STAR Kampuchea

STRATEGIC PLAN 2014 −2018

July 8, 2013

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Acknowledgment

On behalf of STAR KAMPUCHEA's (SK) Management Team I am pleased to share with you "STAR Kampuchea's Strategic Plan 2014-2018". The development of this Strategic Plan would not have been possible without the immeasurable assistance of the many individuals. I would like to thank the Board of Directors (BoD) of SK, led by Ms. Prok Vanny, Ms. Chea Vannath,Mr. CheangSokha, Ms. Esther Velasco, and Mr. Douk Nareth for their expertise and guidance. I also thank SK's management team and staff for all their assistance.

I wish to specially acknowledge the generous support of the donors, especially Forum Syd and BftW, in providing financial and technical supports for Strategic Plan development processes.

Also, I would like to thank the Advance Research Consultant Team, led by Mr. Kem Ley, Mr. Nhim Dalen and its volunteers, for the participatory development of the Strategic Plan. A special thanks also goes to H.E. Dr. Tia Phalla, Deputy Chair of National AIDS Authority and Research Consultant for providing the status and progress of the Millennium Development Goals and guidance on Sustainable Development Goals 2015-2030.

I believe this Strategic Plan provides STAR Kampuchea with a framework for action that fosters effective leadership and sustainability of the SK in achieving its vision, mission, goals, and objectives.

To this end, I look forward to working in partnership with relevant stakeholders, our partners, multilateral organizations, civil society and donors in order to successfully implement this strategy.

With my best regards,

Chet Charya
Executive Director

Acronyms and Abbreviations

ANRM	Advocacy for Natural Resource Management Program
AGG	Advocacy for Good Governance Program
ASEAN	Association of South East Asia Nations
BOD	Board of Directors
CBO	Community Based Organization
CC	Commune Council
CCA	Commune Country Assessment
CIP	Commune Investment Plan
CDB	Commune Database
CDP	Commune Development Plan
CDHS	Cambodia Demographic and Health Survey
CMDG	Cambodia Millennium Development Goal
CO	Cooperating Organization
CSO	Civil Society Organisation
CSES	Cambodia Socio Economic Survey
DC	District Councils
ELC	Economic Land Concessions
EXCOM	Executive Committee
GDP	Gross Domestic Product
ILC	International Land Coalition
MAFF	Ministry of Agriculture, Forestry and Fishery
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MNC	Multi-national companies
MRT	Mid-Term Review
N/A	Non Applicable
NGO	Non-Governmental Organizations
NCDD	National Committee for Sub-National Democratic Development
NRM	Natural Resource Management
OD	Organizational Development
PAN	Provincial Advocacy Network
PFoA	Provincial Forestry Administration
PFiA	Provincial Fisheries Administration
RGC	Royal Government of Cambodia
SAc	Social Accountability
SDG	Sustainable Development Goal
SK	STAR Kampuchea
SP	Strategic Plan
tbc	to be confirmed
VAC	Volunteer Action for Cambodia

EXECUTIVE SUMMARY

STAR Kampuchea (SK) is a Cambodian non-profit and non-partisan organization. It was established in August 1997 by a group of 14 men and women who were the former staff of the "Federation of Ponleu Khmer". Since its creation, STAR Kampuchea is dedicated to build democracy by strengthening civil society. STAR Kampuchea has become a well-known and respected organization with a solid reputation among civil society organizations, government bodies and donors.

This year SK is coming into its 16th year of operation. SK works to strengthen democracy through empowering civil society. Over this period, SK was able to achieve its goals and objectives. For future direction, STAR Kampuchea developed a Strategic Plan (SP)for the years 2014-2018 based on lessons learned and the institutional assessment, evaluation, and valued insights from a broad range of stakeholders, and community networks. The SP contributes to achieving the results expected from the National Strategic Development Plan (NSDP) 2014-2018, National Social Protection Strategy (NSPS) 2011-2015, the National Program for Sub-National Democratic Development Sustainable Development Goal (NP-SNDD) 2015-2030 and other relevant government strategic frameworks.

The SP was developed by a series of participatory processes starting from desk review, field consultation workshops, stakeholder's analysis and response analysis workshop, staff meetings and BoD meetings. Great inputs and feedback for this SP development were also gathered from the community people, local authorities, fishery administration officials, forestry administration officials and other governmental high ranking officials who were actively and meaningful involved in all steps.

The SP has prioritized the issue of Natural Resources Management (NRM) as a thematic area, which is a hot issue in Cambodia and has a great impact on the lives of the target communities as well as the Cambodian people as a whole. Three major cross–cutting issues under this thematic area were identified. They are Climate Change, Good Governance, and Gender Inequality.

As a result of intensive discussions, some wording of the vision and mission of SK were changed. SK values were also made explicit and catchy as an acronym OURR: Openness, Unity, Respect and Responsiveness. The organizational goal (development goal) and the program goals (specific goal) were reviewed, so they are more relevant, hierarchical and responsive to the current situation and the demand of the target groups. Both -organizational goal and program goals- strive to help the poor and vulnerable people not just to have democratic influence on public decisions and policies, but also to get access to natural resources and to manage them in a sustainable manner.

Last but not least, the SP identified the expected impact, outcomes, and outputs and created measurable indicators through participatory approach and based on the Results Based Management (RBM) tool. These measurable indicators will support SK to work to achieve the goals of the organization and programs.

I.   SITUATION AND RESPONSE ANALYSIS

Cambodia occupies a total area of 181,035sq.km, including land 176,515sq.km, and water 4,520sq.km[1]. Of the total land area, the state owns and manages 14.5 million hectares, including virtually all forested areas, most of the marine and fresh water resources, cultural heritage sites and large-scale agricultural properties.3.6 million hectares (20%) are with private entities (RGC, 2009). 8.5 million out of 10 million Cambodians live in rural areas, depending on natural resources to support their livelihoods; they depend directly or indirectly on income generation from agriculture, forestry and fisheries (CDRI 2012).Over 2 million people derive employment from the fisheries sector and related activities. Fishing provides a diversified livelihood base which acts as a buffer for the family economy during times of distress.

Flooded forests in the Tonle Sap region cover an estimated 540,000 to 700,000 ha, which play a critical role in sustaining the aquatic ecology of the Tonle Sap Lake. The flooded forest around the lake protects its core during the dry season, and acts as an immense hatchery during the wet season. However, the present approach to development in the Tonle Sap region, including farming, irrigation development and commercial overfishing threatens the flooded forest, and consequently the livelihoods of people in Cambodia. Flooded forest cover has been declining rapidly, and between 2005 and 2010, about 160,000 ha were lost in the six provinces surrounding the Tonle Sap Lake2. Thus, the flooded forest in the Tonle Sap region remains a hot topic, which is often raised in relation to sustainable fisheries resource management, Climate Change reduction and the conservation of the rich biodiversity found in the region.[2] Such a heavy reliance upon fisheries reflects the critical need to ensure equitable access to and protection of this resource. In 2000, the RCG started to reallocate part of former water area/fishing concessions to rural fishing communities whereby the situation of rural poor families notably improved. Nonetheless, the fisheries' resources have been subjected to overexploitation, intensive fishing, weak institutions, and increasing population. The management of community fisheries is not clear to people living in those areas, due in part, to weak institutional management. Numerous illegal activities exist, ranging from the use of prohibited small scale fishing gear and the use of electrocution tools, poison, explosives and water pumps to the massive encroachment of fishing lots into public access areas. Furthermore, the destruction of flooded forest and conversion into agricultural land has made negative impacts on fish stocks3. Disputes and conflicts over user rights persist as not all communities have legal recognition and some have weak management capacities. The current fisheries management suffers from a number of problems that are clearly related to governance issues. These include corruption, low financial or other direct economic return, no clear new laws, poor communication and cooperation between government agencies, no clear penalties or mechanism for law-enforcement and lack of community involvement. Corruption has been widespread throughout the fisheries sector, which is a result of low salaries for government employees, poor management and a weak legal system. The process, by which people bid for fishing lots, is not transparent. It involves many transactions that raise the cost for the fishing lots without also raising the real benefit that reaches the national government. Failure to engage communities in conserving resources stems at least in part from the grossly inequitable distribution of the economic and social benefits of the fisheries. There is no incentive for the poorest to desist from damaging actions, as they have few alternatives and no stake in the resource protection (CDRI, 2012).

Expanding human requirements and economic activities are placing ever-increasing pressure on land resources, creating competition and conflicts that result in sub-optimal use of both land and land resources. Furthermore, land use planning and natural resource management are not integrated or decentralized amongst governmental institutions (RGC, 2002).This loophole leads to the increase of land disputes. In 2009, there was a total of recorded 236 valid land dispute cases. Subsequently in 2010, this number rose to 282, accounting for an additional 46 cases[4].

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[1]http://en.wikipedia.org/wiki/Natural_resources_of_Cambodia
[2]Tonle Sap Authority Secretary General Chan Yuttha in Cambodia Daily, February 3, 2011
[3]The Learning Initiative (2004, p.90-95): The development of community based natural management in Cambodia.
[4]Statistical Analysis on Land Disputes in Cambodia, 2010

Even though there are a lot of efforts from the government, and other stakeholders, the challenges still remain. For instance there are low capacity and experience in implementing the new legal frameworks in regard to the law on administrative management of the capital, provinces, districts, municipalities and Khans enacted in 2008. In addition, the dominantly hierarchical structure, where authorities monopolize decision-making leads to distrust and a lack of dialogue between government and citizens, and citizens' fear of and indifference to exercising their democratic rights.

Prime Minister Hun Sen first announced his land registration project – dubbed Directive No.1- in mid June 2013. Vague on details at first, Mr. Hun Sen said that the new titles would be going specifically to families living in state forests, economic land concessions and former timber concessions. The target is to reach 470,000 families living on 700,000 parcels of land, covering a total 1.8 million hectares by June 2013, just one month before the national elections. However Mr. Pen Bonnar, Adhoc's senior land program officer, said that many of the titles do not go to the poor. (Cambodia Daily 2013)

There have been increasing trends to convert forests and degraded forests into large-scale agricultural plantations in the form of Economic Land Concessions (ELC), which has seen large land allocations to ensure the sustainable economic growth and macroeconomic stability[5]. The government also set up Social Land Concessions to alleviate rural landlessness and livelihood problems of landless/near landless poor and particularly, women farmers with fewer resources, but these efforts are insufficient. However, the conflict over forest land is between the rich and powerful versus the poorer and weaker people, and therefore it has been a very serious issue over recent years. There have been arguments about ELCs and their impact on the livelihoods of local communities. These issues include restrictions of peoples' access to forest resources and NTFPs, marginalization of the IP's customary user rights, a lack of proper environmental and social impact assessments, which has led to negative impacts on natural resources and an increase in conflicts over the use of these resources (UNHCR, 2007). According to Adhoc, 256 protests were staged across the country in 2011 and about 50 of those involved violent confrontations and roadblocks between villagers and authorities or security forces, resulting in injuries and arrests. The government is using the judiciary system to put more pressure on the human rights defenders which are protecting their own properties. In 2011, there were nearly 300 people accused and arrested by the courts[6]. Additionally, Licadho found that 18,700 families were embroiled in 106 land dispute cases, a marked increase from the 95 cases involving 7,850 families in 2010[7].

On January 18, 2012, four villagers were injured by military personnel acting as security guards for TTY Co. Ltd. The guards opened fire on a group of villagers who had gathered to prevent the clearing of their farmland by the company's excavators in Kratie's Snuol district.
None of the authorities present during the shooting proceeded to arrest the perpetrators[8]. Moreover, communities often have no opportunities to advocate for their benefits and contribute to a positive change in society that would lead to improvements regarding rights and living conditions. Citizens receive insufficient information and are excluded from the distribution of public resources, consultations, public services and decision making processes which affect their social, cultural and economic conditions. There is a strong relationship between forests and people, especially the poor, who are often heavily dependent on forest resources. In Cambodia, forests are essential to humans, especially to local communities in rural areas. For example, forests are relied on for food, fuel, traditional medicines, and construction materials. However, threats to forests such as illegal or irresponsible logging and land clearance for agriculture and development purposes are resulting in a decline in natural resources[9]. Weak state control, law enforcement, corruption, and lack of transparency are among the main factors that contribute to weak

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[5]Sub-decree on economic land concession 2005
[6]6thNAC report 2012
[7]The Cambodia Daily, Volume 51 issue 6, February 15, 2012
[8]http://licadho-cambodia.org/video.php?perm=29
[9]The Learning Initiative (2004): The development of community based natural management in Cambodia

forest governance. Therefore, forests and forestry issues cannot be seen in isolation from broader societal changes[10].

Public services are currently delivered by both national and sub-national government institutions. National government delegates service delivery to specialized ministries, which entrust the function to provincial line departments. In the districts, the line offices serve as agents of the provincial department to provide services. Finally, the commune is responsible for the protection of environment and natural resources, promotion of social and economic development, people's livelihoods and other necessary services (Sreang, et all, 2012, pg. 27). Resource management problems are considered governance issues. However, the natural resources are being depleted at an alarming rate due to corruption and overexploitation. The existing efforts to provide social accountability, knowledge and skills to government officials and civil society were a good start, but they were still insufficient to develop capacity, attitude, accountability and responsibility. Policy application and more space for citizens' engagement with public officials in problem solving is needed. Previous experiences have shown that the concept and practice of Social Accountability is adaptable to Cambodia's local political culture, while the freedom of expression and human rights is still concerned.

Despite legal framework in Cambodia makes no discrimination between men and women and the 2001 Land Law grants women the right to own and register their land, the ratio of landlessness and land poor is found to be higher among the female headed households. In an Oxfam GB's survey, for example, only 12.5% of households in the sample were landless, yet up to 21% of female headed households in the survey were landless (USAID, 2011). A female-headed household on average holds 1.1 ha of agricultural land, compared to 1.5 ha in the case of male-headed households (FAO, 2010).

Land registration and land titles are very important for women. It is a critical resource that makes a difference on their ability to be self-reliant and being able to participate and influence decision-making in marital, family and livelihood matters. Land ownership can potentially bring a positive impact for women as it can strategically contribute to balanced and equitable gender and power relations. In Cambodia, despite the inclusion of the strategic protection of women's equal rights in land ownership in the Land Law (2001), women are more likely than men to be landless or have significantly smaller plots of land. Women make up more than half of the agricultural work force and they have potentially more important roles in reducing food insecurity and poverty. However, landlessness is especially significantly higher for women, particularly among those who are solo heads of households. They are twice as likely to sell their land compared to male headed households. Landlessness for female-headed households is one in five (21%), compared to one in eight for households in general. Traditional gender roles influence the struggles of communities in certain ways but sometimes women are taking leading roles e.g. in Romeas Haek community in Svay Rieng where young women emerged as activists. In other communities women take on leading roles when conflicts escalate because the likelihood of women being arrested or being beaten is lower than for men. But it was observed that when the conflicts were over women stepped back and left the initiative to men again. In fishery and forestry communities the leading roles have traditionally been with men. SK's project officer who works with the fishery communities is a young and competent woman, thus providing a good role model for change in perception of the competencies of women.

Lack of participation of women in community organizing and decision making is a critical issue. But this needs to be done in a culturally sensitive way. For instance, in all of SK's target communities there are no female community – leaders. Women and men need to improve knowledge about rights, laws, regulations and by-laws related to land rights, fishery and forestry issues and gender. The increasing sale of land to logging firms and companies, wishing to grow cash crops, has increased distances to forests for communities whose subsistence is largely dependent on the exploitation of natural resources, such as in the northwest of Pursat and in Ratanakiri. The increased distance for firewood and forest produce

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[10] CBNRM Learning Institute (2009, p.42-44): Emerging Trend, Challenges and Innovations: community based natural management in Cambodia

collection, and the growing scarcity of some products make it difficult for women to fulfill their responsibility to feed the family, because their work burden is increased and they have little access to transportation (CDRI, 1999).

Climate Change is expected to affect Cambodia significantly as it is one of the most vulnerable countries in the region. Climate Change will lead to higher temperatures, changes in precipitation patterns, rising sea levels and frequency of weather-related disasters, posing risks for already vulnerable agriculture, food, and water supplies.

In October, 2011, a number of provinces in Cambodia were severely affected by floods. Some 350,274 households (over 1.64 million people) were affected including 700,000 children and 51,594 households who were evacuated. There were 247 fatalities as a result of the floods and 265,804 hectares of rice fields damaged. With the total area of planted rice at 2,466,429 hectares, this represents 10.7 percent of total crops destroyed (UN Cambodia, 2011).

The government's Rectangular Strategy–II recognizes Climate Change as a threat to Cambodia's economy and growth prospects and commits to mobilize resources, support and financing to tackle Climate Change. However, despite these policy statements, obtaining high level commitment to mainstream Climate Change issues into sector programs or in the commune development plans (CDP) and Commune Investment Plans continues to be a challenge.

The SP also found the underlying causes which constrained the progress in achieving CMDG1-Poverty Reduction by a number of interrelated factors are:

- Duty Bearers: low salaries, low staff motivation, budget limitations, prevailing corruption, patronage relationships and the absence of mechanisms for participation and accountability.
- Rights Holders: Fear of participation, low awareness and capacity of rights holders, lack of cohesion, low trust in public institutions, history trauma and low demand of rights holders etc.
- Limited productive employment opportunities and decent work due to an unskilled workforce.
- Poor investment climate and technical barriers to trade and the depletion of natural resources and increasing landlessness.
- The absence of an effective safety net that would allow the poor to take risks in improving their productivity.

II.   Organizational Background

STAR Kampuchea is a Cambodian non-profit and non-partisan organization. It was established in August 1997 by a group of 14 men and women who were former staff of the Federation of Ponleu Khmer. Since its creation, STAR Kampuchea is dedicated to building democracy by strengthening civil society. STAR Kampuchea has become a well-known and respected organization with a solid reputation among civil society organizations, government bodies and donors. In 2004, the organization was internationally honored with the WANGO Civil Society Development Award. STAR Kampuchea has been at the forefront of improving the coordination, effectiveness and credibility of NGOs and tackling issues of critical importance to the civil society sector and the people of Cambodia."

STAR Kampuchea has initially focused on access to land in order to improve livelihoods of vulnerable and disadvantaged groups in Cambodia. The background of this decision was the opinion that access to land issues massively slow down poverty reduction and cause social instability. In turn, access to land and other

natural resources is the most important factor in order to improve the people's livelihood. Thanks to this initiative, STAR Kampuchea has achieved an excellent reputation with the public and the international donor community.

In 2012 SK shifted its strategy from financially supporting NGO- and partner networks to directly supporting land-, fishery and forestry - communities. Hence, SK has embarked on a far-reaching restructuring process which is transforming its internal structure, focusing on its target groups.

In the next three years (2014-2016), SK's focus will remain on the same thematic area, which is Natural Resource Management. In the sense of results-oriented and participatory approaches to address problems, SK's strategy is set to be more connected from the grassroots level to the national, regional and international level. Under this strategy, SK will have three main programs:

1. **Natural Resource Governance (NRG)**

The first program which is the Natural Resource Governance (NRG) will focus on policy compliance at the national level. This program will engage in conducting studies and research and findings from these will be brought for dialogue with decision makers and stakeholders, shared through workshops, mass media, social media and websites and so forth. This program will also act as a mediator who takes the issues/problems intractable at the grassroots level to discuss with the policy makers, government leaders, and donor communities and other stakeholders at the national and international levels. This program will also play an important role to monitor whether the state and the companies comply with the regulations and laws in regard to Social Land Concessions (SLCs), Economic Land Concessions (ELCs), the land, forestry, fishery management and which support is given to women to access to NRM, especially to secure their right to land.

At the grassroots level, the program tries to improve the behavior of the public officers to be more transparent, accountable, and timely in public services 'delivery. From 2015 on, SK will focus on the good governance in natural resources. The Citizens' Score Cards (CSCs) / Citizens' Report Cards (CRCs) tools will be used by the direct beneficiaries for their rating on the quality of services on natural resources, provided by the public officers and the relevant authorities' performance.

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

The second programme, the *Sustainable Natural Resource Management* and Climate Change *(SNC)* will work at the grassroots level through developing the capacity of and empowering the fishery and forestry target communities to claim their rights to access and manage and sustainably use natural resources. Through the SNC program, SK will provide technical support to the target communities and empower them to demand for official registration of their fishery areas and make use of them to improve their livelihoods. In addition to legal capacity building, SK will also provide lawyers to represent them in court and provide psychological support to their families through social community support. In regard to climate change, SK will focus on practical implementation of knowledge which the communities have learned in the last 2 years, which includes climate change adaptation, climate change resilience, and Disaster Risk Reduction (DRR). This program will engage the target communities to advocate for inclusion of climate change in the communal investment plans. Lastly, the good governance component, which was set as a main program, will change its focus from general public services to the public services related to NRM, especially the services for registration of the land and fishery communities. This includes specifically only four main elements out of nine good governance elements[11] which are accountability, participation, transparency and responsiveness.

3. **SK's Income Generating Program (SIG)**

The third program, which is the *Income Generation Program (SIG)* aims to generate funds to contribute as an own income to the above two programs. The Program on Volunteer Action for Cambodia (VAC), which in the future will be changed to be a component of this program, will develop a volunteer house to increase income for SK. Under this component consultancies for other NGOs will be conducted during the next three years. This program will help sustaining SK financially, in the short and the long run.

III. PROCESS OF SK'S STRATEGIC PLAN DEVELOPMENT

The participatory approach was applied in all processes and activities of the SK Strategic Plan Development. The process and activities include desk review, field consultation workshops, stakeholder's situation and response analysis workshop, staff and members of Board of Directors (BoD) meetings and staff meetings. The target communities, relevant local authorities, fishery administration officials, forestry administration officials and other high ranking government officials were invited to join the whole process and activities. Their inputs and feedback were integrated in this SP. *Please find the attached graphic, describing the details of the Strategic Plan development*.

IV. GUIDING PRINCIPLES

The STAR Kampuchea Strategic Plan is guided by three main principles such as *evidence and scientific based informatio*n, *human rights/RBA approach to programming*, and *gender based approach*. The three principles are applied to all strategies, objectives and interventions in the SP 2014-2018. The SP is also committed to scale up to contributed to the achievements of the National Strategic Development Plan 2013-2017-NSDP, the National Social Protection Strategy 2011-2015, the National Program for Sub-National Democratic Development 2010-2019, and the Sustainable Development Goal 2015-2030.

The three guiding principles are understood as follows:

1 **Evidence and Scientific based Information**

SK prioritizes high impact of program/projects informed by strategically and scientifically evidence based study findings in international, regional, national and sectoral studies. Also, lessons learned and best practices, done by SK's stakeholders and its partners in Cambodia, were taken into account. The monitoring and evaluation reports provide helpful recommendations that the SP used to improve the effectiveness and efficiency of SK future strategies and its interventions.

2 **Human Rights Based Approach to programming**

As mentioned earlier, the SP applies the Human Rights Based Approach (HRBA) as one among three principles above mentioned. The Human Rights Based Approach (HRBA) is a framework that helps define the intended results and the process by which SK wants to achieve. The main components of this principle are 1) Inclusion of the "most vulnerable groups in terms of access natural resources" in the whole process of strategy development, 2) Focus on the root causes of NRM conflicts which result in deprivation and human rights violations, 3) Development of efforts to deal with the problems of the target communities that can be traced through the local, national and

international levels, 4) Relationships between rights-holders and duty-bearers by involving them in program development (strategies, goals, and activities), which are related to the international human rights principles. In this connection, the outcomes in the LFA are expected to see to changes in the performances and to strengthen the responsibilities of the rights-holders and duty-bearers, resulting from institutional and behavioral change. The human rights principles, including non-discrimination, participation, and accountability, are used as key parameters to measure the results at the outcome level. The outputs are set for the improvement of the capacity of these groups. SK uses the "poor household tool" (Ministry of Planning) to measure the results at the impact level.

3   Gender-based approach to programming

Gender inequality and social marginalization are contributing factors to all problems of SK's target beneficiaries and the vulnerability of disadvantaged groups in Cambodia. The Women centered and Gender-responsive approach will be integrated into all of SK's strategies, objectives and activities. Women-centered and responsiveness refer to the creation of an environment – through site selection, staff selection, program development, and program contents and materials – that reflects the understanding of the realities of women's and girls' lives and that addresses and responds to their challenges and strengths.12Gender is mainstreamed in all aspects of SK's programs and at community level. Two main indicators were set to measure the gender equality of the programs. One indicator is "equal opportunities" for women, men, and youth to participate in all the processes of STAR Kampuchea's projects from designing, implementing, monitoring to evaluating programs. And another indicator is "the increase of inclusiveness of women, men and youth in leading and managing positions and decision-making.

V.   Organizational Objective Hierarchy

a. **Vision**
STAR Kampuchea envisions that Cambodian people live in democracy, peace and dignity.

b. **Mission**
STAR Kampuchea's mission is to educate and empower people to advocate for Good Governance and sustainable Natural Resource Management.

c. **Core Values**

SK Staff, management team and board of directors reformulated the existing core values into four new core values as described below:

SK New Core Values (OURR)

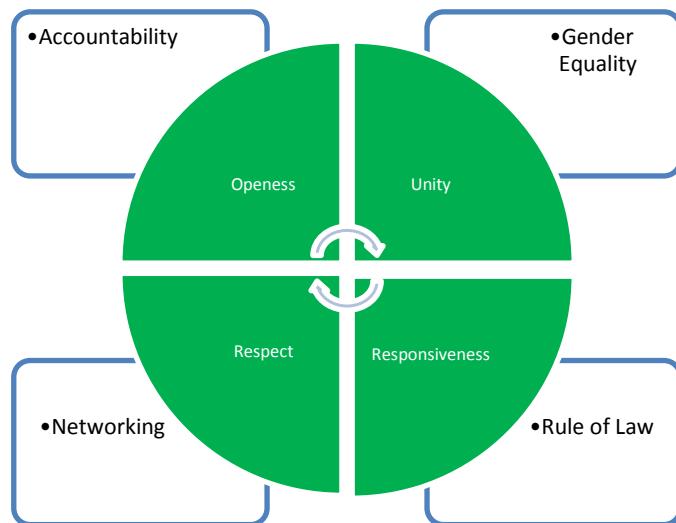*Openness*: SK is committed to sharing information openly and ensuring quality, and transparent, accountable and honest to the donors, target groups and stakeholders. SK is receptive to different ideas, not being confined or distant from different people and sources.

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[12]http://books.google.com.kh/books?hl=en&lr=&id=EhigSFkoHzMC&oi=fnd&pg=PR6&dq=gender+responsive+approach&ots=kKV2Lq4zCF&sig=E-t5la_boJHYtdab5dTZBhl6aiE&redir_esc=y

Unity: SK is always in being of mutual understanding, applies to participatory decisions approach, and builds cordial cooperation and good relations with different networks, target groups, stakeholders and staff in order to achieve a common goal.

Respect: SK respects laws and public opinions, and promotes gender equality with non-discrimination against race, religions and sex through gender mainstreaming in all of its programs and the whole organization.

Responsibility: SK responds to the needs and problems of its vulnerable target groups, and stakeholders; and the concerns of staff in an effective and timely manner and with high responsibility according to democratic principles and the rule of law.

Organizational Goal (Development Goal)

To help poor and marginalized women and men enjoy their fundamental rights and be entitled to equal and secured access to natural resources.

Program Goal 2014-2018 (Specific 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 a sustainable manner.

VI.   PROGRAMS

In the next five years 2014-2018, SK's focus will remain on the same thematic area, which is natural resource management. In the sense of results-oriented and participatory approaches to address problems, SK's strategy is set to be more connected from the grassroots level to the national, regional and international level. Under this strategy, SK will have three main programs:

1   Natural Resource Governance (NRG)
2   Sustainable Natural Resource Management and Climate Change (SNC)
3   SK's Income Generating Program (SIG)

The first program which is the **Natural Resource Governance (NRG)** will focus on policy compliance at the national level. This program will engage in conducting studies and researches and findings from these will be brought for dialogue with decision makers and stakeholders, shared through workshops, mass media, social media and websites, and so forth. Besides, it will also act as a mediator who takes the issues/problems that cannot be solved at the grassroots level to discuss with the policy makers, government leaders, and donor communities and other stakeholders at the national and international level. This program will also play an important role to monitor whether the state and the companies comply with the regulations and laws in regard to Social Land Concessions (SLCs), Economic Land Concessions (ELCs), the communities' land, forestry, fishery management and which support is given to women to access NRM and to secure their right to food.

At the grassroots level, the program tries to improve the behavior of the public officers to be more transparent, accountable, and timely in public services 'delivery. From 2015 on, SK will focus on Good Governance in natural resources. The Citizens' Score Cards (CSCs) / Citizens' Report Cards (CRCs) tools will be used by the direct beneficiaries for their rating on the quality of services, provided by the public officers and the relevant authorities' performance.

The second programme, the **Sustainable Natural Resource Management** and Climate Change *(SNC)* will work at the grassroots level through developing the capacity of and empowering the fishery and forestry target communities to claim their rights to access and manage and sustainably use natural resources. Through the SNC program, SK will provide technical support to the target communities and empower them to demand for official registration of their forestry and fishery areas and make use of them to improve their livelihoods. In addition to legal capacity building, SK will also provide lawyers to represent them in court and provide psychological support to their families through social community support. In regard to Climate Change, SK will focus on practical implementation of knowledge which the communities have learned in the last 2 years, which includes Climate Change adaptation, Climate Change resilience, and Disaster Risk Reduction. This program will engage the target communities to advocate for inclusion of Climate Change in the communal investment plans. Lastly, the Good Governance component, which was set as a main program, will change its focus from general public services to the public services related to NRM, especially the services for registration of the land and fishery communities. This responds to specifically four main elements out of nine Good Governance elements[13] which are accountability, participation, transparency and responsiveness.

The third program, which is the **Income Generation Program (SIG)** aims to generate funds to contribute an own income to the above two programs. The Program on Volunteer Action for Cambodia (VAC), which in the future will be changed to be a component of this program, will develop a volunteer house to increase income for SK. Under this component consultancies to other NGOs will be conducted during the next three years. This program will help sustaining SK financially in the long run.

VII.   GEOGRAPHIC COVERAGE

STAR Kampuchea is currently intensifying its cooperation with target communities in three provinces, Banteay Meanchey, Pursat and SvayRieng. SK decided not to expand to other provinces, yet to add two more communities (one fishery community in Pursat and one forestry community in Svay Rieng). The reason is to focus on strengthening the existing communities with whom SK has worked directly only for about two years and to support the neighboring communities in the same target areas which are yet not well organized and have not been yet registered formally as fishery or forestry communities. Another factor is that SK must ensure sustainability with a clear strategy to phase out from existing

target communities. Thus, in the next three years, SK will support fishery, forestry and land communities which are in 10 communes in six districts of the above three provinces.

VIII. TARGET GROUPS AND STAKE HOLDERS

8.1 Direct Beneficiaries

SK identifies the direct target beneficiaries as female and male leaders and members of the communities from 20 land, fishery, forest communities, local authorities, the commune and district council members, youths, teachers and citizens who were selected by SK to attend its activities and events, from 36 villages of 11 communes, six districts, three provinces of STAR Kampuchea's target areas (Pursat, Banteay Meanchey, and Svay Rieng).

SK's total direct beneficiaries are 19,888 persons (approximately 50% are female), which makes up 3,608 households. Through community assessment, a majority of them are assessed as being vulnerable and marginalized women and men whose livelihoods totally depend on natural resources. The target communities were selected, based on four criteria: 1) Those who have existing conflicts, 2) They show initiative and are active on their own, 3) They lack support /or receive only adhoc support from NGOs, and 4) Well managed community-based organizations.

8.2. Indirect Beneficiaries

The indirect beneficiaries are the total population minus the direct beneficiaries. They live in 11 communes. These indirect beneficiaries will benefit from SK programs, for instance they can catch fish at the fishery areas, they use the forest to collect non-timber products, and receive land titles. The total of the indirect beneficiaries is 69797 persons (approximate 50% are female), which make up 14952 families..

8.3 Stakeholders

SK identified stakeholders and people or agencies with which it will need to cooperate for the successful implementation of its programs. They include 1) Government institutions (Parliament, relevant ministries, provincial departments, and local authorities); 2) NGOs (international, regional, national and provincial); 3) Companies, especially those involved in natural resource conflicts. Please find the stakeholder Analysis at Appendix E 1.

IX. Strategic Objectives

Objective 1.   Strengthened public service provision and natural resource management through enhancing knowledge, skills and practices of right holders (community) and duty bearers (Public Service Providers)

Objective 2.   Enhanced livelihood options and benefits from effective use of natural resources among community members, especially poor families by advocacy fund provision

Objective 3.   Enhanced democratic, gender equality, Good Governance and rights based mechanisms and tools through strengthening the network and raising awareness of rights of duty bearers and rights holders

Objective 4.   Strengthened law and relevant legal frameworks enforcement among law executors and citizen through monitoring and evaluation

Objective 5.   Reduced impact of disaster and Climate Change through strengthening knowledge, Climate Change adaption and emergency response plan among Commune Committee for Disaster Management, citizen especially vulnerable people

Objective 6.   Effective, transparent and accountable SK institution through building capacity of SK staff, updated law, policy, guideline, monitoring and evaluation framework and tools

Objective 7.   Enhanced meaningful involvement of national and international volunteers through facilitation and coordination within and between volunteers and relevant stakeholders

Activity Domains

Objective 1.   ***Strengthened public service provision and natural resource management through enhancing knowledge, skills and practices of right holders   (community) and duty bearers (Public Service Providers).***

Activity 1.1.   Conduct the capacity assessment and develop capacity development plan and standardized training curriculum

Activity 1.2.   Deliver series of trainings based on the capacity development plan and standardized training curriculum

Activity 1.3.   Organize refresher trainings, based on findings of post training evaluation

Activity 1.4.   Define and clarify roles and participation procedures

Activity 1.5.   Include community representatives in full membership of democratic mechanisms and bodies

Activity 1.6.   Encourage community representatives in meaningful participation (from non and passive participation towards active participation and partnership)

Activity 1.7.   Conduct post training and level of participation evaluation

Objective2.   ***Enhanced livelihood options and benefits from effective use of natural resources among community member's, especially poor families by advocacy fund provision***

Activity 2.1.   Conduct feasibility study and local market survey

Activity 2.2.   Develop small and medium business plans, based on findings of feasibility/market survey

Activity 2.3.   Develop Business Skills Training Curriculum

Activity 2.4.   Deliver business skills training and business management based on developed Training Curriculum

Activity 2.5.   Include community businesswomen in farmer association and One village-One

product committee

Activity 2.6   Mobilize resources through community fund raising and commune budget

Activity 2.7.   Conduct follow-up of business operation and provide business technical support

Activity 2.8.   Analyze business profits and break even points for their continuation

Activity 2.9.   Mainstream business initiative in commune development plan and commune investment plan (CDP/CIP)

Objective 3. *Enhanced democratic, gender equality, Good Governance and rights based mechanisms and tools through strengthening the network and raising awareness of rights of duty bearers and rights holders*

Activity 3.1.   Organize community volunteer groups and develop policies for them

Activity 3.2.   Conduct functional task analysis of community groups

Activity 3.3.   Sharing knowledge, experiences, challenges and best practices between duty bearers and rights holders

Activity 3.4.   Raising awareness of the roles and responsibilities of duty bearers and rights holders

Activity 3.5.   Conduct the performance assessment of duty bearers

Activity 3.6.   Develop Community Participation Policy and mainstream it into CDP/CIP

Objective 4. *Strengthened law and relevant legal frameworks enforcement among law executors and citizens through monitoring and evaluating.*

Activity 4.1.   Conduct policy audit and levels of enforcement and implementation by using social accountability tools

Activity 4.2.   Organize public forums on findings of policy audit

Activity 4.3.   Develop baseline values and add target

Activity 4.4.   Conduct regular monitoring of the enforcement of laws and relevant legal frameworks

Activity 4.5.   Develop case study and best practices pertaining to the level of law enforcement

Activity 4.6.   Sharing developed case study and best practices within and between local service providers and service users and stakeholders

Activity 4.7.   Update the level of enforcement and relevant legal framework

Activity 4.8.   Mainstream activities and projects of law enforcement in CDP/CIP

Objective 5. *Reduced impact of disaster on citizen, especially vulnerable people, and Climate Change through strengthening knowledge, Climate Change adaption and*

emergency response plan among Commune Committees for Disaster Management

Activity 5.1. Conduct participatory assessments on the impact of disaster and Climate Change

Activity 5.2. Develop Climate Change adaption and emergency response plan

Activity 5.3. Conduct awareness raising onClimate Change adaptation and emergency response plans

Activity 5.4. Organize ToT on Climate Change Adaptation and Emergency Response Plan

Activity 5.5. Include Climate Change Adaptation and Emergency Response Plan in CDP/CIP and Plan of CCDM

Activity 5.6. Develop and share lessons learnt and success stories from enforcement and implementation of Climate Change Adaptation and Emergency Response Plan

Activity 5.7. Develop Self Help Groups and Community Network for enforcement of CCA and ESP

Activity 5.8. Identify poor families with ID-Poor and Non ID-Poor for ESP

Activity 5.9. Conduct mid-term and final evaluation on the enforcement of CCA/ESP and level of integration of this initiative into CDP/CIP and plan of CCDM

Activity 5.10. Continue the monitoring of CCA and ESP enforcement and implementation

Objective 6. ***Effective, transparent and accountable SK institution through building capacity of SK staff, updated law, policies, guidelines, monitoring and evaluation framework and tools***

Activity 6.1. Conduct SK Institutional, Functional Task Analysis and policy audit

Activity 6.2. Develop SK staff capacity Development Plan, Policy Development Plan

Activity 6.3. Develop and update SK policies, based on SK's Policy Development Plan

Activity 6.4. Deliver SK's staff Capacity building trainings, based on SK staff Capacity Development Plan

Activity 6.5. Develop SK's Resource Mobilization Strategy and Donor Mapping

Activity 6.6. Design SK's projects based on SK Strategic Plan 2014-2018

Activity 6.7. Develop SK's Monitoring Guideline, Framework and Tools including SK's database

Activity 6.8. Organize regular SK's management meetings, SK staff meetings and SK BOD meetings to monitoring the performances and governance

Activity 6.9. Conduct SK baseline survey, mid-term Review and final evaluation of SK SP 2014-2018 and program/projects

Objective 7.   ***Enhanced meaningful involvement of national and international volunteers through facilitation and coordination within and between volunteers and relevant stakeholders***

Activity 7.1.   Conduct baseline survey on VAC

Activity 7.2.   Develop VAC Partnership Strategy (Host Organizations, Host Families, Guest House, and Volunteer Partner Agencies)

Activity 7.3.   Develop VAC facilitation and good service Training Curriculum

Activity 7.4.   Deliver series of trainings, based on Training Curriculum

Activity 7.5.   Develop VAC Monitoring Team and Monitoring Tools

Activity 7.6.   Design SK projects based on SK's Strategic Plan 2014-2018

Activity 7.7.   Organize stakeholders training workshop and meetings

Activity 7.8.   Conduct VAC mid-term review and evaluation

Activity 7.9.   Based on findings of mid-term review and evaluation, develop long term plan for VAC

X.   MEASURABLE INDICATORS

10.1 Impact Indicators

Improved living conditions of the poor and marginalized households in the target areas

10.2 Outcome Indicators

- Percentage of public service providers and rights holders equipped with knowledge and skills, disaggregated by sex, age, education, geographic areas, social economic status, types of program/projects
- Percentage of rights holders who are meaningfully involved in democratic development activities, disaggregated by sex, age, education, geographic areas, social economic status, types of program/projects and levels of participation (non-participation, passive participation, active participation, partnership and self-mobilization)
- Percentage of community people/Right Holders/participants satisfied by the public services, provided by public service providers, disaggregated by sex, age, education, geographic areas, social economic status, types of public services (Civil Registration, Health Service, Educational Service, Legal Service, other social and security services).
- Percentage of vulnerable households and poor families who received adequate support, disaggregated by Types of Support (Economic Assistance, Educational Support, Health Assistance to access health care, psycho-social support, legal assistance, shelter, food and Nutritional Support and others)

- Percentage of community people who clearly describe the causes and effects of Climate Change and disasters risks, disaggregated by age, sex, education, geographic location and Socio-Economic Status
- Percentage of households and individuals who are adapted to Climate Change (CCA) and disaster Preparedness (DP), disaggregated by level of adaption (Highest, High, Medium, Low, Very Low and Non Adaptation, type of impact of Climate Change (Drought, Flood, Weather, Fire, Pollution,...) and social economic status of households.
- Reduced high risk behaviors among community people and young population disaggregated types of risks (Alcohol Abuse, Illicit Drug use, gambling, involvement in theft, robbery, violence, human trafficking, rape …)
- Percentage of community people/Rights Holders clearly clarified the role of service providers and rights holders disaggregated by sex, age, education, geographic areas, social economic status, types of democratic mechanisms (CCWC, CCDM, Forestry Community, Forestry Administration, Fishery Community, Fishery Administrative, Land Management Committee… and public services (Civil Registration, Health Service, Educational Service ,Legal Service, other social and security services…)
- Number of national and international volunteers increased and satisfied with volunteer services, disaggregated by age, sex, country of origin, nationality, and types of volunteer services (Home stay service, food, travel security service, other hospitality…)
- Amount of SK funds, program/projects and staff increased and increased satisfaction of staff towards SK leadership and management, disaggregated by age, sex, education, position and salary rank.

XI. ANNEXES

Annex A. M&E Framework

Objective Statement	Measurable Indicators	Baseline 2014	Target 2018	MoV	Assumption and Risks
Objective 1. Strengthened public service provision and Natural Resource Management through enhancing knowledge, skills and practices of right holders (communities) and duty bearers (Public Service Providers). **Objective 2**. Enhanced livelihood options and benefits from effective use of natural resources among community member's, especially poor families by advocacy fund provision **Objective 3**. Enhanced democratic, gender equality, Good Governance and rights based mechanisms and tools through strengthening the network and raising awareness of rights of duty bearers and rights holders. **Objective 4**. Strengthened law and relevant legal frameworks enforcement among law executors and citizen through monitoring and evaluating **Objective 5**. Reduced impact of disaster and Climate Change on citizen, especially vulnerable people, through strengthening knowledge, Climate Change adaption and emergency response plans of communes, Committees for Disaster Management **Program Indicators**					
Indicator 1	Percentage of public service providers and rights holders equipped with knowledge and skills disaggregated by sex, age, education, geographic areas, social economic status, types of program/projects	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 2	Percentage of rights holders who meaningful involvement in democratic development activities disaggregated by sex, age, education, geographic areas, social economic status, types of program/projects and levels of participation (non-participation, passive participation, active participation, partnership and self-mobilization)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 3	Percentage of community people/Right	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan

	Holders/participants satisfied to the public services provided by public service providers disaggregated by sex, age, education, geographic areas, social economic status, types of public services (Civil Registration, Health Service, Educational Service,Legal Service, other social and security services).				
Indicator 4	Percentage of vulnerable households and poor families who received adequate support disaggregated by Types of Support (Economic Assistance, Educational Support, Health Assistance to access health care, psycho-social support, legal assistance, shelter, Food and Nutritional Support and others)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 5	Percentage of community people clearly described the causes and effects of Climate Change and disasters disaggregated by Age, Sex, Education, Geographic Location and Socio-Economic Status)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 6	Percentage of households and individuals who are adapted to Climate Change (CCA) and disaster responses (ERP) disaggregated by level of adaption (Highest, High, Medium, Low, Very Low and Non	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan

	Adaptation, type of impact of Climate Change (Drought, Flood, Weather, Fire, Pollution,...) and social economic status of households				
Indicator 7	Reduced high risk behaviors among community people and young population disaggregated types of risks (Alcohol Consumption, Illicit Drug use, Gambling, involvement in thief, robbery, violence, human trafficking, rape, gangster, …)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 8	Percentage of community people/Rights Holders clearly clarified the role of service providers and rights holders disaggregated by sex, age, education, geographic areas, social economic status, types of democratic mechanisms (CCWC, CCDM, Forestry Community, Forestry Administration, Fishery Community, Fishery Administrative, Land Management Committee… and public services (Civil Registration, Health Service, Educational Service ,Legal Service, other social and security services…)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 9	Percentage of local democratic mechanisms at commune level with at least one member come from community network	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan

	representative disaggregated by sex, age, education, geographic areas and community network.				
Indicator 10	Level of laws, Royal Degrees, Sub-degrees, Prakas, Decisions, Provisions, Mechanisms, Tools and relevant legal frameworks including convention , covenant, CCA, ERP enforced to implementation (Not implemented -worst implemented – poor implemented, good implemented – better/well implemented) measured by National Composite Policy Index Tool & Effort Index.	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Objective 6. Effective, transparent and accountable SK institution through building capacity of SK staff, updated law, policy, guideline, monitoring and evaluation framework and tools. **Objective7**. Enhanced meaningful involvement of national and international volunteers through facilitation and coordination within and between volunteers and relevant stakeholders Institutional Development Indicators					
Indicator 11	Percentage of National and International volunteers increased and satisfied with volunteer services disaggregated by age, sex, origin country , nationality, and types of volunteer services (Home stage service, Food Service, travel security service, other hospitality…)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan
Indicator 12	Percentage of SK fund, Program/projects and staff increased and increased satisfactory of staff toward SK leadership and management disaggregated by age, sex, education, position and salary rank …)	N/A	tbc	MRT and Final Evaluation	Please see Risk Mitigation &Mgt Plan

Annex B. Risks Management Framework

Risk Components (PESTLE)	Prioritized Risks	Risk Mitigation Strategy
Political Risks	• Political Interference and Political Involvement • Restriction of NGOs duty (NGO Law Adoption /Enforcement) • Election Campaign • Autocratic Leadership (Government)	• Sharing and update BY-LAW and Non Political Involvement Policy • Increased involvement in advocacy and meaningful participation in NGOs Law discussion and Development
Economical Risks	• Global Financial Downturn and Debt Crisis • Economic Inequity • Extended Economic Land Concession and Mineral Exploitation	• Expand Income Generating Activities • Expand VAC Strategy • Initiate ideas to transfer SK into a Social Medium Enterprise (SME) with appropriate skills and expertise
Social Risks	• Theft, Robbery, Burglar, Gangster, Alcohol Consumption Gambling • Social Insecurity/unrest • Border conflict	• Safe • Small cash in hand (Less than 1000 US$ • Bank Statements of every project are regularly shared and presented
Technological Risks	• Computer Virus/cyber attack • No internet access	• IT expert • Regular Updating • Create Servers • T-USB • Electronic Storage of Docs Drop Box
Livelihood Risks	• Migration and Population Debt • Staff Turnover >20% • ASEAN Integration 2015	• Livelihood Options for SK Target Population • Develop SK benefit package • Highly Decentralized Decision Making Procedure • Rule and ToR based implementation • By-law review related to ASEAN Integration (ED Khmer majority and 80% local staffs)
Environmental Risks	• Flood, Drought and increased temperature over 40C degree • Increased corruption in natural resource management	• Develop and enforce Climate Change Adaptation Guideline and Disaster Preparedness Plan for SK target Groups and Staff • Joint with NGOs working on anti-corruption to making sure that D&D enforced

Annex C. Sustainability Strategy

Components of Sustainability	Prioritized Areas of Sustainability	Exit Strategy/Sustainability Strategy
Technical Sustainability	Community people who meaningful involved in networks (Fisheries, Forestry, Land, Good Governance-CCWC) are capable and able to manage, coordinate and build themselves as self-mobilization as of 2018.	Develop Standardized Capacity Building Curriculum and conduct Post Training tests to assess community capacity after phasing out of program/projects
Managerial Sustainability	Highly decentralized decision making was executed by STAR Kampuchea toward Community People and Network As of 2018, almost all Community networks are able to manage and advocate for resource allocation and integration of those community activities into CDP/CIP	Develop Integration Strategy Develop highly decentralized decision making procedures
Environmental Sustainability	Four Community networks such as forestry, Fishery, Land and Good Governanceare well integrated and appreciated by all levels of Government and local authority Local Authority/Commune Councils has strongly supported community network and recognized as their core works	Develop and enforce enabling environment for implementation and enforcement of Community Networks
Financial Sustainability	Community networks are well integrated and well enforced within CDP/CIP Proportion of commune budget are well and efficient allocated in Community networks	Develop Strategy for integrating all activities, programs and projects into CDP/CIP
SK Institutional Sustainability	VAC and SK resource mobilization Strategy strengthened and extended beyond 2018	Develop SK Resource Mobilization Strategy Strengthen and expand VAC program as professional business of SK

Annex D. Characteristic of Beneficiaries

Target Groups	Total #	Social Demographic Characteristic (Age, Sex, Education, Social Economic Status)	High Risk Behaviours Alcohol Abuse, Smoking, Gambling, Violence, Drug use, Debt	Level of Engagement and their benefits (Non Participation/Receivers, Passive Participation, Active Participation, Partnership or Self Mobilization
Direct Beneficiaries	444 Fishery Forest 31 Villages, 2, 840 families Land 19 Villages, 187 families Land: 801 Families Coverage 30, 000 Population 6, 000Families (3 Provinces, 6 Districts and 10 Communes)	Aged between 15-65 Low Education Poverty, Low Income, Agriculture Victims of Land Conflicts Rural Poor and Vulnerable Population due to land conflict , Climate Change, Illegal fishing, and deforestation Female Headed households, destitute or and vulnerable population	Violence ++ Alcohol +++ Consumption +++ Smoke+++ Debt ++	Low involvement of this target population Low freedom of expression
Indirect Beneficiaries	NRM 30, 000	15-65 Unemployment Low Educated population Relevant Government Officials	Smoke and Alcohol Consumption	Low involvement Lack of power in decision making
Total Numbers 3 P, 6Ds, 10 Cs	Final beneficiaries (30, 000) + secondary beneficiaries (90,000)	Summary Education Poverty Vulnerable Population (Land Conflict, deforestation and illegal fish catching)	Summary Five Risks Violence Smoking Alcohol Consumption Debt Gambling	Summary Low level of engagement

Annex E 1: Stakeholder Analysis Matrix (NPW)

Types of Institutions	Characteristics	Interests	Resources to Provide	Resources Needed
ILC, ANGOC, ASPBAE, ANSA-EAP, SEACA, and CIVICUS	International NGOs working on land	Similar goal and objective on land issue and Good Governance	Technical Support	Good Relationships, document on land case, research for policy dialogues at national and global
NGO Forum, CHRAC, WGPD, EI-SEI, NAC, and CCC	National NGOs Network	Similar Advocacy Approach on Land Issue, CC and GG	Corporation and collaboration	Good Communication and collective CSO voice
Parliament/ Inter-ministry, Ministry of Interior, Ministry of Land Management, Ministry of Forestry, and the Ministry of Fishery	Government	Policy Influence/ Policy dialog	Corporation and Participant	Facilitation and Coordination
Provincial Government, District, Commune Councils, Teachers, Policies, Authorities, and People	Sub National	Promoting and strengthening sub national policy implementation	Corporation and Participant	Capacity Build/ Training / Workshop
CNC, RFA, VOD, VOA and WMC	Local Media	Hot News	Participant/ broadcast	Provide Information
Forum Syd, EED, Forum Syd CC, ILC, ZFD, ANGOC, TAF, NPA, and DCA	Providing grants	Good partners have similar goal and project Good collaboration	Support Fund, Technical	Narrative and Financial Report

Annex E2: Stakeholders Analysis (SNC)

Types of Institutions	Characteristics	Interests	Resources to Provide	Resources Needed
1. Fishery Administration	Agency in charge of Fishery under the supervision of MAFF. It is responsible to support the Fishery Community Establishment and legal registration with MAFF	Technical Assistant and legal procedure support. They facilitate to all step and conflict resolution during each step implementation	In kind support: provide manual handout and official guidelines/forms Good engagement with program staff and communities. Resource	Travel and food allowance and Capacity Building during the project/program implementation
2. Forestry Administration	Agency in charge of Forestry under the supervision of MAFF. It is responsible to support the Forestry Community Establishment and legal registration with MAFF	Technical Assistant and legal procedure support. They facilitate to all step and conflict resolution during the each step implementation	In kind support: provide manual handout and official guidelines/forms Good engagement with program staff and communities. Resource Persons: provide one technical officer	Travel and food allowance and Capacity Building during the project/program implementation
Land management, Urban Planning Construction and Cadastre Office	Line of MLMUPC in charge of information sharing and local land conflict resolution	Information sharing on land issues and raise awareness to local affected community on land issues contribute to commune campaign for commune and	Technical supports Legal skills	Travel and food allowance, capacity Building

		district forums		
3. Provincial Governor	Response to and endorse of official submission letter of FiA/FoA community establishment. They are in charge of NRM and participate in community needs	Support and final decision making for recognizing community establishment. Listen to community needs , response and updated information sharing (National policy/ framework and political wills)	Power to make decisions on community needs	Travel and food allowance
4. District Governor	Response to and endorse on official submission letter of FiA/FoA community establishment. They are in charge of NRM and participate in community needs	Support and decision making for recognizing community establishment. Listen to community needs , response and updated information sharing (National policy/ framework and political wills)	Power to make decisions on community needs	Travel and food allowance
Commune Councils	Response to and endorse on official submission letter of FiA/FoA community establishment. They are in charge of NRM and participate in	Support and decision making for recognizing community establishment. Listen to community needs , response and updated	Support community need and participate in project implementation.	Travel and food allowance

		information sharing (National policy/ framework and political wills)		
Village Chief	Control and information sharing to villagers	Capacity development Cooperation	Facilitation with authorities Inviting villagers for meeting	Capacity building Per diem Travel support
Community	Poor, victim and vulnerable communities by natural resource or property rights	Access to and manage NR in sustainable way	In kind and in-cash support Time and commitment	Capacity Building, Snack, NR, other Development support.
Other NGOs (CRRT, ESSEI, CCCN, NAC, CHRAC, RECOFTC, BCV, CACA, and KADRA	Working to support people who are most vulnerable to land evictions, illegal mining, natural issues	Build strong networks among civil society and communities	Provide strength to SK in term of voice mobilization	Human and financial contribution support
Media	Broadcast information	Coverage of information	Voice the communities concerns	Travel and lodging support (In case for case study writing)

Annex E3: Stakeholder Analysis (SIG)

Types of Institutions	Characteristics	Interests	Resources to Provide	Resources Needed
Volunteering Solution UBELONG MS Denmark Save A Heart Love Volunteer IFRE, NH, Plan My Gap Year, Exis	Abroad Agencies/Companies/Social Enterprises	Sending their short and long term volunteers to Cambodia	Paying fees to VAC to arrange placement/ internship for international volunteers -Share experience and cultures with Cambodians and international volunteers	Volunteer placement and care services accommodation, food, 24 hour service contact person, study tour, orientations, pick-ups, and welcome dinners
EED	International NGOs	Sending long term volunteers to VAC/SK	Working with VAC staff to improve servicers to volunteers	Placement with VAC/SK Car from SK Equipment like computers and desks
Health Sector (Sihanouk Hospital, Khmer Soviet, Hospital)	State Hospital	Receiving medical volunteers	Placement for medical volunteers	Placement fees
MFI (Sovanna Phum, AMK, and FLD)	Private sector	Receiving microfinance volunteers, English teaching volunteers	Placement volunteers	Placement fees
Guesthouse (TATOO)	Private sector	Incomes from services on accommodation and lodging	Accommodation and food	N/A

Host families	Individual families	Incomes from their house hosting Sharing and learning cultures Building relationships	Accommodation and food	Daily payment for accommodation and food

Annex F: Target Analysis

Provinces	District (Name)	Commune (#)	Communities (#)	Selection Strategy Old and New Why	Status of Target Location (Poverty, Tourists, Economic zoon, Forest, Border, Indigenous Minority Groups, Urban, Rural
Province 1 (Pursat)	Krokor	3	4	Old	Forestry Issues
	Kandieng	1	1	Old	Fishery Issues
	Krakor	1	1	New (2014)	Fishery Issues
Province 2 (Banteay Meanchey)	Ouchrov	1	1	Old	Land issues
	Malay	1	1	Old	Fishery issues
Province 3 (Svay Rieng)	Chantrea	3	17	Old	Land issues
	Romeas Haek	1	04	New (hand over from KADRAA)	Forestry Issues