk, Khan Daun Penh, Phnom Penh  Caroline.mccausland@actionaid.org | +855 12200341 |
| Roger Malmgren | Program Manager | ActionAID Cambodia | #69, Street 242 Sangkat Chaktomuk, Khan Daun Penh, Phnom Penh  r.malmgren@bactec.com | +855 23727501 |
| Vinh Loeub | Program Coordinator | ActionAID Cambodia | Banteay Meanchey |  |
| **Adventist Development and Relief Agency (ADRA)** |  |  | #4, Street 554, Kha Toul Kork, Phnom Penh www.adracambodia.org | +855 23880693 |
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| Ann Stickle | Associate Director | ADRA | Phnom Penh Office  anns@adracamodia.org | +855 12903824 |
| Ben Davis | Project Adviser | ADRA | Rovieng Office |  |
| Try Kimlong (Long) | Project Manager | ADRA | Rovieng Office |  |
| Minh Vibol | Social Facilitator Trainer | ADRA | Rovieng Office |  |
| Ing Viseth | Drilling Trainer | ADRA | Rovieng Office |  |
| Chhit Chantha | Watsan Coordinator | ADRA | Rovieng Office |  |
| Sim Sopheap | Watsan Trainer | ADRA | Rovieng Office |  |
| Ear Sokhom | Finance Assistant | ADRA | Rovieng Office |  |
| Che Soen | Watsan Trainer | ADRA | Rovieng Office |  |
| Pen Piseth | Monitoring, Evaluation and Learning | ADRA | Phnom Penh |  |
| **CARE** |  | CARE Cambodia | #255, Cnr Mao Tse Tung Blvd, Street 63, Sangkat Tonle Bassat,Khan CHamkar Morn, Phnom Penh | +855 23426233 |
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| **World Vision** |  |  | #20, Street 71, Tonle Bassac, Chamkar Morn, Phnom Penh Cambodia | +855 23216052 |
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| Khoung Pov | Governor | Svay Chek | Banteay Meanchey |  |
| Nith Sopuaon | Chief of Women’s Affairs | Svay Chek District | Banteay Meanchey |  |
| Chrouk Sophal | Commune Council | Svay Chek Commune | Banteay Meanchey |  |
| Sap Bunny | Commune Council | Svay Chek Commune | Banteay Meanchey |  |
| Sok Youn | Chief of Agriculture Office | Thmar Pouk District | Banteay Meanchey |  |
| Soun Sam Ean | Agricultural Trainer | Thmar Pouk District | Banteay Meanchey |  |
| Sreom Phib | Commune Council | Kouk Romiet Commune | Banteay Meanchey |  |
| Khounh Khoun | Commune Council | Kouk Romiet Commune | Banteay Meanchey |  |
| Prum Harn | Agricultural Trainer | Svay Chek District | Banteay Meanchey |  |
| Sek Chhun Leng | MAPU |  | Banteay Meanchey |  |
| Thoung Sakoeun | District Governor | Chey Saen District | Pheah Vihear Province |  |
| E Sarou | District Governor | Rovieng District | Pheah Vihear Province |  |
| Ngoun Thanavy | District Agriculturist | Rovieng District | Pheah Vihear Province |  |
| Buong Ry | Head, Agricultre Office | Varin District | Siem Reap Province |  |
| Koe Samoen | Vice-head, Agriculture Office | Angkor Chum District | Siem Reap Province |  |
| Th Somborath | Head of Agriculture Extension Office | Siem Reap District | Siem Reap Province |  |
| Te Kimkithong | Head of Agriculture Office | Kralanh District | Siem Reap Province |  |
| Hay Veasna | Head of Planning and Accounting Office, Dept Agriculture | Siem Reap | Siem Reap Province |  |
| Moeng Soniyiya | Deputy Director DAFF | Siem Reap | Siem Reap Province |  |
| Tat Bunchoem | Diretor, DAFF | Siem Reap | Siem Reap Province |  |
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| Y Aun |  | Planning | Pray Veng Province | +855 12204561 |
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| Thong Samean |  | Department of Planning | Svey Rieng Province | +855 16729457 |
| Khiev Sambath | Deputy Director | Department of Agriculture | Pray Veng Province | +855 4722385 |
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| Keo Phohha |  | Prov Dep Rural Development | Svay Rieng Province |  |
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| Ponh Oudam | Head, | Provincial Dept of Agriculture | Battembong Province | +855 16825143 |
| Ros Sotha | Commune Chief |  | Treng, Battembang |  |
| Men Var | Commune Council |  | Sdao, Battembang |  |
| Sean Sareoun | Commune Chief |  | Phlou Meas, Battembang |  |
|  | District Governor and staff |  | Battembang |  |
| Chan Sokhun | Chief | Provincial Department of Commerce | Pailin |  |
| Sok Sathim | Deputy Chief | Provincial Department of Commerce | Pailin |  |
| Chheoun Chhin | Deputy Chief | Provincial Department of Commerce | Pailin |  |
| **Local NGOs** |  |  |  |  |
| Chou Ponina | Provincial Coordinator | RACHA | Preah Vihear Province |  |
| Sing Vannthor | Community Environment Facilitator (CEF) | Ponlok Khmer | Preah Vihear Province |  |
| Various | Executive Team | Women’s Engagement Association (WEA) | Rovieng District  Preah Vihear Province |  |
| Leang Chenda | Project Assistant | FLD | Pray Veng Province |  |
| KayVannara | Project Manager | FLD | Pray Veng Province |  |
| Sok Somith | Executive Director | FLD | Pray Veng Province |  |
| Prom Has | Program Manager | RAHDO | Bantey Meanchey Province  rahdobmc@hotmail .com | +855 17447605 |
| Lay Vothna | Education Officer | Vigilant | Bantey Meanchey Province  [Imd.vathhaley@yahoo.com](mailto:Imd.vathhaley@yahoo.com) | +855 92861757 |
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| **Private Sector** |  |  |  |  |
| Kong Vitanak | Chief Executive Office | AQIP Seed Company |  | +855 12947869 |

# Project Comparison

|  | Integrated Mine Action | | | Integrated Rural Development | |
| --- | --- | --- | --- | --- | --- |
| **Partner** | CARE | ActionAID | World Vision in association with the International Women’s Development Agency | Adventist Development and Relief Agency | CARE |
| **Name** | Australia-Cambodia Integrated Mine Action Program | Integrated Mine Action and Development | Community Strengthening and Gender Mainstreaming in Integrated Mine Action (CSGMIMA) | Households Are Renewing Vital Energies for Sustained Transformation (HARVEST) | Integrated Rural Development and Disaster Mitigation Project (IRDM) |
| **Phase 2 Logic Statements  Goal** | Contribute to poverty reduction in rural Pailin | Contribute to poverty reduction in Thma Puok and Svay Chek Districts in Banteay Meanchey Province |  | Contribute to poverty reduction of rural Cambodian communities in Siam Reap and Preah Vihear Provinces | Contribute to poverty reduction in rural Prey Veng, Svay Rieng and Pailin. |
| **Purpose** | a) Improve livelihood security of vulnerable households in 5 communes of Sala Krau District and Pailin District b) Reduce exposure to landmine/UXO in 5 communes of Sala Krau District and Pailin District | Improve the safety and livelihoods of people living in selected mine-affected villages | Women and men, and boys and girls living in landmine/UXO-affected communities are able to resolve landmine/UXO and livelihood issues | Increased social competence, income and food security of poor rural families (including vulnerable groups) in Siam Reap and Preah Vihear Provinces | a)Improve livelihood security of vulnerable households in Prey Veng, Svay Rieng and Pailin  b) Reduce exposure to natural disasters |
| **Objective 1** | Vulnerable Households have improved access to and utilization of resources, markets and appropriate technologies | Cross cutting themes: with outcomes on governance, capacity of other non-government and community level groups and organisations, gender and disability | Resilient communities able to identify solutions and engage support that enables resolution of livelihood issues, especially for vulnerable families. | Improved agricultural productivity, animal husbandry, crop marketing and household WASH practices. | Vulnerable households have improved access to and utilization of resources, markets and appropriate technologies. |
| **Objective 2** | Technical, operational and management capacity of targeted community groups and local partners is strengthened | Access to land and land security: Facilitate the donor working group to identify the poor household and complete the documentation of the ownership of the de-mined agricultural land for official allocation and transfer. | Improved understanding of the role of gender in mine action leads to planning mechanisms and strategies that are gender sensitive and respond better to the specific needs of women and men, boys and girls. | Increased capacity of the community and its groups (SHGs, P&V, WEAs, FAs) to plan and implement IRD activities. | Technical, operational and management capacity of targeted community groups and local partners is strengthened. |
| **Objective 3** | Lessons learned are documented and shared | Agricultural productivity: Agricultural livelihood improvement and access to water supplies to meet poor households basic needs in target mine-affected villages |  | Strengthen technical and managerial capacity of rural government. | Lessons learned are documented and shared. |
| **Objective 4** |  | Income generation and marketing: Increase vulnerable household income through business opportunity and marketing skills training |  |  |  |
| **Total AusAID Funds** | $2,957,961.00 | $3,106,953.00 | $3,066,766.00 | $4,339,253.00 | $6,000,000.00 |
| **Timing** | Phase 1: June 2006 to June 2009 (37 mths) Phase 2: July 2009 to June 2011 (24 mths) | Phase 1: April 2006 to June 2009 (39 mths) Phase 2: July 2009 to Mar 2011 (21 mths) | Phase 1: June 2006 to June 2009 (37 mths) Phase 2: July 2009 to Dec 2010 (27 mths) | Phase 1: June 2006 to June 2009 (37 mths) Phase 2: Jul 2009 to Sep 2010 (14 mths) | Phase 1: June 2006 to June 2009 (37 mths) Phase 2: July 2009 to June 2011 (24 mths) |
| **Delivery Partnerships** | \* Mine Action Planning Unit (MAPU) Pailin \* Centre for Livestock and Agriculture Development (CelAgrid),  \* Cambodian Centre for Study and Development in Agriculture (CEDAC),  \* Australian Centre for International Agricultural Research (ACIAR) for the CCPMP project \* Agricultural Quality Improvement Project (AQIP) \* Provincial Department of Water Resources and Meteorology (PDoWRAM) for water management | \* CABDICO Capacity Building of People with Disability in the Community Organisation \* CMAC Cambodian Mine Action Centre \* IWDA International Women’s Development Association  \* KBA Khmer Buddhist Association (Local NGO) \* RHDO Rural Animal Health Development Organisation \* RWC Rain Water Cambodia \* Vigilance Land rights and advocacy local NGO | \* Mine Advisory Group (MAG) \* Provincial Department of Agriculture \* Handicap International Belgium (HI-B) | \* Provincial and District Departments of Agriculture, Rural Development, Hydrology and Health | \* Centre for Livestock and Agriculture Development (CelAgrid),  \* Provincial Department of Agriculture, Fisheries and Forestry (PDAFF) \* Agricultural Advisory and Training Team (AATT)  \* Australian Centre for International Agricultural Research (ACIAR)  \* Agricultural Quality Improvement Project (AQIP)  \* Provincial Department of Water Resources and Meteorology (PDoWRAM)  \* Farmer’s Livelihood Development (VSLA development) |

Table 6: Project comparisons for the Cambodia Australia NGO Cooperation Agreement

1. It has been difficult to clarify the final budget for the five projects. Implementation delays, variations, reductions due to AusAID budget restrictions, poor specification of currency in reports (USD or AUD), and no-cost extensions have all resulted in significant changes from planned budgets. The figure of A$19.47m reflects the following: ADRA HARVEST A$4,339,253 (source ACR 2010); CARE IRDM A$6,000,000 (source AusAID); WV CSGMIMA A$3,066,766 (source AusAID); CARE ACIMA A$2,957,961 (source AusAID); ActionAid AIMAD A$3,106,953 (source AusAID). [↑](#footnote-ref-1)
2. AusAID (2005). *Australia-Cambodia Cooperation Agreements – Package of Information for NGO Partners*. AusAID Phnom Penh [↑](#footnote-ref-2)
3. AusAID (2010) *Australia-Cambodia Development Cooperation Strategy Performance Assessment Framework.* AusAID, Phnom Penh. [↑](#footnote-ref-3)
4. Royal Government of Cambodia (2010). *National Strategic Development Plan Update 2009-2013.* Royal Government of Cambodia, Phnom Penh. [↑](#footnote-ref-4)
5. Allocation of specific communities to specific donors. [↑](#footnote-ref-5)
6. AustCare (2005). *Integrated Mine Action and Development Program in Banteay Meanchey Province, Cambodia Program Design Document 2006-2010.I* AustCare, Cambodia*.* [↑](#footnote-ref-6)
7. Scones, I. (2009).  *Livelihood perspectives and rural development.* Journal of Peasant Studies Vol. 36, No. 1, January 2009. [↑](#footnote-ref-7)
8. Which in turn often obligates producers to supply contracts, limiting their options to seek optimum market return. [↑](#footnote-ref-8)
9. Cambodia Agricultural Market Information System [↑](#footnote-ref-9)
10. For example, some vocational training provided good skills for local youth in the CARE IMAD project but there was significant uncertainty as to how these skills could be effectively used to improve incomes within the villages. [↑](#footnote-ref-10)
11. Unfortunately detailed mine casualty figures for the target villages have not been reported, and thus evaluation questions of attribution and contribution are difficult to discuss. [↑](#footnote-ref-11)
12. Cambodia Mine Action and Victim Assistance Authority [↑](#footnote-ref-12)
13. Especially for those experiencing near or intermittent poverty. For the abject poor less success has been achieved. [↑](#footnote-ref-13)
14. See Box 3 on p100 [↑](#footnote-ref-14)