

ព្រះរាជាណាចក្រកម្ពុជា  
STAR Kampuchea



ANNUAL REPORT 2018

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## Abbreviation

BoD	Board of Directors
CDP	Commune Development Plan
CDSC	Capacity Development on Commune Social Service Expenditure for SNA
CECT	Community Empowerment for Conflict Transformation on Land and Natural Resource Governance
CEMENT	Citizens' Engagement for Sustainable Natural Resource Management
CIP	Commune Investment Plan
CSO	Civil Society Organization
CT	Customary Tenure
ELC	Economic Land Concession
Excom	Executive Committee
F4D	Finance for Development
ICT	Improving the delivery of Public Services through the Use of Information and Technology
ISAF	Implementation of Social Accountability Framework
LGBTI	Lesbian, Gay, Bisexual, Transgender/Transsexual, and Intersexed
MLMUPC	Ministry of Land Management, Urban Planning, and Construction
Mol	Ministry of Interior
NCDD	National Committee for Sub-National Democratic Development
NES	National Engagement Strategy
NGO	Non- Governmental Program
NRG	Natural Resource Governance Program
RBA	Right Based Approach
SDG	Sustainable Development Plan
SIC	SK's Generation Program
SK	STAR Kampuchea
SLC	Social Land Concession
SNA	Sub-National Authority
SNC	Sustainable Natural Resource Management and Climate Change Program
WANGO	World Association of NGO

## **Message from the Chairperson of the Board of Directors**



Dear valued donors, partners and friends,

2018 is the 21<sup>st</sup> year of STAR Kampuchea (SK) since it was established in 1997. 2018 is also a special year that STAR Kampuchea has significantly achieved its implementation of its 3 major programs: 1) Natural Resource Governance Program (NRG), 2) the Sustainable Natural Resource Management and Climate Change Program (SNC), and 3) SK's Income Generation Program (SIC). Due to this success, SK has been recognized by both national and international NGOs and governments as a unique NGO working on land and governance issues through strengthening the capacity of the poor and marginalized women and men. SK's projects improved the living conditions of the target communities and changed the behavior of the relevant authorities to be more accountable to their people. SK's projects are implemented in 4 provinces including 1) Pursat, Kompong Chhnang, Svay Rieng, and Banteay Meanchey. This success is not possible without the high commitments of staff and the Executive Committee (Excom) of SK and without the financial support from donors.

Additionally, these accomplishments also attributed to the strong efforts and the high commitment of the members of the Board of Directors (BoD) who volunteer to build capacity and enhance the performance of the management team to effectively manage the organization and the programs.

On behalf of STAR Kampuchea, I would like to thank donors, members of the board of directors, Excom members and staff of STAR Kampuchea who tremendously contribute to the success.

May success be with you, always.

Sincerely yours,

Mr. Douk Nareth, SK Chair of the Board of Directors  
Phnom Penh, December 31, 2018

## Message from the Executive Director



Dear donors, partners and friends,

It is my pleasure to present to you STAR Kampuchea (SK) 2018 Annual Report, summarizing the activities, achievements and development between January and December 2018. As our BoD mentioned earlier, this year SK managed 3 main programs. Under these three main programs, there are seven projects including 1) Community Empowerment for Conflict Transformation on Land and Natural Resource Governance (CECT), 3) UNICEF's Capacity Development on Commune Social Service Expenditure for SNA (CDSC), 3) Citizen's Engagement for Sustainable Natural Resource Management (CEMENT, 4) Improving the Delivery of Public Services through the Use of Information and Communications Technology (ICT), 5) Customary Tenure (CT), 6) Finance for Development (F4D), 7) National Engagement Strategy (NES), 8) Using Communication Technology to Improve Land Tenure Security (3-2-1 Service).

When implementing these projects, SK faced challenges such as lack of funds, lack of cooperation from the local authorities, and flooding in some areas. However, SK successfully overcame all these challenges. SK commits that the suffering of the poor and marginalized communities are its own, which is why SK continues to seek ever more effective approaches to helping people need. Of course, we could not achieve what we have without the support of our donors, governing board and dedicated staff.

SK will continue to make its best efforts to extend the programs by building the capacity of the land, forestry, and forestry communities and Community Accountability Facilitators (CAFs) to protect the natural resources and to enhance the public service delivery.

We would like to express our sincere thanks to families of all SK's staff for allowing them to work sometimes away from home for the sake of the natural resources sustainability and good governance. Again, we would like to express our gratitude to our governing board and donors who support us. We could not complete our work without their solidarity and support. Please enjoy reading and learning more about STAR Kampuchea via [www.starkampuchea.org.kh](http://www.starkampuchea.org.kh).

Good luck and tons of best wishes.

Sincerely yours,

Ms. Chet Charya, SK Executive Director

Phnom Penh, December 31, 2018

## **I. About STAR Kampuchea**

STAR Kampuchea (SK) is a Cambodian non-profit and non-partisan organization. It was established and officially recognized by the Ministry of Interior (Mol) on December 26, 1997. SK used to receive and is receiving funds from BfdW/EED, Forum Syd, ILC, UNICEF, Czech Embassy, DCA, Oxfam GB, Oxfam HK, Oxfam Novib, TAF, WB, RDE, NPA, ZFD, ANGOC, ANSA-EAP, British Embassy, CIVICUS, DPA, Netherland Embassy, PACT, ARC, EWM-I, SEACA, and CIDA.

Due to this support and strong efforts, in 2014, STAR Kampuchea was honored with an award for Civil Society Development by the “World Association of NGOs (WANGO), based in Washington D.C, USA. Since its inception, SK is dedicated to building democracy by strengthening civil society.

In the beginning, SK is dedicated to building democracy by strengthening civil society in Cambodia. Because of high demand and needs, SK has shifted its strategy from working with local NGO's to direct support for target communities which are suffering from natural resource conflicts like land grabbing, land rights abuses as well as strengthen the local authorities for high quality of service delivery. Through capacity building, SK has become a unique NGO, as it can empower the target communities to be dynamic and synergic to claim their equal rights to access for land and natural resources and public services.

### **1.1 Vision**

SK envisions that Cambodian people live in democracy, peace and dignity.

### **1.2 Mission**

SK's mission is to educate and empower people to advocate for good governance and sustainable natural resource management.

### **1.3 Core values**

SK follows democratic principles, adhering to highest standards of ethical conduct and empowering women and men within its own organization, its own programs and its target communities and stakeholders. In this respect, SK's core values "OURR" are based on the core principles of Good Governance, including 1) Openness, 2) Unity, 3 Respect, and 4) Responsiveness.

### **1.4 Organizational Goal**

SK aims at helping poor and marginalized women and men to enjoy their fundamental rights and be entitled to equal and secured access to natural resources.

## **1.5 Program Goal**

To help poor and marginalized women and men to have democratic influence on public decisions and policies, access to natural resources, and to manage them in sustainable manner.

## **II. STAR Kampuchea's 5 Year Strategic Direction 2019-2023**

SK has turned 21 years old and last 5 year Strategic Plan 2014-2018 ended in December 31, 2018. Therefore, SK will develop a new strategic plan for 2019-2023 to set an ambition for SK business' future and determine how best to achieve it. This strategic plan has been conducted in a participatory manner; i.e. all staff members, Board of Directors, donors, and stakeholders took part in the entire process of its development. They are key actors in the process as they determined the direction and the mandate of SK. Based on Rights Based Approach (RBA), it is necessary to consult with these people as they will be part of the project and their feedback and comments on the process are useful and meaningful for the success of the project's implementation. Most importantly, SK also worked with these people to discuss how to expand the engagement of women and youth in protecting their natural resources.

As a part of the process, SK reviewed its mission, vision, goal, objectives, activities, and target groups as well as approaches questioning whether they are still relevant to the present situation. The development of a strategic plan absolutely depends on in depth analysis of the current country context and strategic issues that SK will address in the next five years. The results of the entire process were compiled as a five years strategic plan for the period of 2019-2023. Last but not least, the five year strategic plan is used as basic document for developing proposals for fundraising.

The Strategic Planning Process involved 4 main steps: 1) Preparation and agreement on the steps and processes, 2) Strategic plan workshop with SK staff, BoD, and target communities, 3) the compilation of results from the workshop into a Five Year Strategic Plan 2019-2023, and 4) strategic plan consultation with donors and NGO partners.

## **III. SK's Programs and Projects**

SK managed 3 main programs. Under these three main programs, there are seven projects including 1) Community Empowerment for Conflict Transformation on Land and Natural Resource Government (CECT), 3) UNICEF's Capacity Development on Commune Social Service Expenditure for SNA (CDSC), 3) Citizen's Engagement for Sustainable Natural Resource Management (CEMENT, 4) Improving the Delivery of Public Services through the Use of Information and Communications Technology (ICT), 5) Customary Tenure (CT), 6) Finance for Development (F4D), 7) National Engagement Strategy (NES),

8) Using Communication Technology to Improve Land Tenure Security (3-2-1 Service). Below are the details of the programs and their underlying projects:

### **III.1 Natural Resource Governance Program (NRG)**

The NRG program operates at both the grassroots, and national levels. NRG conducts studies and research, creates platforms for dialogues about its findings with decision-makers and stakeholders; and shares findings through workshops, mass media, and social media. Additionally, the NRG acts as a mediator who takes the issues and problems which are intractable at the grassroots to discuss with policy makers, government leaders, the donor community, and other stakeholders at the national, regional, and international levels. NRG also plays an important role to strengthen the state and investors to comply with regulations and laws related to Social Land Concessions (SLCs), Economic Land Concessions (ELCs), land rights, and right to access natural resources, especially for women, and marginalized groups such as ethnic minorities, people with disabilities, and those from the LGBTI community. At the grassroots level, NRG works to change the behavior of the public officers in order to increase transparency, accountability, timely democratic public service delivery by fully implementing the ISAF approach. NRG targets four provinces including Banteay Meanchey, Pursat, Kampong Chnang, and Svay Rieng. This program is financially supported by Forum Syd, Oxfam Cambodia, and Spider.



Under this program, there are 2 projects which are described below:

#### **III.1.1 Improving the Delivery of Public Services through the Use of Information and Communications Technology (ICT).**

ICT concentrates on improving three public services: education, health, and commune administration. The goal of this project is to improve the quality of services to citizens using media and technology to engage citizens and inform government. This project applies the ISAF tool – Implementation Social Accountability Framework.



To achieve the goal, the project addresses the unsatisfactory delivery of public services to citizens. The project educates the service providers about social accountability, which means that the service must be provided on time and with no corruption. In addition, this project educates the service providers and concerned local government authorities about their duties and responsibilities in providing the quality of services.

At the national level, the project works to strengthen the existing mechanism of NCDD-S, MOI for supporting commune councils, health centres, and schools in implementing ISAF; especially in increasing the application of ICT tools for social services intervention, transparency, monitoring, and quality services.

At the grassroots level, SK builds close partnerships with local authorities, such as Provincial Office of Health, and educational departments in conducting radio talk-shows, local forums, interface meetings and joint action plans in order to raise awareness and promote the involvement of women and youth in demanding good governance at the sub-national level. This project is financially support by Spider, a Swedish Agency.

### **III.1.2 Finance for Development (F4D)**

This project is designed and implemented in alignment with the finance for development (F4D) initiatives, which is an Oxfam project. The overall impact of the



project is that more citizens enjoy their basic rights and financial inclusion, and equal opportunity in democratic societies.

The F4D focuses on increasing the public awareness and knowledge on budget cycle process and gender responsive budgeting. Furthermore, F4D focused on increasing capacity of beneficiaries to analyze and influence public spending policies and practices especially health, education and women empowerment. These beneficiaries are actively involved in sub-national and national CSO networks to advocate for fiscal accountability through different platforms such as campaigns, forums, capacity building, networking, community mobilizing, monitoring, and scoring on ISAF tools in order to increase fiscal transparency and accountability. F4D also intends to improve the accessibility to and understanding on/and disclosure of information related to the tax system and public

expenditures. The project is carried out in 299 villages in 28 communes of 6 districts in Pursat, Banteay Meanchey and Svay Rieng provinces.

At the community level, the project ensures the participation and decision making of women representatives, especially in the budget monitoring, and commune investment plan (CIP) and commune development plan (CDP). The participation of women and the leadership of women are very important to advocate and lobby for with relevant institutions and departments to increase the involvement of women in budget processing and social budget at sub-national level.



### III.1.3 UNICEF's Capacity Development on Commune Social Service Expenditure for SNA (CDSC)

CDSC is UNICEF project conducted by SK. Its objective is to develop the capacity on Commune Service Expenditure for the sub-national level.

The project expected outcome is that all communes/Sangkats and district participants in the five target provinces trained with increased knowledge on budgeting and execution for social services.

The project targeted Phnom Penh (12 Khans), Kandal (11 districts), Battambang (14 districts) Siem Reap (12 districts), and Preah Sihanouk (4 districts). So the total target areas of this project were Phnom Penh and four provinces with 53/khans/districts.

## III.2 Sustainable Natural Resource Management and Climate Change (SNC)

The SNC program builds capacity through providing technical support, and empowering fishery, forestry, and communities suffering from land conflicts to claim their rights to access, manage, and sustainably use their natural resources through official registration; allowing for the full benefits of improved livelihood derived from official registration of their land. The SNC additionally provides lawyers to represent communities in court, as well as providing affected communities



and families with psychological help through social community support. Through training, such as Climate Change Adaption, Climate Change Resilience, and Disaster Risk Reduction (DRR), SNC is able to empower communities to apply knowledge to challenge and adapt to the climate change. It also provides communities with increased capacity to advocate for inclusion of Climate Change in the Communal Investment Plans (CIPs).

NRG targets four provinces include Banteay Meanchey, Pursat, Kampong Chhnang, and Svay Rieng. This project is financially supported by Forum Syd, and MAC.



### III.2.1 Citizen's Engagement for Sustainable Natural Resource Management (CEMENT)

The Citizens' Engagements for Sustainable Natural Resource Management (CEMENT) was designed in response to the needs of the communities where SK serves. This project is designed in response to the Sustainable Development Goals (SDGs), which are

specifically aligned with Goal #1, Goal #5, Goal #12, Goal #13, Goal #15, and Goal #16. It is also aligned with the National Strategic Development Plan (NSDP) which strives to end poverty.

CEMENT embraces the principle of Citizen Empowerment and Engagement, which is a process of learning that strengthens people's self-esteem, organization skills and political consciousness so they can gain a sense of their right, and join together to develop more democratic societies. As such, CEMENT works to support and empower the marginalized target beneficiary (right holders) both women and men to be a vibrant society.



As intended partners, CECMENT works closely with the local authorities (duty bearer) from the grassroots to the national level. SK includes them in the project and gives them roles and opportunity for decision making and implementing the project, such as conduct dialogues, campaigns, public forums etc...

CEMENT is operating in three provinces, Pursat, Kampong Chhang and Banteay Mean Chey and it is financially supported by Forum Syd, a Swedish Agency.

### **III.2.2. Community Empowerment for Conflict Transformation on Land and Natural Resource Governance (CECT)**

CECT is designed to support poor communities including people who are involved in land and natural resources conflicts by providing supports through the promotion of good governance practices, conflict transformation and better access to Alternative Dispute Resolution (ADR) and the judicial system. The expected impact of the project is that the poor communities including marginalised/vulnerable groups could understand and exercise their land and natural resources' rights for improving land security and ownership, as well as, proper natural resources use and management in order to enhance and maintain sustainable agricultural livelihoods. The project strives to empower poor communities including marginalised/vulnerable groups, trains duty bearers and acts as a key linking actor between local communities and local authorities to resolve land conflicts. Specifically, this project works to ensure that poor members of communities benefit from public officials who are more accountable and responsive to people's demand for public services' delivery related to land and natural resources, and that vulnerable community member are empowered to claim their land rights through improved conflict resolution mechanisms and better access to the judicial system.

The project focuses on rural communities in 48 villages, 10 communes of 3 districts in two provinces, Pursat and Kampong Chhnang. The project extends its cooperation with existing HEKS partners such as Anakot Koma (AK) which is currently working in Kravanh district of Pursat province and SOFDEC in Kampong Chhnang province. Furthermore, the project closely collaborates with other relevant stakeholders including Community Legal Education Center (CLEC), Council of Ministers, Ministry of Land Management, Urban Planning and Construction (MLMUPC), and relevant departments and ministries. This project is financially supported by HEKS/EPER.



### **III.2.3 Customary Tenure (CT)**

The Customary Tenure (CT) is a set of rules and norms that govern community allocation, use, access, and transfer of land and other natural resources. The term "customary tenure" invokes the idea of "traditional" rights to land and other natural

resources. In Cambodia, this concept is confined only to Indigenous People (IP), and there is a need to broaden the scope, because Khmer farmers are also practicing Customary Tenure. However, there is no recognition of their practices in the Land Law, only in the Forestry Law and protected areas law. The absence of legal provision and strong organizations advocating for their land tenure security, is putting the poor farmers in a vulnerable position.



At the third MRLG national stakeholders workshop held in November 2016, MRLG partner organizations came together to explore the customary tenure of Khmer farmers who live the upland and low land. After this workshop, MRLG documented the “Farmers’ Customary Tenure” of the upland and low land people. The objectives of the Documentation of Farmers’ Customary Tenure are to: 1) improve the understanding through characterization or description of the Khmer upland and low land farmers (land, forestry and fisheries), 2) inform the concerned stakeholders and wider public on the importance of recognition of CT for Khmer farmers. Under these objectives, there 2 clusters of activities, which are 1) Document CT of Khmer in upland areas, 2) Produce one video case study on CT of Khmer in lowland areas. This project is financed by MRLG-Mekong River Land Governance.

### III.2.4 National Engagement Strategy (NES)

NES was developed in consultation with stakeholders and partners on September 23rd 2015 in Phnom Penh with a total of 25 participants including 10 women. The reflection workshop in Ratanakiri province was also conducted on 22<sup>nd</sup> – 23<sup>rd</sup> December 2015, the participants of 101 participants from community leaders, members, NGO representatives, local authorities and relevant ministry officers to reflect the achievements and develop an action plan for the next three years of NES. NES proposed activities have been discussed and provided inputs by the participants. On 7<sup>th</sup> -11<sup>th</sup> March 2016, an ILC mission was conducted in Cambodia which presented an



opportunity for NES and stakeholders to present results and recommendations for a future NES action plan. NES Cambodia, which was led by STAR Kampuchea, reviewed the strategy documents and integrated the member's activities nationwide.

After considering comments from the participants, SK reviewed the inputs and came up with a three-year action plan (2016-2018) for ILC. SK and FNN have integrated activities with its target groups in three provinces, Pusat, Banteay Meanchey, and Svay Rieng. ILC members have jointly cooperated to conduct activities at the national level and in cooperation with stakeholders such as MAFF, MOE, MOI and MLMUPC. This project is financially supported by the International Land Coalition (ILC).

### **III.2.5 Using communication technology to improve land tenure security (3-2-1 service)**

Poor implementation of the Land Law and related laws has led to insecurity of tenure and opaque, deregulated development resulting in an environment which facilitates land grabbing and renders people more vulnerable to evictions and violence. To deal with this issue, many local NGOs, at the ground level, provide awareness- raising related to land law/rights to the communities through training, echo-training, workshops, and disseminating the



related topics to their community target groups. However, there is still a gap of this capacity building due to their limited education to catch up with new knowledge. They also have limited time to join the awareness-

raising as they are busy with their cultivation, fishery, farming or daily labour-work to support their family. In order to increase the awareness of the urban and rural people country-wide, to clearly understand land law/rights, land registration process, and other relevant information in improving land tenure security, requires the use of information and communication technology. ICT tools (IVR<sup>1</sup> 3-2-1 service) are an innovative way to



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<sup>1</sup> Interactive Voice Response

empower poor communities including marginalized/vulnerable groups nationwide with legal education, advice and facilitation to make the process more transparent creating better access and control over land and natural resources.

For this purpose, SK with the financial support of HEKS/EPER, in cooperation with Viamo, developed a project called Using Communication Technology to Improve Land Tenure Security (3-2-1 service). This project covered the period of 9 months from September 1, 2017 till June 30, 2018. This project is financed by HEKS/EPER.

#### **IV. III.3 SK's Income Generation (SIC)**

SIC aims at generating income to contribute to the funds from SK's donors to above-mentioned two programs, through service-charge from foreign volunteers. Under this program there are two units: 1) Volunteer Action for Cambodia (VAC), hosting and providing placements to hundreds of volunteers every year to enhance their intercultural and work experience, and 2) A Volunteer House, accommodating these volunteers during their stay in Cambodia.

#### **V. STAR Kampuchea's Target Area**

SK targets 4 provinces including 1) Kampong Chhnang (Tekphus, and Rolear Phaear districts) of 4 communes and 33 villages, 2) Pursat (Phnom Kravanh; Krokor, Vealveng and Kandieng districts) of 17 communes and 81 villages, 3) Banteay Meanchey (Malai and O chrov districts) of 2 commune and 2 villages, and 4) Svay Rieng ( Romeas Hek and Chantrea districts) of 22 communes and 144 villages. In total, SK works with 4 provinces, 45 communes and 260 villages.

#### **VI. STAR Kampuchea's Target Groups and Stakeholders**

##### *Primary Target Groups*

The Primary Target Groups ( direct beneficiaries) of SK are the poor and marginalized female and male villagers, leaders and members of land, fishery, forestry communities, local authorities, the commune district council members, youths, teachers, Commune Accountability Facilitators (CAFs) and citizens who were selected by SK to attend its activities and events. SK's total primary target groups are 19,571 persons. At least 50% of them are women. They are the members of the 23 communities (3 community fisheries, 18 community forestry and 2 affected land groups), local authorities, and marginalized people.

##### *Secondary Target Groups*

The secondary target groups (direct beneficiaries) of SK are 110,066 of which 53,026. 48% are women. These secondary target groups are expected to receive indirect benefits from SK's

project, for instance they can catch fish or collect NTFP at the fishery or fishery areas, and they might receive land title as the efforts of the primary target groups.

### *Stakeholders*

SK's stakeholders are the people or agencies that it cooperates with for the successful implementation of its program/projects. They include 1) Government institutions (Parliament, relevant ministries, provincial departments, and local authorities); 2) NGOs (international, regional, national and provincial and local); 3) Companies, especially those involved in natural resource conflicts.

## **VII. SK Main Achievements of 2018**

### **VII.1 Natural Resource Governance Program (NRG)**

#### **VII.1.1 Project on Enhancing the Public Service Provisions through Using Information, Communication and Technology (ICT)**

ICT conducted meetings with the Joint Accountability Action Plan Committee (JAAPC) to discuss agendas and strategies for the forum at the local level. ICT also cooperated with JAAPC to organize a forum at the Dong Commune and Por Commune of Svay Rieng Province. 235 people (142 women) participated in this forum.



ICT conducted campaigns at the commune level to increase the awareness of the citizens on commune budget at Dong Commune and Por Commune of



Svay Rieng Province.

ICT cooperated with the Joint Accountability Action Plan Committee (JAAPC) to organize a Consultation Workshop in order to monitor and follow-up on activities that were raised by citizens during the Community Citizen Scorecards (CCS) to improve service delivery. This consultative workshop also provided

opportunity to the participants to raise their questions and concerns as well as give comments on the process of CCS.

The CAFs took part in the monthly meetings of the commune councils. They reported about the needs and the concerns of the citizens and the progress of the service delivery of the commune administration. This meeting also found solutions to the needs and concerns of the citizens. Additionally, ICT facilitated interface meetings, conducted workshop on Dissemination of Joint Accountability Action Plan, the ISAF consultation workshop and a workshop to reflect the ISAF implementation-Phase II, with participation from civil society organizations, government officials, and officials from national and sub-national levels.

### **VII.1.2 Finance for development (F4D)**

The CAFs mobilized the people to take in Citizens Scorecard's meetings after they shared I4C to the citizens. CAFs in 22 communes of the Chantrea and Romeas Hek districts organized the consultation meetings with the heads and the staff of health centers to verify the budget before starting the campaigns for sharing the Information for Citizens (I4C).

CAFs selected the citizens in 22 communes in Romeas Hek and Chantrea to take part in the Citizens Scorecard meetings to strengthen their capacity to take part in a JAAP monitoring group representing Chantrea and Romeas Hek districts to improve the service of the commune health centers. Almost all the heads of the commune health centers in 22 communes of Chantrea and Romeas Hek districts opened their heart to discuss the budget allocation and expenses for the citizens.



Almost all 22 commune health centers in 22 communes increased their service quality and allocated budget in the amount of US\$1,532,50 for the expenses of electricity, medicines, and transportation for the patients from the communes to the district or provincial hospitals.

### VII.1.3 UNICEF's Capacity Development on Commune Social Service Expenditure for SNA (CDCS)

It is concluded that the project was run successfully. There were 44 training courses that were conducted in the four provinces (Siem Reap, Battambang, Kandal, and Sihanoukville) and Phnom Penh city. The number of the training is 9 lesser than the expected indicator. This is because the proposed 12 trainings in Phnom Penh were combined into 3 trainings. The total number of the participants was 1,984 people, half of them were women. There were 326 people over the expected number. 98% of the participants increased their knowledge from the training in between 41% and 62%, which the total is 21%. The increase of knowledge was challenged by participants' limited understanding of basic accounting and procurement. Furthermore, some of the training facilitators did not have multiple methodologies to



deliver the lessons to participants. In addition, most of the topics and lessons were not relevant to the Commune Committee for Women and Children (CCWC) participants, except the last session which is the "Guiding Book on Improving the Care of Children of Each Family". However, in general, most of the participants showed their willingness to learn more and put their knowledge into practice.



For the administration officials there were 409 people who attended the training. There were 209 people over the expected administration official number. While commune councils/authorities, there were 1,470 people who attended the training, which 382 people are lesser than the expected amount. Lastly, 10 SK staff met their expectation as they have increased their knowledge on commune planning, budgeting and executing on social services which UNICEF wanted to see.

## VII.2 Sustainable Natural Resource Management and Climate Change (SNC)

### VI.2.1 Citizen's Engagement for Sustainable Natural Resource Management (CEMENT)

CEMENT targets 3 Community Fisheries (CFis), 27 Community Forestry (CFos), Phnom Kravanh Forest Protection Network (PKFPN) and 3 Commune Climate Change Adaptation Action Plan network (CCAAPN). As a result, there were 8,290 target families, equal to 15,148 people, 7,586 are females, benefited from CEMENT activities. CEMENT also created 4 fisheries resource conservation areas. These conservation areas produced fishes, which the target people can catch to sell to contribute to their daily livelihoods. The 3 Community Fisheries (CFi) had been evaluated using the CBO model assessment. Through this evaluation, it was found that all community fisheries were scored at 2.5 (average). This needs to improve and to build further capacity on CFi Internal Function, CFi Resource, CFi sustainability and collaboration in fisheries resource management. For the Community Forestry, the community effectively managed the 2,192-hectare forest land in 27 Community Forestry (CFo) and is going to implement the step of Community Forestry Management Planning. For the Phnom Kravanh Forest Protection Network, their members and activity plan was recognized by Provincial Department of Environment (PDoE) in Kampong Chhnang and Pursat province. Lastly, for Climate Change Adaptation Action Plan (CCAAP), there were 1,287 action plans of Climate Change Adaption (CCA) integrated into 5 Commune Investment Plans (CIP) of Pursat province. During this period, 237 (170 females) people understood the cause of climate change and identified the prioritized action plan of climate change adaptation for mainstreaming into 10 community forestry management plans in Pursat province. After district integration workshop (DIW), there were 34 action plans of CCA were integrated in the commune investment plan, provincial department programs and relevant development partners.



## VII.2.2 Community Empowerment for Conflict Transformation on Land and Natural Resource Governance (CECT)



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emand accountability and transparency in 48 villages of 10 communes of 3 districts in 2 provinces (Pursat and Kampong Chhnang). In the report period, there were 668 land titles issued to 150 households in Chor village, Prasneb commune, Rolea B'ier district, Kampong Chhnang province. In addition, the land of the 292 households in Krouch Chmar village, Leach commune, Phnom Kravanh district, Pursat province were demarcated through the land sporadic systematic registration, in which 540 demarcation receipts were provided to those families.

CECT project, in third year of its time-frame from January to December 2018, was still aligned with HEKS/EPER country program which focused on enhancing the capacity of poor communities (PooC) to claim rights and



In this period, the Systematic Land Registration had been implemented by the Provincial Department of the Land Management, Urban Planning, and Construction (PDLMUPC) in CECT's targeted areas; however, the processes of land registrations were still slow with many rational reasons. For example, the unclear territories for commune, district and province is an obstruction to the first step of land potential identification in "Systematic Land Registration" of MLMPUC. This occurred in Chhor village, Prasneb commune, Rolea B'ier district, Kampong Chhnag province and some parts of Phnom Kravanch district of Pursat province.

Overall, all planned activities were successfully implemented by CECT staffs—both management and field staff levels—CAFs, Watchdog Group, Provincial/District Land Dispute Resolution Committees (P/DLDRCs), and NGO networks.

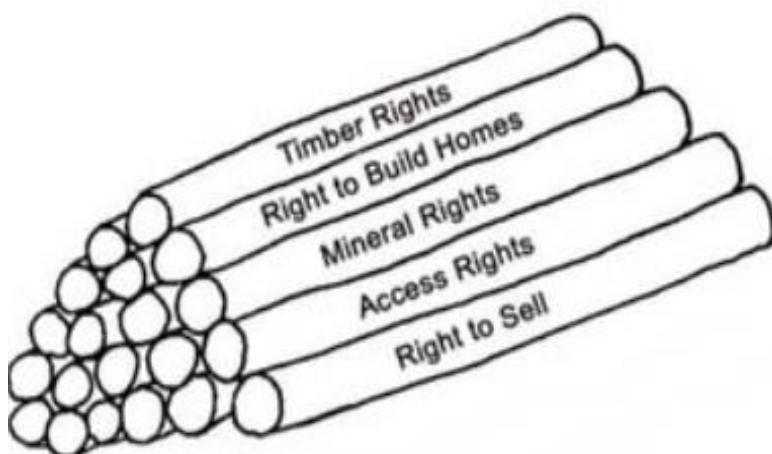
### VII.2.3 Customary Tenure (CT)

SK, in a joint effort with the Analysis Development Issues of Cambodia (ADIC), has conducted a study on Customary Land Tenure and Practices in Lowland Setting in Cambodia. The purpose of the study was to examine and document the existing practices on the customary tenure by Khmer communities in this village as a whole. The general objective of this study was to gain a deep understanding of the history and changes of customary practices of the selected villagers since 1990s and how it has impeded the local practices that have been in place many generations.

Also, under the cooperation between STAR Kampuchea and MRLG, a “Wrap-up Seminar for Learning and Alliance Building on Customary Tenure For All” was organized at the Himawari, Phnom Penh, Cambodia with the participation of 15 people including 5 women who are from ADIC, CIPA, CPO, HA, MRLG, NGO Forum, STAR Kampuchea, WCS, and WMC. The Seminar was held in connection with the MRLG

National Stakeholder Workshop conducted at the end of November 2016 to discuss further possible collaborative work plans. The objectives of the half-day wrap-up seminar were:

- To learn from MRLG partners what has been done
- To reflect on the realized and unrealized actions
- To draw key lessons learned from this L&A for further MRLG activities in phase two.



For this Wrap-up Seminar, three main activities were identified. They were 1) Documenting Customary Tenure of Khmer Farmers, 2) Recognition of Customary Tenure in Protected Areas in alignment with the recommendations for the Environmental Code, 3) Improve policy dialogue between NGO Forum and MLMUPC. These activities were presented and reflected in the above Wrap-Up Seminar in order to assess the progress on understanding about the recognition of customary tenure in Cambodia.

#### **VII.2.4 National Engagement Strategy for Cambodia (NES)**

NES was carried out by the three important members of ILC – known as SK, NGO Forum on Cambodia (NGOF), and Farmer and Nature Network (FNN) from the inception phase. The tasks and responsibilities of each organization were clearly divided. SK is the host organization for NES, and houses the NES Secretariat and its Facilitator. SK plays a key role in policy dialogue at the grassroots level and brings issues to the national level for resolution, particularly on land conflict cases and community forestry. NGOF plays a critical role in policy dialogues at national level with its networks, Land and Housing Rights Network (LAHRiN), Indigenous Peoples and Forestry Network (IPFN). For example, in facilitating CSOs engagement and consultation over the draft environmental code, the draft of the agricultural land law, and advocacy for accelerating indigenous communal land title, and mediating chronic land conflict resolution, etc. FNN builds capacity of its farmer members and works on registration of agricultural cooperatives. As a part of its commitment, FNN helps secure the land tenure of the farmer communities and official recognition of community based organization from the provincial department of agriculture, forestry and fisheries.



Following are some key achievements in summary: During 2018, 5 indigenous communal land titles (CLTs) of 9 targeted CLTs were approved by the Ministry of Land Management Urban Planning and Construction (MLMUPC), exceeding the plan, 167% of 3 targeted CLTs per year plan (or 56% of 9 targeted CLTs for 3 year-plan of NES). Also, 10 Communities' Forestry (CFos) were approved by the Ministry of Agriculture Forestry and Fisheries (MAFF). Furthermore, there were 17 community protected areas (CPAs) approved by the Ministry of Environment (MoE). It was 850% achievement over the 2



targeted CPAs per year plan or about 283% achievement for 6 targeted CPAs recognized for 3-year plan of NES. Based on the report of MLMUPC, there were 90 land disputes completely resolved by the internal ministry land working group and cadastral committee of MLMUPC. There were another 211 land dispute cases facilitated for resolution by the MLMUPC and relevant stakeholders.

Under all efforts of SK, the documents of 3 target community fisheries submitted to fisheries administration (FiA) in Phnom Penh. There were 3 Agriculture Cooperatives (ACs) registered at Provincial Department of Agriculture, Forestry and Fisheries. These 3 ACs have benefited 138 ACs members including 52 women in 20 villages, equivalent to 10 communes in Sambo and Chet Borey district in Kratie province and Pognea Krek of Tbong Khmum province. The progress of NES implementation in the first year has significantly exceeded targets set under the logical framework of NES Multiple Year Plan.

#### **VII.2.5 Using communication technology to improve land tenure security – 3-2-1 service**

During this period, 3-2-1 Service completed all activities as planned. 3-2-1 Service first conducted several meetings with the relevant key CSOs to identify main topics and subtopics for content development, and second hosted a 2-day content development workshop with the content committee to develop scripts and to submit to the Ministry of Land Management, Urban Planning and Construction (MLMUPC) for approval. 3-2-1 script was recorded by the Human Network International (HNI) and put in Cellcard system. Furthermore, 3-2-1 service conducted testing scripts, and conducted launches in Phnom Penh and 2 provinces (Kampong Chhnang and Pursat provinces).

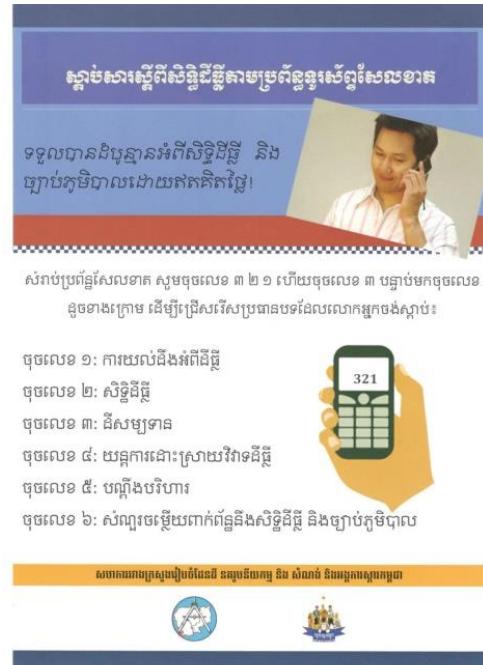


The 3-2-1 Service significantly benefited the People of Concerns (PoC) and relevant stakeholders. However, the limitation of understanding of the community members and PoC to access 3-2-1 Service on land law and land rights is still a challenge. To deal with this limitation, 3-2-1 Service printed 25,000 copies of leaflets sheets and shared to the people in the SK target groups. Last but not least, 200 Simcards and 200 one-dollar Cellcard were freemdistributed to community members and local authorities at SK target groups.

### VII.3 SK Income Generation (SIC)

During this period SIC hosted 278 volunteers, 237 of them were women. They come from different countries including: American 36, French 36, Denmark 26, Dutch 11, UK 7, and 170 from other countries.

At the same time SIC communicated with three universities in United States (US) to attract direct interns. As a result, SIC got volunteers, from Indiana University, Princeton University, Winnipeg University and Windesheim University of Applied Sciences, who applied for their direct internship with SIC. Also, SIC communicated with a dean of the Faculty of Health Sciences (Dentistry) in University of Puthisastra to place a group of dental students in a school of the People Improvement Organization (PIO). Lastly, SIC monitored the activities of six long term volunteers who were from VIA, a German organization.



## VIII. Sustainability

Among the many ways that sustainability has been defined, the simplest and most fundamental is the capacity to endure or ability to sustain the impact of projects. With this respect, SK does not only strive to sustain the organization and its programs but also its target communities. Strategically, SK developed three programs. Two programs are working to support and strengthen the capacity and empower target communities. The other is the SK Income

Generation Program (SIG), generating income to support the programs and the communities in the long run. In addition, SK is developing fundraising strategies to ensure its funding security. SK is intent on improving its image to the public, as well as, the donor communities through face to face meetings, its campaigns, website, leaflets, and social media, and other related events.

SK also puts a strong focus on its institutional capacity, which contributes to the sustainability of the organization. A capacity sharing approach is effective in retaining skills and knowledge in the event of staff turnover. SK implements a staff motivation strategy which can keep high quality staff even though they are offered higher salary and benefits from other NGOs.

SK employs a program exit strategy, which guides SK and encourages the communities to have more ownership of projects and the authority to support them. At the community level, SK gives ownership of the target community, which means teaching community to fish; rather than providing them fishes. When they own their issues and self-manage their own community; understanding that the community is their own, their community will be sustainable.

It is a goal to keep the local authorities involved in the projects when, having reached the objectives, SK withdraws its support from the target areas. To ensure this involvement SK provides local authorities the capacity building on laws, related NRM laws, and Rights Based Approach so they understand about their role and responsibility in protecting the natural resources. Without this understanding, the local authorities might not continue to be involved in protecting the natural resources along with the communities and the natural resources might be at risk for destruction.

## **IX. Roles and responsibility of the Board of Directors**

The Board of Directors (BoD) of SK is a top legislative branch, and the highest authority of the organization. The main duties of the BoD are 1) approving all legislation of the organization, action plans and budgets, and 2) ensuring that the organization is directed towards its vision, goals and objectives. Board conducts its quarterly meetings to monitor, follow-up, and give advice to the ED and the Excom members for effective organizational management and program implementation.

**The End**

**X. Chair and BoD members**



Mr. Douk Nareth  
Chair of the BoD



Ms. Chea Vannath  
BoD Member



Mr. Chheang Sokhar  
Deputy - BoD



Mr. Sor Sontheary  
BoD Member

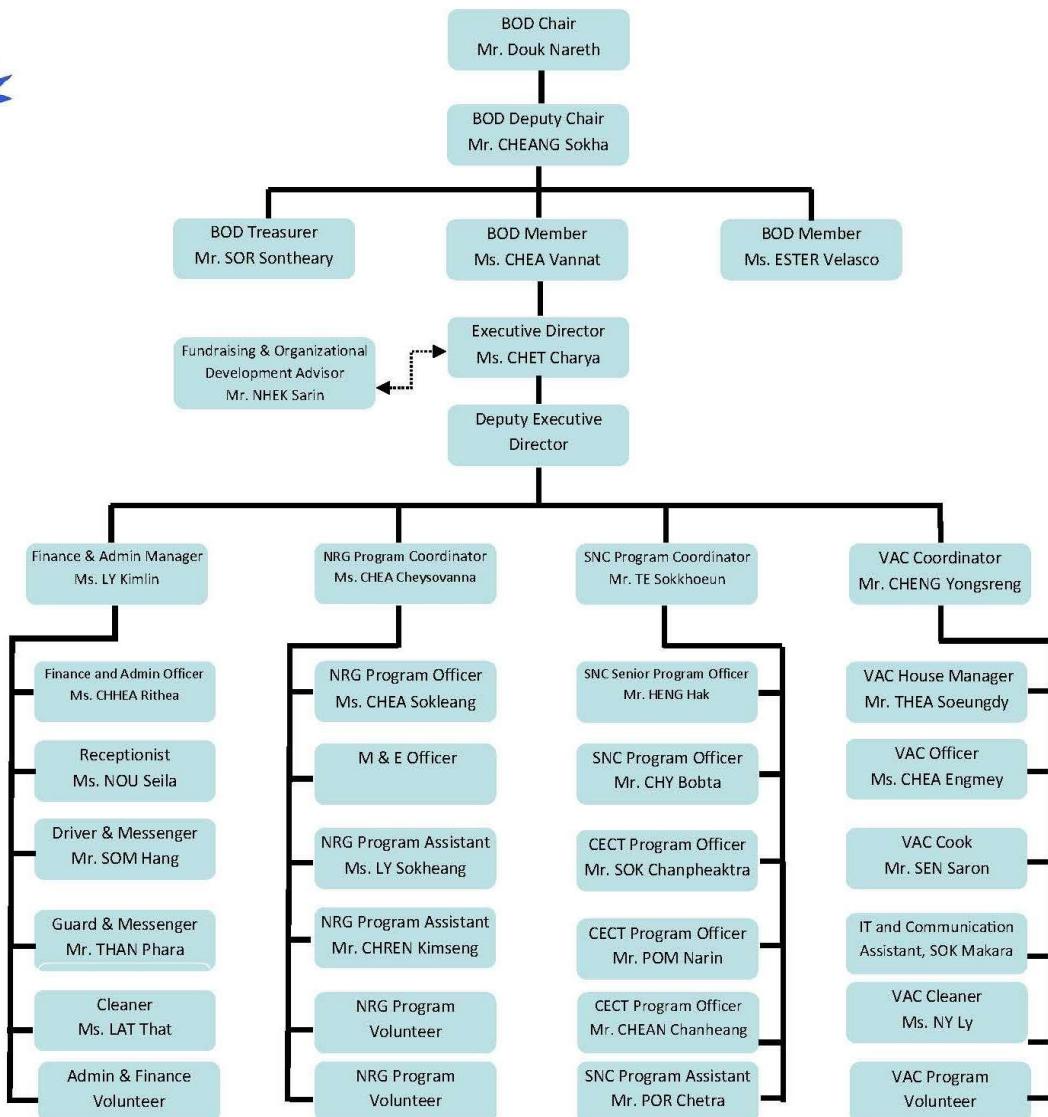


Ms. Esther Velasco  
BoD Member

## XI. Organizational Chart



### STAR Kampuchea Organizational Chart



## XII. Financial Reports

STAR Kampuchea													
Statement of income and expenditure by donor (continued)													
for the year ended 31 December 2018													
Appendix 1													
	ANSA	MACP	FS	G	HEKS	ILC	OXF	SK	SPIDER	SKF	UNICEF	MRLG	TOTAL
<b>I INCOME</b>													
1.1 Funds from donors	-	16,045	17,503	23,230	93,905	106,657	179,769	-	31,075	-	49,977	2,140	520,301
1.2 Bank interest	38	3	4	101	90	60	118	17	23	14,653	28	1	15,136
1.3 Service revenues	-	-	-	-	-	-	-	-	-	187,258	-	-	187,258
1.4 Others	-	-	-	24,215	-	-	-	-	-	34	-	-	24,249
<b>TOTAL INCOME</b>	<b>38</b>	<b>16,048</b>	<b>17,507</b>	<b>47,546</b>	<b>93,995</b>	<b>106,717</b>	<b>179,887</b>	<b>17</b>	<b>31,098</b>	<b>201,945</b>	<b>50,005</b>	<b>2,141</b>	<b>746,944</b>
<b>II EXPENDITURE</b>													
<b>2 Core administrative costs</b>													
2.1 Personnel Costs	-	1,530	6,440	1,783	12,598	61	12,354	-	3,292	12,041	-	-	50,099
2.2 Operating Supporting Cost	11	25	1,372	32	1,487	121	1,647	1	453	20,906	-	-	26,055
<b>3 Program Costs</b>													
3.1 Personnel Costs (program/ field staff)	-	1,950	16,284	8,456	29,410	17,572	31,847	-	9,195	151,449	-	-	266,163
3.2 Program Support Costs	-	-	700	495	2,512	1,698	8,348	-	1,409	37,819	-	-	52,981
4 Natural Resource Governance Program (NRG)	-	-	2,102	-	-	-	-	-	-	-	43,379	-	45,481
5 Sustainable Natural Resource Management and Climate Change Program (SNC)	-	-	8,935	29,083	-	-	-	-	-	48	-	2,140	40,216
6 Community Based Organisation in Conservation Development for Sustainable Natural Resource Management	-	12,435	-	-	-	-	-	-	-	-	-	-	12,435
7 Community Empowerment for Conflict Transformation on Land and Natural Resource Governance (CECTLNR)	-	-	-	50	61,280	-	-	-	-	-	-	-	61,330
8 Financing Local Social Accountability (F4D)	-	-	-	3,937	-	-	118,684	-	-	-	-	-	122,621
9 National Engagement Strategy on Land Governance in Cambodia	-	-	-	-	-	27,238	-	-	-	-	-	-	27,238

## STAR Kampuchea

### Statement of income and expenditure by donor (continued) for the year ended 31 December 2018

### Appendix 1

	ANSA	MACP	FS	G	HEKS	ILC	OXF	SK	SPIDER	SKF	UNICEF	MRLG	TOTAL	
10	Improving the Delivery of Public Service Through the Use of Information and Communications Technology (ICT)	-	-	-	60	-	-	-	15,863	-	-	-	15,923	
11	Enabling activities costs	-	-	24	1,151	-	-	-	-	1,557	-	-	2,732	
12	STAR Kampuchea Foundation – Volunteer Action for Cambodia	-	-	-	-	-	-	-	-	67,816	-	-	67,816	
13	Professional fees	-	-	1,300	1,738	1,000	-	1,187	-	1,600	-	-	6,825	
	<b>Sub total</b>	<b>11</b>	<b>15,940</b>	<b>37,157</b>	<b>46,795</b>	<b>108,287</b>	<b>46,690</b>	<b>174,067</b>	<b>1</b>	<b>31,812</b>	<b>291,636</b>	<b>43,379</b>	<b>2,140</b>	<b>797,915</b>
	<b>Represented by:</b>													
	Surplus/(deficit) of income over expenditure	27	108	(19,650)	751	(14,292)	60,027	5,820	16	(714)	(89,691)	6,626	1	(50,971)
	Fund balance at the beginning of the year	120	47	496	(14)	11,935	40,765	(5,820)	10	714	244,207	-	92	292,552
	Reclassification (*)	-	-	-	2,490	-	-	-	-	-	(2,490)	-	-	-
	Funds transferred to donors	-	-	-	-	-	-	-	-	-	(6,626)	-	-	(6,626)
	<b>Fund balance at the end of the year</b>	<b>147</b>	<b>155</b>	<b>(19,154)</b>	<b>3,227</b>	<b>(2,357)</b>	<b>100,792</b>	<b>-</b>	<b>26</b>	<b>-</b>	<b>152,026</b>	<b>-</b>	<b>93</b>	<b>234,955</b>
	<b>Represented by:</b>													
	Cash on hand	-	132	-	74	6	57	7	-	632	-	40	948	
	Cash at banks	6,147	23	52	471	3,315	100,735	123	26	-	126,650	-	53	237,595
	Receivable	-	-	-	5,422	-	-	1,057	-	-	13,424	-	-	19,903
	Payable	-	-	(**) (17,906)	(1,057)	(940)	-	-	-	-	-	-	-	(19,903)
	Deposit on office rental	-	-	-	-	-	-	-	-	-	12,000	-	-	12,000
	Pension fund payable	-	-	-	-	-	-	-	-	-	-	-	-	-
	Accrued expenses	-	-	(1,300)	(1,683)	(4,738)	-	(1,187)	-	-	(680)	-	-	(9,588)
	Emergency fund payable	(6,000)	-	-	-	-	-	-	-	-	-	-	-	(6,000)
	<b>TOTAL EXPENDITURE</b>	<b>147</b>	<b>155</b>	<b>(19,154)</b>	<b>3,227</b>	<b>(2,357)</b>	<b>100,792</b>	<b>-</b>	<b>26</b>	<b>-</b>	<b>152,026</b>	<b>-</b>	<b>93</b>	<b>234,955</b>

(\*) Reclassification represented the adjustment of fund balances from general funds of STAR Kampuchea to funds from specific donors.

(\*\*) This represents the Project's expenditure using fund of STAR KAMPUCHEA Global. This deferred grant received from Forum Syd was subsequently transferred to the Project's bank account on 2 January 2019, which the credit remittance is reflected on 31 December 2018.