

LIST OF ABBREVIATIONS AND ACCRONYMS

CCFC	Coalition of Cambodian Farmer Community
CMC	Community Management Committee
GC	General Council
PC	Provincial Committee

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Thanks to the members of the evaluation team, for their worthwhile performing their duties and responsibilities responsibly and effectively.

Team Leader
CHAN Vibol

EXECUTIVE SUMMARY

In response to the ongoing land dispute in many parts of the country, the Coalition of Cambodian Farmer Community has implemented a 3-year project called " Empowering Farmer Communities Claiming Their Rights and Basic Needs" January 1, 2017 to December 31, 2019, funded by Daikonia, DanMission, Mission Alliance and DCA/CA. The project worked with 48 communities in nine target provinces: Kandal, Takeo, Kampot, Kampong Speu, Sihanoukville, Prey Veng, Svay Rieng, Tbong Khmum and Preah Vihear. The project has reached the end of its cycle by the end of December 2019.

The End of Project Evaluation (EoPE) carried out by the independent evaluation team, the Cambodian Action Network (CAN), in January 2020. The evaluation studied relevant documents of CCFC and the project, online/off line survey, interviews and consultation with 111 people (female represents 45%). The respondents are General Councils (CG), Provincial Committees (PC), Community Management Committees (CMC) (89), 11 Land Activists, 17 community members, 9 partners of Solidarity House and 13 management and staff of CCFC Secretariat.

Findings indicate that, overall, the project has achieved high results in the process of strengthening community rights over land advocacy. CMCs increased their knowledge, competence, self-confidence and more self-reliance in advocacy. Despite the small number of successful families raising chickens and vegetables, they have used their income to improve their livelihoods, educate their children, improve their family health and participate in advocacy activities. As a result, very few communities have got their land back, along with land tenure, some with credentials, some with land demarcation/measurement and some with compensation. Overall, however, the results at the impact level was low.

The achievement toward the impact is low, while the achievement toward outcome is high. The project is highly relevant because the project's interventions respond well to the challenges faced by its members. The project's interventions are aligned with the mission and framework of CCFC. Strategic interventions can foster the achievement toward outcomes and impact. The six main strategic interventions are highly interconnected and the implementation was effective. They contribute greatly to Cambodia's priority issues. The community empowerment process was effective.

The project's resources were used in line with the needs of the members, CCFC's policies and financial procedures as well as donors' policies. Expended resources have benefitted members, while the working approach was effective.

The project shows high sustainability. CMCs increased knowledge and skills in advocacy which are fundamental to bring the project's sustainability. Members increased steadily, but the membership fee was low. Gender equality has been materialized. The environmental justice has been responded.

Despite just 8-year old, but CCFC has steadily strengthened its institutional capacity and quality. Being a membership-based coalition, the leadership is made up of representatives chosen from the members of the group as a whole, through a democratic election. Structure at all levels is led by representatives who are either affected by land grabbing/conflict or willing to work together. This demonstrates great ownership and cooperation for the common good, which in turn can also contribute to the community and society as a whole.

Although the project is successful, a number of obstacles, challenges, or gaps existed and affected the success of the project for both current and similar projects in the future. Based on this, the evaluation team recommends a number of points for CCFC to consider in order to foster future success:

- Review the message used (words, meanings and content) used by CMC, PC and Secretariat and ways in collaborations and coordination with local authorities and government institutions which encourage their support and positive responses.
- Conduct evidence-based research for each conflict case presenting legal claims and tenure histories in accordance with relevant legal frameworks, which influence the effectiveness of a complaint or response. Such research is also powerful contributing to the effectiveness of forum that CCFC organises at the national level. Similarly, CCFC should arrange visits to disputed and/or successful places participated by researchers, government officials, members of the National Assembly, the Senate and civil society organizations to foster their understanding over the real case. Those findings will become as main agenda of the fora.
- Promote the quantity and quality of legal support to community in more appropriate ways, such as establishing a legal officer at the secretariat and/or affiliation with legal experts/team rather than just depending on the current partner organization. Such arrangement could be done in accordance with the agreed plan and MOU. This would foster the effectiveness and success of the community advocacy.
- Provide psychological counseling to the community in based on the needs identified, which can contribute to the success of advocacy activities (particularly) and promoting health of community people (in general). CCFC should incorporate this into the next mandate plan

and identify appropriate means of implementation. Provide training from professional institutions to staff who will provide cascade courses to PCs, CMCs. Alternatively, CCFC collaborates with professional bodies to provide such assistance to members when the need from members has arisen.

- Encourage affected communities to increase the submission of petitions to influential institutions, such as the National Assembly, the National Senate, and share some effective and effective strategies wider with CCFC at different levels. In addition, using successful community leaders to help other communities in need is also a good way to do.
- Increase knowledge of the secretariat staff in agriculture and/or connect with agricultural organizations or institutions, to provide additional training, as well as technical support to community once poultry disease occurs.
- Carefully review and clearly define criterion for members those the secretariat makes a request to government for health equity card, rather than just for all, to ensure that the proposal complies with the principles of the government framework.
- The Secretariat should carefully examine (if yet done) the environmental impact before operating a purified water sale business to avoid the negative impact on the environment as this business will use a lot of water, including groundwater.
- Strategically, CCFC should consider expanding its membership beyond those affected by land conflict and solely working on advocacy. Through this, CCFC can establish mechanisms for income generation that members can benefit. In this view, CCFC could facilitate the establishment of agricultural cooperatives in the target areas or linkages if communities already have agricultural cooperatives. The cooperative could be further formed as the Agriculture Cooperatives Federation, a mechanism that promotes the production and sale of agricultural products. At the same time, the CCFC must balance this social enterprise with its core advocacy activity.
- The Secretariat should review roles and responsibilities and make them clearer for different staff, teams as this would enhance the quality of performance. At the same time, the Secretariat should ensure that relevant institutional policies are monitored. In terms of program, it should ensure the development and implementation of monitoring and evaluation frameworks and plan to ensure the program quality. In response to the challenge in knowledge of English, three main steps that should be taken as appropriate: 1). Relevant documents should be prepared or made available in Khmer language, if needed, there should be a staff/translator responsible for translating into English for external communications, 2). Each staff required to do English self-study, or 3). The Secretariat should check

the possibility supporting short-term English course to staff, with appropriate condition. In addition, the Secretariat should provide other relevant training topics to staff members, such as in-depth research, documentation, technology (ICT) and taxation.

1. Introduction

1.1 Project Background and Context

In response to the ongoing land dispute in many parts of the country, the Coalition of Cambodian Farmer Community has implemented a 3-year project called " Empowering Farmer Communities Claiming Their Rights and Basic Needs" January 1, 2017 to December 31, 2019, funded by Daikonia, DanMission, Mission Alliance and DCA/CA. The project worked with 47 communities in nine target provinces: Kandal, Takeo, Kampot, Kampong Speu, Sihanoukville, Prey Veng, Svay Rieng, Tbong Khmum and Preah Vihear. The project has reached the end of its cycle by the end of December 2019.

With the three years (2017-2019), the project aimed to achieve five specific objective, including: 1. Land communities (existing land communities and new farmer communities) are empowered to claim land tenure and security and get appropriate compensation from land grabbers. 2. Land activists increased income and improved livelihoods and participated in social activities to respond to their collective problems. 3. Members increased knowledge in civil and political rights and strengthened relationships with networks and NGOs to hold the government accountable for farmers' needs. 4. Convince the government to make sure that certain provisions of the draft agricultural land law do not negatively impact farmers. 5. To enhance the performance of the management and staff to make the management of the organization effective and successful.

The working approach of the project was to empower farmers as members, enabling them to work together to create a unified/collective voice, protecting their own rights and interests. The project focused organizing community management structure and networking to support advocacy activities at all levels, along with links to markets for community agricultural products.

The project has reached the end of its cycle by December 2019, in which an End of Project Evaluation is needed to independently assess the success, impact and sustainability of the project.

1.2 Objectives of the Evaluation

Following the evaluation framework mutually agreed upon by CCFC and the evaluation team, this independent evaluation has four specific objectives as the below:

- To measure the achievements of CCFC in terms of outcomes and impacts of the project implementation with gender data either quantity and quality against each level of results stated in the project plan.
- To measure the relevance, effectiveness, efficiency, and sustainability which happened because of the project implementation

- To identify major challenges, constraints encountered, and lesson learns during project implementation of CCFC including its underlying factors, and strengths and weaknesses of CCFC organizational management and leadership.
- To recommend appropriate strategies for future project design and implementation towards to improving the communities who are members of CCFC.

1.3 Scope and Limitations

This evaluation evaluates the whole project (as stated above) of CCFC which has been undertaken over the past three years, focusing on achievement toward outcome. Due to its short duration, the evaluation only studied in 15 out of 48 target communities with 111 informants based on scientifically selected samples based on the independence of the evaluation team.

1.4 Schedule and Studied Areas

The evaluation took place in the first week of January 2020 to the second week of February 2020. The primary (new) data collection was conducted in Phnom Penh office and five target provinces: Svay Rieng, Preah Sihanouk, Takeo, Kampong Speu and Tbong Khmum.

1.5 Research Methodology

1.5.1 Generic Methodology

The evaluation applied two main methods: quantitative and qualitative in research. A quantitative methodology was used to measure the achievement of indicators of outcomes and impact. The qualitative methodology was used to further illustrate, providing triangulating data to support the quantitative one. Evidence, perceptions, challenges, needs and suggestions for improvement were also studied and analyzed in depth. The evaluation also studied existing data provided by CCFC to supplement primary data collected through focus group discussions, in-depth interviews and individual survey. Feedback and reflection from different stakeholders, including donors, during the workshop presenting and validating the preliminary findings were a crucial part of the evaluation.

1.5.2 Sample Size and Respondent Selection

Having adopted the Slovin Sampling Formula, with 90% of the level of confidence, and 10% of margin of error, the evaluation selected 160 informants. A total of 139 informants (45% women) participated because some of the informants at the studied communities were busy during the research visit. These include 89 Community Management Committees (CMC)/Provincial Committees/General Councils members, 11 land activists, 17 community members, 9 partners of solidarity house, 3 donor representatives, and 13 secretariat leaders and staff members.

1.5.3 Data Collection Methods

The study collected data from two sources. Secondary data was based on the study of relevant documents such as strategies, project plan, budgeting plan, annual reports, minutes of meeting, etc. The primary data was collected through various participatory methods, such as individual online/offline survey, Focus Group Discussions (FGD), in-depth interviews with 111 people. Of the total 111 respondents, 90 provided survey data (both online and offline). In addition, the Most Significant Technique was also used to collect additional data and evidence.

1.5.4 Data Analysis Methods

As shown in the methodology section above, there are three main types of data: secondary data from the literature review, primary from face-to-face in-depth interview/consultations, and data from online/offline survey. These data are organized into a data analysis matrix prepared based on the evaluation frameworks in accordance with evaluation objectives and research questions. Both quantitative and qualitative data are then analyzed and discussed in the evaluation team. Figures, charts, or diagrams were developed and presented to support the narrative analysis.

2. FINDINGS AND DISCUSSIONS

2.1 CHARACTERISTICS OF THE RESPONDENTS

Based on the sample, the research obtained data from different people who benefited from the project, facilitated or managed projects and partners, both in operation and financial. CCFC is the main actor of the project, who act as project coordinators and beneficiaries of the project, make up a high proportion (over 80%) of the total informants. Women represented 45%. Most members of CMC have been engaged with project for long time, which indicates that they are highly knowledgeable about the project.

2.2 Progress toward Outcomes and Impact

Achievement toward the impact was low

Getting back land with certificate and tenure along with social services that meet the basic needs of the affected farmers is an impact of the project. For the communities in Takeo province, getting freedom for assembly was the great impact expected.

Based on this framework, the research has found that the success of the project's impact is low (only 2 versus 4 points are highest). This does not mean, however, that the project has failed because the project encountered many obstacles or challenges, both internally or externally, that will be described in more detail in the report.

Many communities in Svay Rieng claimed that the community land they claimed has not been properly settled or solved by authorities. The conflicting land has been continually encroached by abusive groups. In Svay Rieng province, only one commune (Andong Trabek) claims that some families' land has been measured by government institutions. But that measure was postponed, and there is no clear information about the next step.

By contrast, three communities in Preah Sihanouk province claim that they received back their land, including some compensation. However, the result was not as demanding. One community in Sankat 4 confirms that the land (family) of a community member who has had a long-standing dispute with a wealthy person has already obtained, but not all of them. They are still advocating for. Two communities in Ream claim they received land. One community says they have been given land on the scale of their demands. But communities in other villages received very little land (20 x 30 meters) in exchange for their land, which is from one hectare for families in conflict with military bases.

As for all communities in the three communes in Kampong Speu (studied) reported that some members received a land title certificate, but they could not use it because there was no land given back. Many community members accepted \$ 500 per family compensation from sugar cane company (which they consider to be their land grabber). They considered that the compensation was not appropriate and fair at all because those who accepted the compensation were cheated and threatened by the company and the authorities. The community in Tbong Khmum province has just received a letter of intervention from the authorities, yet to receive the same measurement or certificate as other communities.

Whereas the communities in Takeo claims that their freedom of assembly is still being restricted by relevant authorities, not only the assembly to advocate, even the Saving Group's meetings are still under pressure. Few communities reported that the meeting on agriculture got lesser restriction. All advocacy activities in the community are often banned or threatened by authorities. Especially after the dissolution of the CNRP. On the day of the hearing/trial, former CNRP President Kem Sokha (mid-January 2020) all community leaders were banned or monitored by local authorities without allowing leaders to meet or travel to Phnom Penh. The same thing happened in all communities where the evaluation team met, not just in Takeo.

In terms of social services, very few community members confirm that they have received a Health Equity Card to be accessible to the government health services for free. While some cards have expired in 2019 due to the lateness in the application for a new card.

Achievement toward outcome is high

The achievement toward outcome is high. CMC has been active in mobilizing and coordinating advocacy activities with relevant government authorities and government institutions at all levels, from village to commune, province and national

levels. For instance, communities in Preah Sihanouk province organized quite a number of gatherings/advocacy events, 500 participants each, at provincial center (about two to three times a year). They also participated in advocacy activities in Phnom Penh (nationally) with communities from other provinces. In addition, they also submitted petitions to relevant ministries, including the Ministry of Land Management, Urbanization and Construction, the National Assembly, the National Senate, international organizations, and the media to demand support and solution. CMC leaders also demonstrated an increase in knowledge, competence and self-confidence in this work. In addition, both leaders and members of the community appreciated their courage in advocating and challenging authority and powerful people.

At the same time, many leaders and members of the community who got supported the livelihoods (raising chickens and vegetables) appreciated that it greatly improved their livelihoods, in which the income earned was used for their engagement in advocacy activities, as well as for their daily needs. Some of them claim that income from raising chickens or vegetables are used to support their children's education, healthcare, or cure, engaging in advocacy activities, other social activities, or save in Savings group. Be noted that besides raising chickens and growing vegetables, some families grow fruit trees (which were supported by the project) but have not had any significant results. In addition, by the end of 2019, the project has provided a purified drinking water generator to a community in Svay Rieng province. Although not yet launched, CMC is confident that they will be able to earn income from this business project in the near future.

Details of the achievement of indicators of project's outcomes are provided below.

Outcome 1: CMCs and activists of 28 farmer land communities mobilized to claims their land back or suitable compensations.

Indicator 1.1: 60% of CMC's members (with 40% of women) organized community with common goal strategic plan and defined clear roles and responsibilities

Having clear management structure and roles distribution

Every community said that CMC has a structure. About 80% confirmed that the structure is clear. The evaluation team also saw CMC's by-law organized by CMC itself with the coordination of PC or staff of the secretariat, for instance in Andong Trabek (Svay Rieng) and Sangkat 4 (Sihanouk). Generally, CMC is headed by a President, a Vice President, a Secretary, a Treasurer and a Member. Overall, women make up about 40% of CMC members. But mostly the role of head of the CMC is largely hold by men. According to a number of community leaders, this role

has been usually transferred to women and youth when advocacy is no longer sensitive or dangerous.

CMC does not have own strategic plan, does only annual and ad-hoc advocacy one
Strategic plans (which are long term) do not seem to be developed. As a member of the CCFC, CMC has adopted fully a single strategic plan of CCFC rather than formulating its own strategic plan. This is also an option. But the evaluation has found that the challenges of CMCs are somewhat different, though they all focus on advocacy. At the same time, some communities that were successful in advocacy fell apart due to a lack of long-term vision and a lack of clear definitions of individual CMC missions. Based on this view, it would be a good choice if CMC prepared its own strategic plan, with the plan simply defining its own actions and approaches, especially one advocacy activities were successful. In addition, the plan should be aligned with key elements of the CCFC's strategic plan.

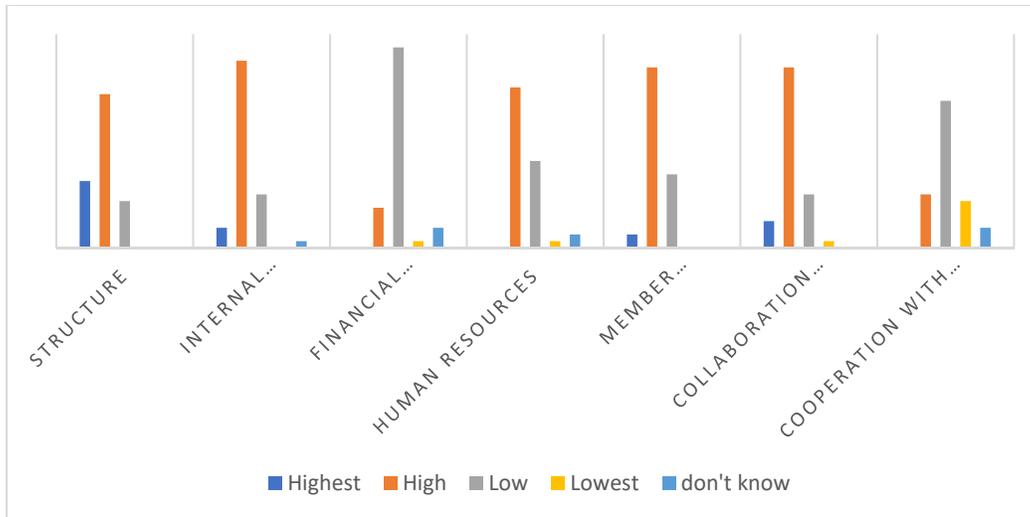
Although there is no strategic plan, many informants argued that the CMC has an action plan or advocacy plan, organized annually and before each advocacy action. In general, the capacity of CMC leaders on this has gradually increased. More than half (50%) of informants rated the capacity as high but not sufficient and needed further support.

Good communication within CMC, with the members, with the networks, but not with the authorities

Leaders of PC and CMC and community members highly value the CMC's internal cooperation. Nearly 80% of informants claim this. The evaluation found that information sharing and discussion, exchange of ideas, and teamwork within the CMC and PC get better. The majority of informants claim that CMC leaders help each other. For example, in the case of a community advocacy in Sihanoukville, it puts:

While a protest in front of Preah Sihanouk provincial hall was underway, the leader of CMC was questioned by authority in a room. With common sense, the vice-chairman left the president to continue leading his members who are standing to advocate. This shows that leaders can help one another. Through this cooperation, CMC can continue to manage the situation moving forward. According to the statement of the head of the community, he said that this is proof that they understand and cooperate with each other well.

Diagram 2.2.1: Strong points of CMC



Source: Findings of the evaluation team

In addition, the cooperation of CMC with its members has improved. CMC quickly shares relevant information to members. The use of social media also contributed to this success. The evaluation found that almost all CMC leaders have smart phones.

Relations between PC and CMC within the province and with other provinces flourished. Almost all CMCs claim that they received support and cooperation from their respective PC. Almost all informants reported that they had been involved in advocacy activities with other affected communities. In this regard, the Secretariat of CCFC is considered to be the most important impetus for enhancing the long-distance relationship between the two sides, vertically and horizontally.

Emerging from the consultation with partners in the Solidarity House as part of this evaluation, the CCFC's collaboration with their institution has improved, with 78% of the 9 informants assessed. They said CCFC is good at sharing information with them in a timely manner, and keen in seeking support and cooperation when needed. Similarly, cooperation with organizations such as Licadho, Adhoc has improved in the provinces. However, with the exception of LICADHO and ADHOC, there appears to be no cooperation with other partners of the Solidarity House at the provincial level. This may be due to the fact that the partners are not operating in the provinces where CCFC is.

Relations with the local authorities are not good. Almost 100% of the surveyed respondents rated relationship with local authorities as low. Group and individual discussions also show similar results. Everyone that the research team met frequently cited local authorities' restrictions on their meetings or advocacy activities. Communities such as Svay Rieng and Kompong Speu claim that even if they hold agricultural training or saving group meeting, local authorities either block or sometimes crack down. Any movement/travel of community leaders or land activists is monitored by local authorities, by the police or by village guards. Some

communities indicate that despite their attempts to invite them to some training courses, they were not successful. The accusation or colloring of the community as opposition occurred in every community. Cooperation with provincial authorities is better than local ones, but it remains a serious challenge.

Indicator 1.2: 15 of local advocacy efforts to reach land solutions lead by Community Management Committee (CMC).

According to CCFC's annual report in 2017, 22 affected communities (4 in Svay Rieng, 5 in Tbong Khmum and 13 in Preah Sihanouk province) have been advocating for their land by submitting a petition to provincial and district authorities, and related ministries, including the Ministry of Land Management, Urban Planning and Construction, the National Assembly, the Council of Ministers, officials and agencies of the United Nations. As a result, in response to the letter of intervention of National Assembly's sent to provincial authorities, conflict resolution for some communities in Sihanoukville was undertaken. Some areas were measured, some community people received compensation, and those community people who were evicted in 2015-2016 were allowed to build houses on the conflicting land. Advocacy activities, which are core to CCFC, continue to exist for communities whereas the conflict exists. In 2018, the PC and CMC organized 30 advocacy activities to reclaim community land grabbed by private companies and business people.

According to the informants, which the research team met in person, the community often sought solutions. As will be detailed in Indicator 2.1 below, the community meets with the commune and district authorities about two to three times a month and at the provincial level four to five times a year, including two to three times a year at the national level.

Indicator 1.3: 15 land communities received positive respond.

Although community is active in advocacy, the results of those advocates do not seem to get much. For instance, out of the 22 affected communities that advocated in 2017, only eight communities in Preah Sihanouk province got solution. And a number of solutions were not as expected. For example, in Ou Kampuchea community in Preah Sihanouk province, each family (out of 306 families) received only 20 x 30 meters of land, exchanging their land from at least one hectare.

Most communities in Kampong Speu got a land title certificate (which costs up to 60,000 Riel for a certificate), whereby they cannot use the land. While, many other communities accepted only \$ 500 in compensation per family, which many informants claim to be cheated or threatened to accept.

Many communities in Svay Rieng only received notification of the intervention of relevant government institutions. Only one or two communities in a commune got their land surveyed/measured by the Department of Land Management, Urbanization and Construction. Similarly, many communities in Tbong Khmum

province have received notices, but there was no any survey/measure or distributing land to communities.

Outcome 2: Increased income generation for land affected communities and activists and linked development to social activities

Livelihoods assistance to members were initiated by CCFC in 2015. Over a two-year period (2015-2017), the project selected 142 beneficiaries (70 women heads of households), offering training, sharing experiences, consultations and materials to start farming, through water drip system and for chicken raising. In addition, the project provided 1,400 fruit trees to 52 families in Takeo, Tbong Khmum and Sihanoukville in order to promote climate change adaptation. In addition, in 2017, CCFC facilitated the creation of five savings groups in Takeo and Preah Sihanouk province with a total of 67 members (one group of about 13 members), of whom 90% were women.¹

Seeing the benefits and success that coincided with the completion of the previous phase (2015-2016), CCFC continued to increase its support for the livelihood activities of community members. In 2018, the project provided agricultural materials to 69 families to raise chickens, 7 families to grow vegetables using the same water drip system and 16 families to grow fruit trees. In addition, in the same year 2018, the project established other five saving groups in Svay Rieng and Tbong Khmum provinces.² According to the project plan, in 2019 livelihoods assistance continued to happen. According to statistics, in 2019, 147 families benefited from livelihoods assistance, 110 of whom raised chickens, and 37 were planning to grow fruit trees.

Indicator 2.1: 70% activists of 245 activists received technical support from CCFC is actively attend

Land activists or community members affected by land conflicts have been actively involved in advocacy activities to claim their land or the land of communities that have been abused. As a percentage, more than 80% of all informants affirmed. This involvement occurs frequently and at many levels and places. Depending on the complexity of the case and the quality of the response of authorities or government institutions, community generally meets with commune authorities two or three times a month. This number is similar at the district level. But at the provincial level, this can happen four to five times a year. They also attend national events about two to three times a year. Due to the very limited response of local authorities, in the last two years (2018-2019), community focuses on protests/advocate at the provincial level, especially at the national level.

Despite this, participation of members has generally declined in many communities over the last few years, falling within the range of 20 to 30%. The four main factors emerged are: 1. Losing trust to the community leaders who betrayed them (selling

¹ Annual report 2017

² Annual report 2018

themselves or taking bribes or self-indemnities), even with new leaders, as this takes time to rebuild trust. 2. Lack of livelihood (income) or migration of leaders and members. 3. Continuing threats or legal action by authorities or government institutions to community leaders, land activists or members. And 4. Acceptance of compensation by members voluntarily or cheat or threat from authorities or stakeholders. Despite such decline, some communities, such as Kampong Speu, claim that the quality of advocacy has not decreased. In many cases, it has gone up.

Looking at gender issues in all communities where the evaluation team found, women's and men's participation are similar in quality and quantity. Depending on the advocacy strategy, men often attend (more than 80%) at internal community meetings to determine their plans and approaches for advocacy. This may be due to the higher level of education of men compared with women (in general). But at the advocacy spot, women participation is higher (more than 80% of total participants) than men. In this regard, many communities seem to be well aware of tactic in using male and female. One slogan states: "Man is a chef while woman is a receptionist". In this sense, many communities claim that men can talk to each other in strategic management, internally, but are less likely to be impatient when talking to authorities. Women, on the other hand, show high patience when meeting and talking to authority. On the other hand, the community assumes that authorities are less likely to use hot dogs on women as men.

Aside from engaging in activities other than advocacy activities, this study does not seem to receive the attention of informants. This could be because the research focused solely on advocacy activities, which are the main intervention of the project, or may be the focus which community has been benefited.

Outcome 3: Strengthen community members on civil and political rights, and linked each other among networks and NGOs to push government to be accountabilities and respond for farmer's needs.

Indicator 3.1: 35% of community members and CMC's increased political and authority engagements in ensuring people's rights are heard by the local and national elected government

All of the communities that the evaluation team met indicated their activeness in advocacy to reclaim their land. Similarly, for the Takeo community, they put much effort in advocating relevant authorities to provide spaces for their assembly which allows their engagement and contribution to the community development process. Despite this, restrictions from all levels of authorities have closed the door for community involvement in local development processes. This enables us to conclude that apart from land issues and restrictions on freedom of assembly, which are the core agenda of advocacy, other issues are neither raised nor accepted by government or politicians. However, community continues to share and discuss internally to find solutions for themselves in relation to other issues such as members' livelihoods, voting rights, access to natural resources, and so on.

The Secretariat played a key role in the national election monitoring process, joining the Situation Room with other 40 civil society organizations, though it was then closed by the government over alleged legal impasse.

Indicator 3.2: 3 of negotiations or policy discussions taken placed by the CMC.

The evaluation highly rated the Secretariat's efforts in promoting cooperation with local authorities. For example, a public forum was held in Preah Sihanouk province in 2017, prompting the cooperation and relations of the affected communities and authorities for them to jointly discuss and find solutions for their land dispute. Despite this, the CCFC's negotiations with the relevant authorities or institutions, on policies did not come to fruition. See the main reasons provided in Indicator 3.1 above.

Outcome 4: The final draft law on Agricultural Land is consulted and shared publicly with relevant stakeholders and provided inputs of farmer's needs and concerns into the draft law.

Indicator 4.1: The approved of agricultural land law is responded to farmer's needs and interests

The Secretariat played an important role in this. The Secretariat undertook many activities. With local communities and affected communities, studies of the challenges and needs were made, with the findings being shared and discussed with experts, relevant institutions of the government, CSOs at the provincial and national levels through forums and seminars. The Secretariat has also convened several press conferences to make sure that the draft law on agricultural land being drafted by the government is responsive to the interests and needs of the community.

We can conclude that these activities have influenced the process of drafting and enacting a law on such a law for Cambodia. Although no reasons on the pending have been provided, the government's decision to suspend the draft law was made in 2017 after a press conference organized by the Secretariat in cooperation with the sectoral networks in Cambodia.

The evaluation team supports the Secretariat's commitment to keep an eye on if the renewal of the draft law is to provide input in line with farmers' needs and interests.

2.3 Relevancy

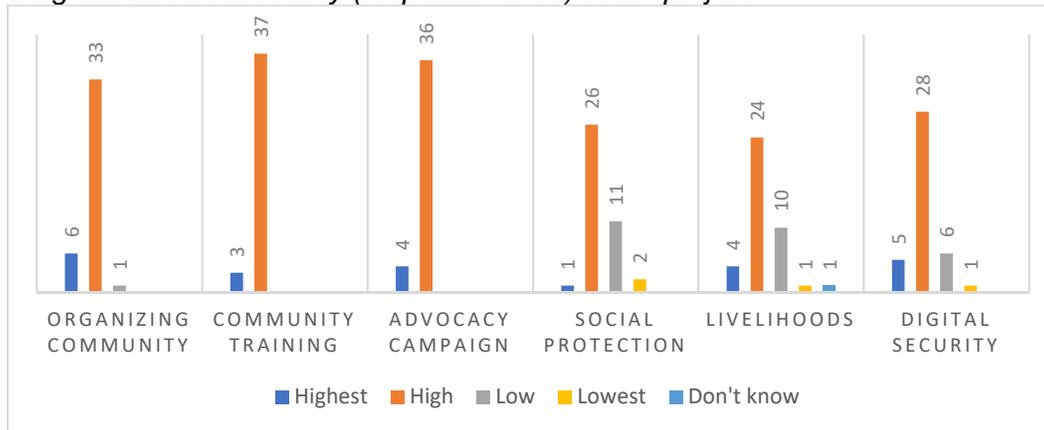
Project interventions are highly responsive to member challenges

All informants (100%) claim that their main problem is land grabbing by powerful or wealthy people. Unless the Takeo community confirms their problem, it is a restriction on the right to assemble banned by local authorities. In response to these challenges, community has often been advocating with local authorities and governments at the national level. However, the advocacy activities were not well

coordinated or managed except by communities supported by other organizations such as ADHOC LICADHO, Equity Cambodia (Equity Cambodia operates in Kampong Spue).

Answering to the research questions, all informants concluded that the project intervention answered their problem. The project has enabled them to establish a management structure that plays an important role in mobilizing affected members of the community to raise demand (advocate or seek support) with relevant institutions for appropriate and acceptable solutions. All CMC leaders (100%) state that the project focuses on enhancing their knowledge and capacity to plan for and manage advocacy, land rights, relevant laws and network to ensure the effective advocacy. The same as CMC, leaders of PC and GC claimed helping them by the project to understand the points was both necessary and most relevant.

Diagram 2.3.1: Relevancy (responsiveness) of the project



Source: Findings of the evaluation

At the same time, activists and affected members of the community say that livelihoods assistance, either through granting money for a family chicken raising or growing vegetables, give them options for dealing with everyday livelihoods challenges, especially any expenses when engaging in advocacy activities. Similarly, supporting social protection by requesting the government for a health equity card is also a way to facilitate free treatment for those in need.

In addition, CMC and GC highly rated on the provision of knowledge and technology for social communication. They contend that this makes it easier for them to communicate among the committees and members to provide information to each other and mobile for advocacy. For example, one of the CMCs in Svay Rieng province expressed their delight at using smartphones and the knowledge gained from the project. They appreciated that since using it, they seemed safer because the authorities were not aware of their relationship with the members who had previously had to travel to the member's place and the authorities were always on the watch.

Project interventions are aligned with the mandate and mission of CCFC

As a Membership-based Association formed by 12 communities affected by land dispute from Kandal, Svay Rieng and Sihanouk provinces on January 11, 2011, CCFC focused on community organizing, networking, and institutional development to create a unified/common voice and influence for positive changes. Within such framework of the mission, strategic interventions include enhancing the knowledge of the target groups, motivating them to participate fully in democratic local development, and advocating for the fulfillment of their rights and the promotion the full democracy in Cambodia. The strategic goal of CCFC for 2015-2019 is to improve farmers' livelihoods and dignity and their involvement in local development.

Result of the literature review revealed that the project fully aligns with CCFC's mission as laid out in the Strategic Plan (2015-2019), which focuses on organizing and strengthening community to create a collective and inclusive voice, to influencing the advocacy to bring positive changes and contributing to local development. The project focuses on empowering farmers who are affected by land disputes to get their land back together with legal titles to use for their livelihoods. At the same time, the project also supports other communities regaining their right to meet, which is restricted by local authorities. Supporting this argument, the majority of informants (80%) state that they have a high level of knowledge, ability and confidence to advocate, while some informants (about 40%) indicate that their lives are improving. (See detail in point 2.2 above).

Strategic interventions/approaches can achieve the project outcomes and impact

As defined in the project's document, the project has five specific outcomes, four of which focus on the impact on lives of the target groups and the fifth one is on organizational management. Overall, the key interventions identified contribute to the success of each of the major outcomes for the current project cycle and are generally appropriate for future project planning cycles. Despite this, the evaluation calls for a review of a number of key activities to make the practice more clear and in-depth. For example, the third activity of the first outcome is to include in-depth research to capture evidence of land grabbing, which is a major flaw in the current project. This helps make advocacy more effective and highly successful, as this deep research and documentation is the most important legal proof and benchmark that advocates use all the time, including for sharing with the media.

In particular, for the second outcome, the evaluation proposes an additional activity focusing on quality of livelihoods support. Based on information obtained, chicken raising or family-run vegetable production was not as successful as expected. Responding to the project's main drawback, it is necessary to increase the linking with specialized organizations to support farmers who do chicken raising or vegetable growers.

The six project interventions are highly interconnected

In order to achieve the project outcomes (see details in point 2.2 above), the project identified and implemented six strategic activities (interventions). These include 1).

Organizing and strengthening the community; 2). Community Training; 3). Advocacy and Campaign; 4). Social Protection for smallholders; 5). Improve the lives of activists; and 6). Social media security. The evaluation found that these activities were highly correlated and highly appropriate. Many informants (70%) indicated that having CMC enabled them to unite in the necessary advocacy activities. It is also the key factor for effective and effective advocacy activities. Training on coordination, facilitation, advocacy strategies and relevant legislation can make CMC facilitation activities more effective and trusted by members. In addition, many informants said that because of their understanding of advocacy methods and laws, it has made them more adept and courageous at advocacy. One of the informants in Sihanoukville said:

I have a high awareness of how to advocate. I and others have had the courage to debate legal issues with local authorities and institutions related to our land issues. The authorities can no longer cheat or deceive me. We are no longer afraid of threats by authorities or authorities, especially if the explanation is incorrect.

Advocacy activities or campaigns organized by the CCFC at each level have strengthened the collective efforts and voices of the affected members. Many informants mentioned that they often joined forces with other communities in other provinces or at the national level who organized the advocacy. This is the most important concentration of forces that can put pressure on stakeholders to solve their problems quickly and easily. This may also have an adverse effect on community meetings because the authorities consider this to be antithetical to the government (see details in section 2.8 on the challenges/obstacles).

The informants, who received a government-issued health equity card, under the auspices of CCFC, confirmed that the card would allow them to receive free medical check-up and treatment. It has facilitated timely access to medical care other the expenses put burden on them as poor families.

Similarly, the evaluation found that livelihoods assistance also plays a crucial role. All informants (100%) claim that this activity has given choices in promoting their livelihoods. It is interesting to note that most of the members whose land is abused, they experience a shortage of land to generate income. While participation in advocacy activities has affected their agricultural, construction, or worker activities. The informants claim that even though project support may not make them rich, there are some drawbacks. Among the informants, a community member in Svay Rieng said:

CCFC provided \$ 100. My family used to buy chickens. Overall, we earn about 700,000 Riel (about \$ 185) a year. I was able to sell two chickens to pay for my trips joining advocacy events. I don't have to spend on my small budget.

Similarly, community members growing vegetables, with assistance from the project are enthusiastic about this income generating activity. But planting fruit trees does not seem to have any significant effect. In some communities, savings have either started or been functioning. Diffidence from the saving group are expedited on some of the CCFC's activities, supporting a range of advocacy activities. It provides members the opportunity to either discuss common issues or to organize advocacy activities at group meetings. Most saving groups meet on a weekly or monthly basis.

In addition, the promotion of social media safety has facilitated the effectiveness of the CMC's communication with its members and its networks, thereby promoting the mobilization of the CMC and its members for advocacy activities. The evaluation found that almost all committee leaders had smartphones, some of which provided by the project. Some community members also do. They are trained by the project and learn from each other. They use a number of social media channels such as Telegram, WhatsApp for communication within their group. Before, like CMC in Svay Rieng, they used Facebook Messenger, but it wasn't safe. Through these programs, they can share information quickly and authorities may not know their communications. Among the informants, a committee leader in Kampong Speu said:

Without smartphones and social media apps, we had a hard time communicating. We call each other when we need to call for a meeting or discussion. But now it's much easier. We are able to communicate with many people, many groups and regularly. When making appointment, we talk through this network. The authorities could no longer be restrained because we had reduced the number of travelling from places to places for call members for meeting.

Project intervention contributes highly to Cambodia's priorities

Land disputes is a major and complex issue in Cambodian society for decades. More than 700,000 people in many parts of the country suffered from this problem between 2000 and 2013.³ Despite ongoing government intervention in this regard, such as on-site dispute resolution, land titling and land titling, the issue is still serious. In some places it has become a chronic crisis and has affected the lives of people, especially farmers, who depend on their farmland. Farmers do not use their land or benefit from community land. In addition, restricting people to meet and raise their concerns or needs remains a serious challenge. In some communities, restrictions by authorities intensified following the dissolution of the CNRP (Cambodia National Rescue Party) in 2017.

This evaluation claims that the project's interventions responded to key issues of its target communities and of Cambodian society as a whole. This could indicate that the project interventions have contributed to the priorities of civil society and the government in resolving land conflicts and restricting freedom in Cambodia.

³ ADHOC's Report on Land Situation in Cambodia, 2013

2.4 Outcomes and Impact

Formed by farmers, acted by farmers, for farmer is a core strategy and highly successful

All informants (100%) made it clear and confident that CCFC was theirs and for them. They are farmers acting as their problem-solvers and finding their own solutions. The structure, established at the local level or in the community itself, is an important mechanism that enables members to come together, plan and work together at a regular basis and when necessary. The CMC leaders, who are farmers and victims alike, who are elected by members, seek to fulfill their roles and responsibilities with high commitment.

Their capacity in advocacy through the Active Non-violence, coordination and facilitation, conflict resolution, and social media communication is a key driver of their success in land reclamation or assembly rights, despite the response from government and relevant institutions have not been high in many cases.

PC has established strong cooperation between CMCs in the province and enhances the capacity of CMC. The CCFC's official registration with the Ministry of Interior provided a high level of legal and psychological support for the performance of CMC and members. In addition, the Secretariat in Phnom Penh has strengthened the cooperation of farmers from affected provinces and networked with state institutions, civil society, UN agencies to promote attention and address challenges and needs of farmers.

Many tangible and non-tangible outcomes of the project

All of the committee's leaders who the evaluation met confirmed that they have advanced their knowledge on law, how to advocate for a resolution. In addition, they get to know farmers from many of the same farmer communities, both in and out of the provinces. They got to know authorities, the officials, the institutions involved in land and human rights issues. This is an important basis for playing a role in land conflict resolution and contributing to other social activities. Similarly, land activists and community members also demonstrated an increase in knowledge and capacity from advocacy activities in which they participated.

In addition, income from chicken raising, which supported by the project, is used for advocacy activities, children's education, health care, etc. A small number of farmers received land with titles, while others received land certificates. Some farmers are compensated, though not yet appropriate. Some community lands, though a final resolution is not available, but the encroachment has been suspended. See details in Section 2.2 above.

Poor cooperation with local authorities is increasing and can negatively affect the local development

Although unexpected, the evaluation found that the community's collaboration with local authorities is getting worse. Accused by authorities that farmers are a part of the opposition party and has intension to create a party, urges authorities to monitor all community activities, to reject community opinion, or to refuse community members in engaging social activities or forums, like public forums. The community, in turn, limits its contribution to the general development, rather focusing on the land or its right to assembly. This may affect the process of some of the broader consultation, such as public forums, because the community confines itself to only land issues. Being done by farmers themselves at all times and with all stakeholders can create noticeable and uncooperative cooperation.

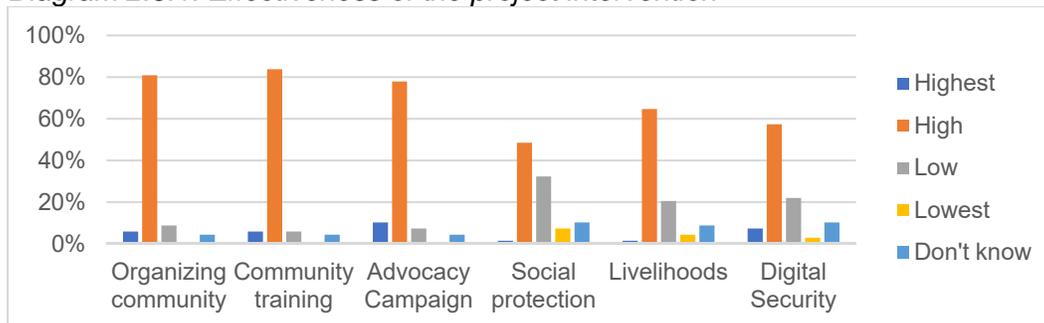
In response to this complex issue, some communities suggest that the Secretariat's intervention by meeting directly with provincial authorities, organizing forums to jointly address the case and advocacy campaigns help halt the crisis. The evaluation encourages the Secretariat to expand this work even more.

2.5 Effectiveness

Strategic Activities (intervention) are highly effective

All the six strategic activities (interventions) of the project have been assessed. Sixty-eight informants, of those CMC leaders represent 59%, land activists 16%, and community members 25% - answered the survey. Presented in the diagram below, for activity 1. Organising and strengthening the community, 6% of the total informants rated the implementation most effective, followed by 81% rated highly effective. About 9% considered less effective, and none of the informant (0%) considered not effective, and 4% had no answer. For community training and advocacy and campaigns, the level of effectiveness is similar. The other three activities seemed to have a lower effective. Only 49% of the same informants considered social protection for farmers effective. Better still, 65% consider promoting the livelihoods activists as effective. And 57% rated social media security effective.

Diagram 2.5.1: Effectiveness of the project intervention



Source: Findings of the evaluation

Evidently, almost every community claims that CMC leaders are becoming more knowledgeable, self-confident, and courageous. Many communities have a very high capacity on advocacy planning. The mobilization of members for advocacy activities is also high. CMC leaders are courage and develop and submit letters or

permits to authorities and other stakeholders to provincial and national levels for their advocacy purpose. They are capable in monitoring the progress of their petitions. In addition, they can debate with local authorities and stakeholders about the rights and laws involved.

Another important evidence is that the participation of many members of the community is high, despite the decline in some communities. In addition, the quality of some community advocacy is high. The evaluation found that some communities, especially in Sihanoukville, have been using the non-violent approach, which has been common since they received training on non-violence and peace forums organized by the Secretariat. Some of the immediate consequences of this approach include reducing charges or arrests by state authorities and exerting greater pressure on the response.

In terms of social support, the evaluation found that very few members received the health equity card. This may also be why the informant for the survey considered the activity to be highly ineffective. They continue to ask for the card for those have not yet and renew it for those who have expired cards. Seeing that who received equity card may not be the poor, the evaluation requests the Secretariat to review and determine the criteria of the members that the Secretariat will request cards for, to avoid any mistake in such advocacy purpose.

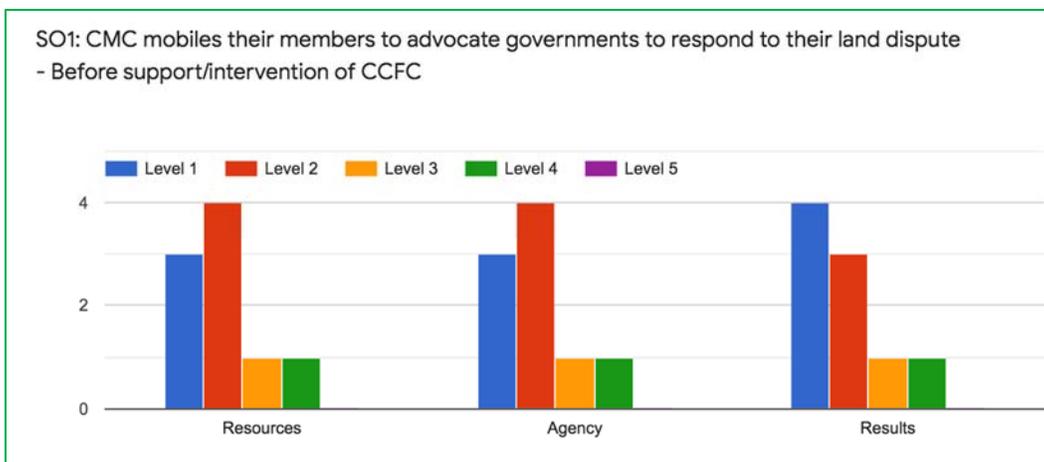
Chicken raising and vegetable growing have generated substantial results and income for some successful families. It is estimated that each family earns approximately 700,000 Riels per year (from chicken raising) from the \$ 100 capital they received from the project. In addition, when needed, such to attending advocacy activities in the province or in Phnom Penh, they could sell two or three chickens. Despite this, the evaluation found that some families did not succeed in raising chickens, with many dead chickens. Similarly, some families do not succeed in growing vegetables.

Achievement toward outcome is high

As detailed in Section 2.2 above, many outcomes are highly successful. Among the most successful and notable highlights are the capacity of the community committee on advocacy activities (indicator 1.1), the participation of land activists in advocacy activities (indicator 2.1), and income generated from chicken raising and vegetable growing by land activists/community members. Here are some highlights of the project's effectiveness.

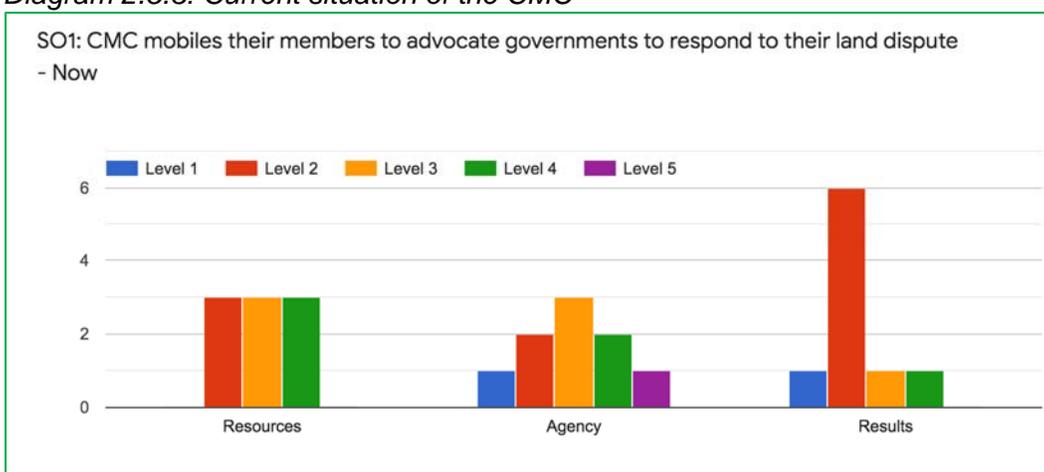
Community empowerment process is highly effective resulted

Diagram 2.5.2: Situation of the CMC before the intervention of the project



Source: Finding of the evaluation

Diagram 2.5.3: Current situation of the CMC



Source: Finding of the evaluation

In terms of resources (as shown in the table below, some of which are pre-defined prior to data collection and some by target groups), the contribution of target groups increases steadily. More than half of the communities reported that they have increasingly contributed own resources, increased from 40% to more than 75%. That means at first 60% of the resources offered by the project are now less than 30%. The increase in the contribution of the target groups is more diverse in each community. However, the donation is only for the activities of the community groups but not for other activities.

Similarly, many communities show that they are capable in managing many works by themselves, increasing from less than 30% to more than 60%. In other words, they become more independent. Among the tasks listed in the table below, the tasks they rely heavily on the secretariat are, legal training for members because most CMC members have low education, in-depth research, and community legal back-up (because only the secretariat has an official registration at the ministry). In terms of activism, about 50% of the leaders are very active. Many communities have contributed to or assisted other communities in the province and beyond.

The results seem to be low. This means that the community depends on the support of the Secretariat/project. As noted above, the number of communities who receive land titles or appropriate compensation is relatively less. But the use of resources they have for educating their children, family health seems to be improving. The power of women in the family is highly developed. But solidarity in the family, especially families in which men are the leaders of the CMC, seems to be less favorable because activism negatively affects their livelihoods in which lives are less satisfied with.

Resources	Agency	Results
Individual, group, community, society		
<ul style="list-style-type: none"> • Finance • Material • Knowledge • Time • Consciousness • Commitment • Courage 	<ul style="list-style-type: none"> • Advocacy plan • CMC meeting • Member mobilization • Member training • Membership fee collection • Advocacy • Follow up petition submitted to authorities/government • Negotiation with authorities/government • Networking • Partnership/cooperation • In-dept research • Chicken raising • Vegetable growing • Saving group facilitation • Income generating activity • Legal back-up 	<ul style="list-style-type: none"> • Received land certificate/title • Received land • Received compensation • Improved livelihoods • Improved education • Improved health care • Household solidarity • Women of women in the family • Development project of the government • Environmental protection of the government • Community cohesion

They have moved from reliance on external institutions to self-reliance at individual, household and community. Some communities have begun to form partnerships within their own networks and with other networks and institutions. At the same time, personal contribution in agency has increased.

EAT (Empowerment Assessment Tool) application

The project focuses on the cycle of empowerment by increasing knowledge, capacity building, self-confidence, self-reliance and expanding cooperation in the community and with others. Using the EAT, or Digni's EAT, the evaluation found that the project's target groups have been gradually empowered.

THEMATIC AREAS OF RESULT	DEGREE AND LEVEL OF EMPOWERMENT					
		Level 1: Output	Level 2: Output	Level 3: Outcome	Level 4: Outcome	Level 5: Impact
		Individual or community	Individual or community	Individual or community	Community and/or Society	Community/ Society/ Structural
Strengthening Civil Society					X	
Self-Confidence					X	
Knowledge					X	
Peaceful Coexistence				X		
Economic Empowerment				X		
Environmental Justice				X		
Inclusion and Gender Equality				X		

Explanation of each value:

Strengthening Civil Society: The evaluation examined seven⁴ areas of the CMC and PC, being as a civil society. The finding showed that 80% of the PCs, and CMCs have a structure with clear functions, roles and responsibilities. Most of the PC and CMC members are active, working as a team, rather than individual like before the project intervention. Internal cooperation is high, and valued by members. The information sharing and discussion, exchange of ideas, and teamwork within the PC and CMC are good. The PC and CMC leaders help each other. However, the financial resources are low and needs further support from the project. While the human resources are high. The participation of the member is high. The collaboration with other networks is also high. But the cooperation with local authorities remains low, meaning that there is a little change. Consequently, the response of the local authorities is low. For further analysis and narratives, please refer to Indicator 1.1 in the evaluation report, and the raw data below.

Self-Confidence: The CMCs and PCs are highly confident in managing their internal work, mobilizing their members, and advocating to the relevant government institutions. Specifically, many CMCs and PCs are able to develop their advocacy plan with lesser support from the project. They could organize and facilitate their meetings by their own. They have high confidence in talking to and negotiating with relevant government authorities and perpetrators. Similarly, many land activists are brave and confident in joining the advocacy event and debate.

⁴ Structure, internal cooperation, finance resources, human resources, member participation, collaboration with other networks, and cooperation with local authorities.

Knowledge: Various topics have been familiarized and utilized by the CMCs, PCs, land activists and community members. Many CMC and PC members have knowledge on advocacy plan, team coordination, people mobilization, related laws, advocacy and networking. Gradually, CMC and PC members are able to train their community members on various topics. Most of the community members reported the increased knowledge on related laws, advocacy, while some increased in chicken raising. Further refer to point 2.4 in the report.

Peaceful Coexistence: Increasingly, the affected communities have realized the usefulness of non-violence approach. Consequently, they have then applied such approach in their work and actual advocacy. Peaceful debate between the affected communities with relevant authorities have been visible in many places and stages. There is a proof of good connection and mutual help of community members in the same communities and across the provinces. However, in some cases, communities have been treated by the authorities as the opposition and the trust of the communities over the authorities is low.

Economic Empowerment: Almost all of the effected community members are poor, depending on the land which have been encroached or grabbed. They lost opportunity to generate income from the land. Despites the support of the project for chicken raising or tree plantation is not adequate to address their livelihoods need, but those help to some extent. The income from chicken raising, growing vegetables and saving money contributed to some of the members' expenses when participating in advocacy activities. Some CMCs claim that diffidence from the savings group is used for some of the CMC's tasks, such as printing/copying documents. The result of the advocacy on Agriculture Land Law is also impacted for farmers across the country. Also, some people who had land conflict/issues with the companies/government get back land for agriculture production to get better income.

Environmental Justice: Environmental justice has been taken into action. Refer to point 2.5.2 for the analysis.

Inclusion and Gender Equality: Youth, women and people with disabilities have been engaged at various groups and stages. Refer to point 2.5.1 in the report for the analysis.

2.6 Efficiency

The project's resources were used in line with the needs of project groups, CCFC's policies and procedures and donor policies

In line with programmatic needs, the project activities are also designed and laid out as a basis for budgeting and human resources. The expenses are consistent with the work plan and budget, although some activities were delayed. With the responsibility of the finance officer, the internal financial control system works well. The financial reports are regularly prepared financially and shared with the relevant

stakeholders to reflect and provided to partners. There was an audit conducted by an external audit team (for instance in late January 2020) to assess the quality of operations, use of resources, manage accounting, and suggest improvements.

Resources spent have benefits members

All informants claim that the activities implemented by the project have benefited them. Training has enabled them to gain knowledge, which they then use with greater confidence. As noted above, some communities experience improved livelihoods. Income earned have been used as needed, for advocacy, children's education, health care. Although not studied in detail, it is possible to conclude that the costs of implementing the project have affected the families' economies and their communities.

Working approach is efficient

Overall, working approaches and activities are highly effective. Among them, the evaluation highlighted substantial points as below:

The use of PC/CMC as project coordinator. This is a mechanism that is both effective and efficient. In close proximity to community members who are the project's target group, CMC can meet with community members as soon as possible. There are many ways in which CMC meetings can be effective, including small groups. And community members can get support anytime soon. CMC also acts as a promoter and shares information, training members, in which these activities do not cost much compared to outsiders. Particularly, PC monitors the project progress, adding to their roles acting as a facilitator, training and advocacy. PC meets regularly with CMC and when needed. It is estimated that traveling to each community costs about \$32, a cost that is highly efficient.

The Secretariat's staff is capable and supportive of the community on time. Informants appreciated their capacity and quality of their support, especially regarding community organizing, land issues, advocacy and livelihoods improvement activities. At the same time, there is a growing shortage of legal professionals. By structure, program staff are responsible at regional. They work directly with the PC and provide practical support at the request of the PC. Typically, the program staff visits/assists CMC and 25-40 members once a month, each trip costs approximately \$50.

Raising chickens, growing vegetables and saving groups not only improves livelihoods of members, but also contributes to reducing project costs.

Although not a big deal, income from chicken raising, growing vegetables and saving money contributed to some of the members' expenses when participating in advocacy activities. Some CMCs claim that diffidence from the savings group is used for some of the CMC's tasks, such as printing/copying documents.

2.7 Sustainability

The study also looked at the project sustainability, focusing on three key factors: 1). Community Management Structure 2). Knowledge and skills in advocacy; 3). Membership.

Community management structures are fundamental to sustainability. Both PC and CMC were directly affected farmers. They show a strong commitment to protect their interests and the community. A clear separation of roles, functions, and responsibilities can continue to spur performance. Many communities claim to be more self-reliant. Three main points that are needed the support or cooperation from the Secretariat include, legal back-up, legal advice, and effective advocacy tips. Some communities have gradually begun to transfer this leadership to potential youth, along with coaching in management, leadership and coordination. For the Secretariat, the leadership structure also has a democratic form which is crucial to urge ownership of members and increasing the leadership's accountability. In addition, networking and partnerships with institutions, especially the organizations specialized in political advocacy, are a strong foundation for the sustainability of CCFC.

The knowledge and skills in advocacy will always be with the community. Knowledge and practical experience can assist communities to continue their advocacy mission when needed. Some leaders share their knowledge with members of their community and with other communities. This illustrates the sustainability of knowledge within each community and the wider network of CCFC. Similar to the structure, the sharing of knowledge and the impetus for the application of this knowledge have already been provided to the youth for successive turns.

Membership increased steadily, but the amount of membership fee was low. Membership card issuance continues and increases. But membership fee collection was low, 10% lower than the plan, up to 20% of the total membership of more than 20,000 families. This could have a significant negative impact on the financial sustainability of CCM and CCFC. If so, it could also influence the CCFC's strategy, especially with regard to the influence of donors through their fund.

Despite such achievements, there are some challenges and obstacles that hampered the project, which required highest level of attention from the Secretariat. Continuing to accuse and color CMC and members as opposition or having intention to create a political party by authorities and government institutions as opposition may be the point the government is asking the Ministry of Interior to consider removing the name from the ministry's list. In particular, low levels of education at each level continue to pose serious challenges for the quality of work and trust of its members. Finding an alternative is still the ideal solution.

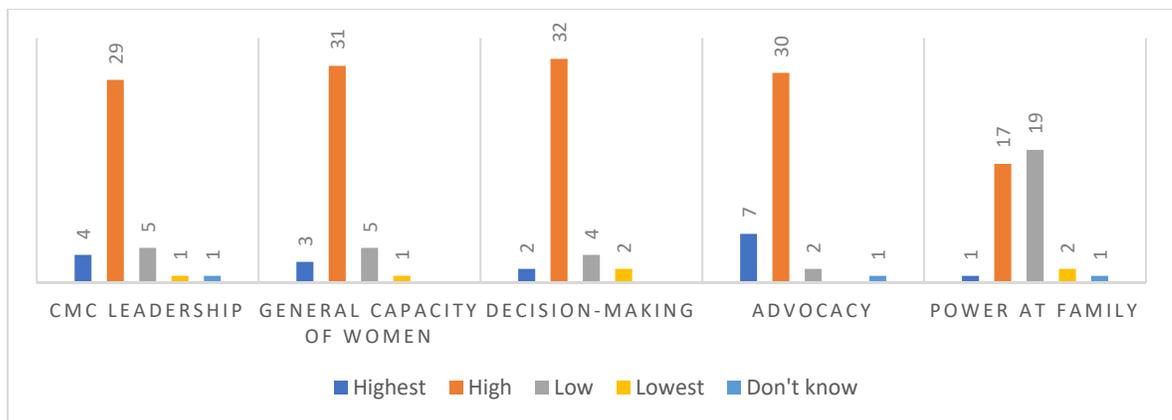
2.8 Cross Cutting Issues

2.5.1 Gender Equality was taken into action

In the project document, an analysis of the challenges faced by women and men is essential to designing interventions and responses of projects that promote gender equality. The analysis sheds light on the challenges faced by men and women in livelihoods, in leadership roles at the community level, and at other levels and in decision-making. In line with this framework, the project focused on gender equality. Apparently, the number of female at CMC leaders has grown. Generally, out of the five leaders there are two women. Training activities are provided for both men and women. For instance, nine training courses in 2017 have benefited 206 women and 140 men. According to the survey results with 40 CMC leaders (from 12 CMCs), as shown in the following diagram, equality and gender equity increase.

In addition, it is worth noting that in the annual report and activity report for the General Council, the Secretariat presented a large number of data on women, highlighting gender mainstreaming in the program and organization.

Diagram 2.7.1: Gender equality promotion



Source: Finding of the evaluation

2.5.2 Environmental Justice Acted

Clearly, reclaiming land is not just for family land but also community forest. This contributes to the reduction of large-scale and rapid deforestation. According to several reports and observations, deforestation for family farming does not have the same effect as large-scale deforestation.

In terms of livelihoods, chicken raising and vegetable farming have no environmental impact, but it has helped. In addition, promoting the use of drip system for vegetation preserves the water content and increases the resistance to the effects of climate change.

However, the evaluation is informed that the project provided the community with drinking water to generate income. The evolution has not received any details on

how to manage it. In order to be environmentally friendly because this auxiliary activity will consume a lot of water, including groundwater, the evaluation recommends the Secretariat to carefully discuss (if not already done) about the environmental impact before and during the operation.

2.9 Obstacles/Challenges

Some of the risks that the project poses and other challenges have arisen and to a large extent have a negative impact on the success of the project. They can be divided into two: internal and external:

External factors

Political party bias happens everywhere. All the communities claim that local authorities often accuse the community being a part of the opposition party because of their protest or advocacy activities. In addition, some communities claim that authorities accuse them that they are forming a party. The Secretariat in Phnom Penh has also been accused of being a counter-party or color revolution. As a consequence, all activities of the committees are regularly monitored. Some activities are even banned, even agricultural training and savings group encounters in some communities. The community claims that most government staff focus solely on the work of political parties. As a result, all the protests or advocates have always been banned, threatened or subjected to judicial attacks.

Internal factors

Low education of the community and poverty in the community are important barriers. It is estimated that among the leaders and members, the vast majority (65%) have completed primary or literacy level. About 25% are in grade 9 and 10% above grade 9. Because of such level of education, many informants say that it is difficult to absorb and remember the lessons they obtained, especially in laws that they view as complex. Most follow the practical experience and through learning the practical activities of the other communities.

Although not all, the vast majority of leaders and communities are poor and dependent on their day-to-day work (with the exception of a few families who make money from successful land sales). They are farmers, construction workers, factory workers or fishermen. This shortage of livelihoods hinders participation in leadership activities for leaders, and membership fee. Some leaders resigned or suspended from their positions to earn a living. Some members are forced to accept compensation, though they know it is little and inappropriate. And some cannot participate in advocacy activities. In this regard, the study also found that migration is rated 65% and falling in debt with MFI/banks constitutes 75%.

There are also some shortcomings from the project, including: 1). Evidence-based research for each conflict case 2). Lack of legal support for communities 3). Lack of psychological counseling to the community; 4). Lack of connection with agricultural organizations or institutions 5). Lack of links to the National Assembly and the National Senate; 6). Some advocates lack creativity or ineffective.

Evidence-based research for each conflict case does not exist. Only a few communities (in Sihanoukville) have documented the history of the conflict and related documents, including fraudulent documents from abusers. However, the documents did not disclose legal claims and tenure history in accordance with the relevant legal framework. This shortfall hinges on the effectiveness of the advocacy or response. It should be noted that delays and failures have also negatively affected members' protest and participation.

Lack of legal support to the community happens many places and is widespread. Many communities claim that legal support through partner organizations is inadequate and late. This support is essential to ensure the strength of community advocacy. Community proposes that there should be a legal officer in the Secretariat, that the officer should be able to assist the community in a timely manner. At the same time, this evaluation also underscores the importance of the Secretariat's engagement with legal groups for legal support in line with the agreed plan and MOU.

Lack of psychological counseling to the community is a challenge. Communities show that their work is hard work and extremely vulnerable. Extending the resolution or lack of hope in the solution, coupled with the restrictions, threats or attacks on the leaders, land activists or members, creates fears that this can create a crisis or mental illness. Many have been forced to quit while some may have escalated the violence. Expert counseling can contribute to the success of advocacy activities (directly) and in health development (in general). Based on this necessity, the evaluation proposes that this should be included in its next plan.

Lack of connection with agricultural organizations or institutions has influenced the success of chicken raising. In general, most community poultry are accustomed to the practice, though some of them have received training on feeding. Many communities cite death. They do not receive any additional instructions or techniques for treating chickens when they are sick. In the project document, there are links with farmer organizations for marketing, not for livestock and vegetable farming. In response to this challenge, the evaluation suggests the partnerships or links with agricultural organizations from both the government and NGOs. If possible, this could also be an advocacy agenda to push the government to incorporate in local development plans.

Some advocates lack creativity or ineffective. Of course, not all advocacy efforts are as successful as one might expect. But the effectiveness of advocacy really plays a key role in success. Both the community and some of our partners claim that some of these advocacy efforts have been unsuccessful or ineffective. Few communities show creativity. Communities in Sihanoukville show some tips, such as submitting petitions to influential institutions such as the National Assembly, National Senate, along with monitoring the response. They also used opportunistic methods by organizing an advocacy activity when the king or the prime minister came to their province. Some communities indicate that they send the same

message to members about the cause of the advocacy and its consequences without it. These points don't seem to be heard much from other communities. In this regard, in-depth, evidence-based research and access to consultations by relevant specialists for key forums are also factors that influence the effectiveness of advocacy.

2.10 Organizational Management

Despite just 8-year old, but CCFC has steadily strengthened its institutional capacity and quality. Being a membership-based coalition, the leadership is made up of representatives chosen from the members of the group as a whole, through a democratic election. Structure at all levels is led by representatives who are either affected by land grabbing/conflict or willing to work together. This demonstrates great ownership and cooperation for the common good, which in turn can also contribute to the community and society as a whole.

Findings from each of the sessions from the consultation, interview and survey with partners, Secretariat leaders and staff member, committees and members are summarized as follows:

2.10.1 Governance and Strategic Management

CCFC is a legal entity registered with the Ministry of Interior, the Ministry of Finance and Economy and the Ministry of Labor. There are by-laws and policies, such as gender policy, for the operation. CCFC has a governance structure led by the farmers who are directly elected by members. Strategic plans and operational plans provide direction for institutional development. Target communities have specific members. Most of the staff are conscientious in their work, specializing in community work and advocacy. They also have the capacity to negotiate with authorities, have good communication skills with community members and target groups.

However, the role and responsibilities of the Secretariat remain unclear. Furthermore, leadership capacity at each level has not yet met its role and responsibilities. Many Secretariat staff say that there is currently no one responsible for monitoring the implementation of the institution's policies, which could affect the quality of the institution.

Whereas acting as an advocate can give both opportunities and threats. Reality, CCFC can receive greater support from national and international NGOs, including donors who have the same strategic focuses/options. At the same time, CCFC performance at all levels is under pressure or without cooperation from relevant government institutions. Over the years, CCFC has been accused of being part of the color revolution, while the work of members of the community has been accused of being a group of the opposition.

2.10.2 Program Quality

Based on the log frame set out in the project document, there are annual, quarterly and monthly action plans organized by the Secretariat and contributed by members at all levels. Staff members of the Secretariat frequently visited the community in line with the plan. But supporting the communities in Takeo province is not enough as other provinces. Monitoring of program/project implementation takes place at all levels. The CMC meetings are more frequent and involve the PC and sometimes from secretariat staff.

But there are also some shortcomings. The Secretariat staff said they had low English proficiency, which could affect the performance of many tasks required. Lack of human resources specialized in law has affected the effectiveness of members' advocacy and courage. To date, 105 members are on trial and two are in prison. The quality of the reports and the lack of monitoring of the implementation of the policies in the target communities also pose a challenge to SSC.

2.10.3 Resources Mobilization

This new form of work gives CCFC the opportunity to mobilize resources from its members to perform their duties. The resources that CCFC had acquired became stable even as a donor partner ceased. There are no resources mobilization strategy/plan and there are no resources mobilization staff. The writing of the budget proposal was made by the Secretary-General with the participation of the staff. Membership fee collection is less (about 10%) from over 20,000 members.

2.10.4 Financial Management

There is a clear financial plan that simplifies the implementation of activities in the institution. The plan is designed to meet program requirements. Internal control systems operate under the financial intermediaries. The finance officer claims to have clear, easy-to-understand, easy-to-find documentation that fosters timely work and execution with donors and enhances a good working relationship with the team and donors.

Despite this, sluggish implementation of (sometimes) programmatic activities, coupled with late funding requests, delayed staff payments or lack of references, posed challenges for managing the budget, which required a solution.

2.10.5 Human Resources Management

CCFC has a human resources development plan and recruitment system that can ensure efficiency and transparency and ensure gender equality. However, the capacity building plans have not yet met each member's role and responsibilities, especially staff capacity to analyze and collect data. In addition, CCFC's capacity has yet to respond to technological modernization. It is also important to note that staff resignation is high, one of the main problems being their vulnerability to being intimidated or threatened.

3. Conclusion

Overall, the project has achieved high results in the process of strengthening community rights over land advocacy. CMCs increased their knowledge, competence, self-confidence and more self-reliance in advocacy. Despite the small number of successful families raising chickens and vegetables, they have used their income to improve their livelihoods, educate their children, improve their family health and participate in advocacy activities. As a result, very few communities have got their land back, along with land tenure, some with credentials, some with land demarcation/measurement and some with compensation. Overall, however, the results at the impact level was low.

The achievement toward the impact is low, while the achievement toward outcome is high. The project is highly relevant because the project's interventions respond well to the challenges faced by its members. The project's interventions are aligned with the mission and framework of CCFC. Strategic interventions can foster the achievement toward outcomes and impact. The six main strategic interventions are highly interconnected and the implementation was effective. They contribute greatly to Cambodia's priority issues. The community empowerment process was effective.

The project's resources were used in line with the needs of the members, CCFC's policies and financial procedures as well as donors' policies. Expended resources have benefitted members, while the working approach was effective.

The project shows high sustainability. CMCs increased knowledge and skills in advocacy which are fundamental to bring the project's sustainability. Members increased steadily, but the membership fee was low. Gender equality has been materialized. The environmental justice has been responded.

Despite just 8-year old, but CCFC has steadily strengthened its institutional capacity and quality. Being a membership-based coalition, the leadership is made up of representatives chosen from the members of the group as a whole, through a democratic election. Structure at all levels is led by representatives who are either affected by land grabbing/conflict or willing to work together. This demonstrates great ownership and cooperation for the common good, which in turn can also contribute to the community and society as a whole.

4. Recommendations

Although the project is successful, a number of obstacles, challenges, or gaps existed and affected the success of the project for both current and similar projects in the future. Based on this, the evaluation team recommends a number of points for CCFC to consider in order to foster future success:

- Review the message used (words, meanings and content) used by CMC, PC and Secretariat and ways in collaborations and coordination with local authorities and government institutions which encourage their support and positive responses.
- Conduct evidence-based research for each conflict case presenting legal claims and tenure histories in accordance with relevant legal frameworks, which influence the effectiveness of a complaint or response. Such research is also powerful contributing to the effectiveness of forum that CCFC organises at the national level. Similarly, CCFC should arrange visits to disputed and/or successful places participated by researchers, government officials, members of the National Assembly, the Senate and civil society organizations to foster their understanding over the real case. Those findings will become as main agenda of the fora.
- Promote the quantity and quality of legal support to community in more appropriate ways, such as establishing a legal officer at the secretariat and/or affiliation with legal experts/team rather than just depending on the current partner organization. Such arrangement could be done in accordance with the agreed plan and MOU. This would foster the effectiveness and success of the community advocacy.
- Provide psychological counseling to the community in based on the needs identified, which can contribute to the success of advocacy activities (particularly) and promoting health of community people (in general). CCFC should incorporate this into the next mandate plan and identify appropriate means of implementation. Provide training from professional institutions to staff who will provide cascade courses to PCs, CMCs. Alternatively, CCFC collaborates with professional bodies to provide such assistance to members when the need from members has arisen.
- Encourage affected communities to increase the submission of petitions to influential institutions, such as the National Assembly, the National Senate, and share some effective and effective strategies wider with CCFC at different levels. In addition, using successful community leaders to help other communities in need is also a good way to do.
- Increase knowledge of the secretariat staff in agriculture and/or connect with agricultural organizations or institutions, to provide additional training, as well as technical support to community once poultry disease occurs.
- Carefully review and clearly define criterion for members those the secretariat makes a request to government for health equity card, rather than just for all, to ensure that the proposal complies with the principles of the government framework.
- The Secretariat should carefully examine (if yet done) the environmental impact before operating a purified water sale business to avoid the negative impact on the environment as this business will use a lot of water, including groundwater.
- Strategically, CCFC should consider expanding its membership beyond those affected by land conflict and solely working on advocacy. Through this, CCFC can establish mechanisms for income generation that members can benefit.

In this view, CCFC could facilitate the establishment of agricultural cooperatives in the target areas or linkages if communities already have agricultural cooperatives. The cooperative could be further formed as the Agriculture Cooperatives Federation, a mechanism that promotes the production and sale of agricultural products. At the same time, the CCFC must balance this social enterprise with its core advocacy activity.

- The Secretariat should review roles and responsibilities and make them clearer for different staff, teams as this would enhance the quality of performance. At the same time, the Secretariat should ensure that relevant institutional policies are monitored. In terms of program, it should ensure the development and implementation of monitoring and evaluation frameworks and plan to ensure the program quality. In response to the challenge in knowledge of English, three main steps that should be taken as appropriate: 1). Relevant documents should be prepared or made available in Khmer language, if needed, there should be a staff/translator responsible for translating into English for external communications, 2). Each staff required to do English self-study, or 3). The Secretariat should check the possibility supporting short-term English course to staff, with appropriate condition. In addition, the Secretariat should provide other relevant training topics to staff members, such as in-depth research, documentation, technology (ICT) and taxation.

5. References

- Strategic plan 2015-2019
- Project document (including logframe)
- Gender equality policy
- Finance Policy
- Annual reports 2017 and 2018
- Financial reports 2017, 2018 and 2019
- Minutes of CG and Secretariat

6. Annexes

6.1. Term of Reference

CCFC is seeking a qualified consultant to evaluate its three years (2017-2019) project

Consultant: Project ended evaluation

Organization: Coalition of Cambodian Farmer Community (CCFC)

Project Title: “Empower Farmer Communities Claiming Their Rights and Basic Needs”

Location: 9 provinces such as Svay Rieng, Prey Veng, Kandal, Takeo, Kampot, Sihanouk, Thbong Khmom, and Presh Vihear in Cambodia

Duration of Assignment: 41 Days including report documentation supports and some other related files

Expected Date of Assignment: Negotiation processes (Deadlines of report period is to submit by 10 February 2020)

GENERAL DESCRIPTION OF TASKS AND OBJECTIVES TO BE ACHIEVED

I. Background Information

Coalition of Cambodian Farmer Community (CCFC) is a membership-based organization created on January 11th, 2011 by 12 communities (from Kandal, Svay Rieng and Preah Sihanouk) that work together to address land issues; natural resource and forced eviction resulting from development projects effecting on farmers' lives. CCFC is sharing office with Cambodian Youth Network (CYN), Independent Democracy of Informal Economy Association (IDEA), Cambodian Food and Service Workers' Federation (CFSWF), Cambodian Independent Civil Servant Association (CICA) as we called "Solidarity House".

Values

- **Neutrality:** No political trend and independence
- **Virtue:** Respect value and provide equal opportunity between members staffs and committees in particular male and female
- **Capacity Development:** Provide opportunity to members staffs and committees to develop capacity in accordance with their roles
- **Solidarity:** Organizing, cooperate and collaborate in advocacy to make society change
- **Responsibility:** Responsible for its operation

Vision

- Willing to see farmers live with decent life, dignity and full freedom to constructively correct local governance

GOAL OF ORGANIZATION

- Promote livelihood and dignity of farmers and full participation in local development through organizing, empowering community, advocacy, and strengthening institution capacity.

Mission

- To achieve the Goal, CCFC has following key missions:
- Organize communities, associations, networks, organizations and related institutions to have common voice and be influent to positive change

- Raise awareness to promote full participation in democratically local development
- Advocacy for right respect in particular farmer's rights and full democracy

CCFC has been implementing a co-funded project named "Empower Farmer Communities Claiming Their Rights and Basic Needs" for three years, January 01, 2017-December 31, 2019 which has been supported by Diakonia, Danmission, Mission Alliance and DCA/CA. CCFC has been working with 47 communities in nine targeted provinces: Kandal; Takeo; Kampot; Kampong Spue; Sihanoukville; Prey Veng; Svay Reing; Kampong Thom; and Preah Vihear.

For its three years (2017-2019) project implementation, CCFC set up with clear specific objective perspective: 1. To empower land communities (the existing-Farmer Land Communities organized and new Farmer Land Communities), so that they would be enable to claim for land tenure security and suitable compensation from the land abusers; 2. Activists with increased income generation and food security will have their participation and long-term commitment in social activities in order to respond their common issues; 3. The knowledge on civil and political rights for community members are strengthened and linked with networks, and NGOs to hold the government to be accountable for farmer's needs; 4. To convince government to improve certain provisions of the draft law so that the law would not affect the farmers after the passage of the law; 5. To ensure effectively of CCFC management by function of each management levels and staff respond function to their roles and responsibilities.

The basic approach adopted by the project to address these issues is to empower farmers and to collaborate to make strongly one voice to protect their rights and interests. The project is designed to organize farmers in local-based communities, CCFC's worked to address main issues including (1) Empowering the communities people to claim for their rights, (2) improving the livelihood of activists, (3) Increasing awareness of civil and political rights for the communities, (4) to advocacy for improvement of some provision of the draft law, and (5) marketing linkage for community products.

II. The Expected Results in the Three Project are below:

Outcome:

- 85% of CMCs and activists of land communities mobilized their members to address their issues (land and compensation) to the government to take into account
- 249 activists trained will get increased income generation are linked development to social activities.
- 35% of community members are equipped with knowledge of civil and political rights, and linked each other among networks and NGOs to push government to be accountabilities and respond for farmer's needs.

- The new version of draft law on Agricultural Land is consulted and shared publicly with relevant stakeholders and provided inputs of farmer's needs and concerns are considered into the draft law.

Impact:

- Farmers will become resilient their communities by their rights based on their land tenure security and farmer basic needs.

III. Description of the Assignment

The overall objective of the assignment is for ended three years (2017-2019) project. The purpose is to assess the relevance, impact, efficiency and effectiveness, provide the project progress and achievement, and to provide end-of-project evaluations with sufficient information to assess the project's success with remarkable achievement.

The evaluator makes sure that one of the questions of the evaluation is 'Has the project contributed to identify and come up detail recommendations on gender responsiveness entirely.

Before carrying out the evaluation, the consultancy team will conduct interviews with end users to clarify and establish their questions to be integrated to the preliminary evaluation questions, which will result in final evaluations that will inform data collection tools and be answered in the course of the evaluation.

IV. The specific objectives for the project evaluation are:

- To measure the achievements of CCFC in terms of outcomes and impacts of the project implementation with gender data either quantity and quality against each level of results stated in the project plan.
- To measure the relevance, effectiveness, efficiency, and sustainability which happened because of the project implementation
- To identify major challenges, constraints encountered, and lesson learns during project implementation of CCFC including its underlying factors, and strengths and weaknesses of CCFC organizational management and leadership.
- To recommend appropriate strategies for future project design and implementation towards to improving the communities who are members of CCFC.

Relevance:

- o How has the project evolved to remain relevant to the needs and priorities of its communities (including marginalized groups) in the context of rapid change?
- o What extent are the objectives of the program still valid?
- o Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?

- Are the activities and outputs of the program consistent with the intended impacts and effects?

Impact:

- What unique approaches, methods and values of CCFC have contributed to project effectiveness and impact?
- What has happened as a result of the program or project?
- What real difference has the activity made to members and target communities?
- How many people have been affected from the three-year project?
- Have there been any unintended negative impacts of the project and how were they identified and acted on?

Effectiveness:

- What extent were the objectives achieved / are likely to be achieved and key indicator areas?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- How did the project address environmental justice as a cross cutting theme?
- Was the project based on gender analysis? How? Does the project address root causes of gender inequality? How?

Efficiency:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the program or project implemented in the most efficient way compared to alternatives?
- How has the project been open and flexible in redesigning and adapting project activities based on M&E, feedback and learning?

Sustainable:

- What extent did the benefits of a project continue?
- What extent has local ownership been established over project activities?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?

Best practices, lessons learned and recommendations

- What have been the project's main successes? Why can they be considered successes and what were the factors contributing to this?
- What have been the project's main challenges? Why can they be considered successes and what were the factors contributing to this?
- What recommendations can be made based on the above challenges and successes

V. Evaluation methodology:

A mixed-methods approach will be used to collect both primary qualitative and quantitative data from stakeholders and beneficiaries to address the evaluation objectives, including the use of participatory methodologies. The consultancy team aims to co-author approaches and methodologies with its members to achieve an inclusive and high-quality process and output.

Field work will take place among these target provinces: Preah Sihanouk, Kampot, Kampong Speu, Takeo, Kandal, Svay Rieng and Prey Veng, Preah Vihear, Tbong Khmom. For each province, the evaluation team has to selected one or two community (ies) within each province based on community data of each province. The evaluation team will ensure child protection, women, and ethical safeguarding are strictly adhered to throughout the evaluation.

6.2. Informants

No	Types of Informant	Number
1	GC/PC/CMC	89
2	Land activists/members	28
3	Secretariat leaders and staff members	13
4	Partner of solidarity house	9
5	Donor (DCA, Diakonia, Mission Alliance) – joint the validation workshop	3



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Coalition of Cambodian Farmers Community

CCFC

CCFC's ACKNOWLEDGEMENT

In response to the ongoing land dispute in many parts of the country, the Coalition of Cambodian Farmer Community has implemented a 3-year project called " Empowering Farmer Communities Claiming Their Rights and Basic Needs" January 01, 2017 to December 31, 2019, funded by Daikonika, Danmission, Mission Alliance and DCA/CA. The project was worked with 48 communities in nine target provinces: Kandal, Takeo, Kampot, Kampong Speu, Sihanoukville, Prey Veng, Svay Rieng, Tbong Khmum and Preah Vihear, and entirely ended by the end of December 2019 last year.

In this occasion, CCFC's secretary on behalf of a whole institution would like to sincerely thanks with gratitude to all leaders, colleagues and members of the CCFC-A networks, partners of the Solidarity House, regional partners, and members of the evaluation team for their kindly support and contribute, making the project run smoothly and even more fruitfully prior.

Also, thanks to the members of the evaluation team, for their efforts to perform of duties