



STAR Kampuchea's Strategic Plan for 2019-2023

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List of Abbreviation

BOD: Board of Director

CAFs: Community Accountability Facilitators

CC: Commune Councils

CFi: Community Fishery

CFo: Community Forestry

CFs: Community Facilitators

CHEC: Commune Health Center

DC: District Councils

DG: District Governor

JAAP: Joint Accountability Action Plan

Mol: Ministry of Interior

MT: Management Team

PC: Provincial Councils

PED: Provincial Environment Department

PG: Provincial Governor

PLD: Provincial Land Department

SK: STAR Kampuchea

SNAs: Sub-National Authorities

Acknowledgement

On behalf of STAR Kampuchea (SK), I would like to thank to Mr. Nhek Sarin, Fundraising and Organizational Development Advisor (FODA) who led SK team to make this strategic plan (2019-2023) happened. The Strategic Plan would not have been possible without his invaluable efforts. I also would like to thank very much for the commitment and active participation of the member of the Executive Committee and staff of SK. I also would like to thank to the Board of Directors (BoD) of SK, Mr. Douk Nareth, Chair of the BoD, and the members of the Board including Ms. Chea Vannath, Mr. Cheang Sokha, Ms. Esther Velasco, and Mr. Sor Suntheary for their expertise and guidance.

A big thank is also given to NGOs and local authorities, CAFs, and community members who provided insightful ideas for the development of this Strategic Plan and Dian Diane Berthel, Voluntary Advisor to SK for her editing and improving English.

Also, I wish to specially acknowledge the generous support of the donors, especially HEKS, Forum Syd, Oxfam Cambodia, Spider, ANGOC, ILC, MAC, and UNICEF in contributing financial and technical supports for this strategic plan development.

I believe this Strategic Plan provides SK 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 donors, relevant stakeholders, partners, multilateral organizations, and civil society organizations in order to successfully implement this strategy.

With my best regards,

Chet Charya
Executive Director

I. Background and Introduction

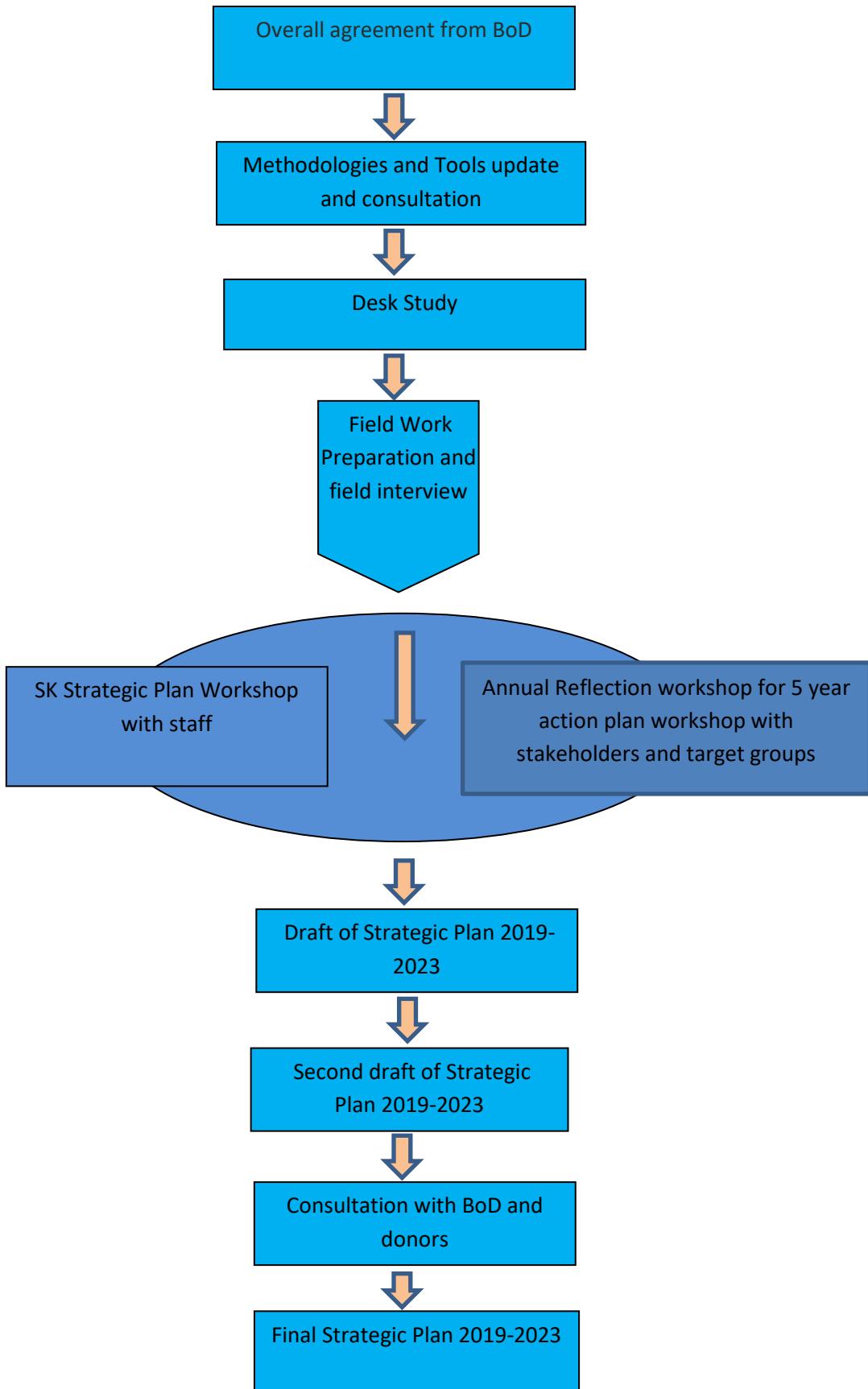
STAR Kampuchea (SK) is a non-profit organization. It was established and officially organized by the Ministry of Interior (MOI) on August 1, 1997. Since its inception, SK was committed to building democracy by strengthening civil society in Cambodia. In 2014, SK was honored with an award for Civil Society Development by the World Association of NGOs (WANGO) based in Washington DC, USA. In 10 year later, SK shifted its strategy from working with local NGOs to direct support for the vulnerable and poor communities who are suffering from natural resource conflicts, including land grabbing and land right violation.

Now, SK has been turning into 21 years of its operation since the establishment and in the meantime, its last 5 year Strategic Plan 2014-2018 has already ended. Thus, a new strategic plan for 2019-2023 has been developed to set an ambition for SK business future and to determine how best to achieve it. This Strategic Plan has been conducted in a participatory manner. All staff members, Board of Directors, donors, the target people, and stakeholders have been given opportunity to take part in the entire process of the strategic plan's development. SK recognizes that these people are a key actor which determines the direction and the mandate of SK. Furthermore, SK perceives that it is necessary to consult with these people in order to obtain useful feedbacks and comments that can be useful and meaningful to incorporate into the strategic plan, which in turn it responds to the needs of the target communities. Most importantly, these people provide discerning approach how to engage women and youth in protecting their natural resources and strengthening good governance.

Besides, during the workshop, the participants reviewed SK's mission, vision, organizational and program goals whether they are still relevant to the current context of Cambodia. Based on these, they developed impact, outcomes, outputs and activities as well as identified the target groups and target areas for the five year 2019-2023's program. This shows that the strategic plan was developed absolutely based on depth analysis and strategic issues prioritized by SK staff, the target communities, and stakeholders. SK remains itself as a unique organization working to protect natural resources (land, forestry, and fishery) and good governance (ISAF and social protection and support). Last but not least, desk reviewed have been conducted. For the list of the documents have been reviewed please find the attached Annex I – References. The strategic plan was led by Mr. Nhek Sarin, Fundraising and Organizational Advisor (FODA) with the support from the Board of Directors, the Executive Committee, and all staff of STAR Kampuchea.

II. Strategic Plan Development Process

The strategic plan development were involved with 6 main steps: 1) Preparation and planning, 2) Desk review, 3) Field study, 4) Strategic plan development workshops, participated by SK staff, target communities, and stakeholders, 5) Compiling the results, 6) Consultation with the Board of Directors and donors, 7) Finalizing the Strategic Plan 2019-2023. Please see the chart below describes the step of the Strategic Plan Development Process.



III. SWOT Analysis

During the 3-day workshop, staff of SK was walked through how to conduct SWOT analysis. SWOT analysis is a strategic tool that helps them to identify the strengths, and weakness as well as any opportunities and threats that may exist in or outside SK. The below consolidated results from SWOT analysis were useful for SK staff to identify a new ways and new directions for SK future.

<p>❖ Strengths: (Internal factors)</p> <ul style="list-style-type: none">➤ Human and physical resources➤ Specific organizational structures➤ Potential programs➤ Potential target groups and areas➤ Policies and systems (M&E, finance...)➤ Potential donors	<p>❖ Weaknesses: (Internal factors)</p> <ul style="list-style-type: none">➤ Technology and communication (website, social media...)➤ Staff's capacity building➤ Project management➤ Limited systems (M&E, H&R...)➤ Decline of income generation
<p>❖ Opportunities: (External factors)</p> <ul style="list-style-type: none">➤ Recognition and alignment with relevant ministries and government➤ Potential programs and new donors➤ Sanction on EBA and GSP➤ SK's reputation (ILC steering committee...)➤ National and international channels	<p>❖ Threats: (External factors)</p> <ul style="list-style-type: none">➤ Political trends➤ Donor trends➤ Migration➤ Climate change➤ Changes of provincial structure➤ Remaining chronic issues

IV. Strategic Issues to Be Addressed (Please find the attached problem three made by the participants as Annex II and III):

IV.1 Natural resource's degradation

IV.1.1 Land

Land disputes have become a serious and persistent issue in Cambodia. Land conflicts and human rights violations by the businesses and the state are a major concern to be addressed. Recent years have been the country skewing towards a path of "development" in contravention to the basing needs of the people. It is evident from the way people protest and resist violation on their land.¹ Land conflicts occur on other regions too, however, it matters, of course, that 85% of Cambodia's 16 million people depend on agriculture. Having land for cultivation is their top priority. Many smallholder farmers fear they lose the land they cultivate someday.²

The government leases state-owned land of up to 10,000 hectares to private investors, which is called Economic Land Concession (ELC), for a maximum of 99

¹ 2018 Land Watch Report, ADIC and SK

² <https://www.dandc.eu/en/article/why-land-disputes-have-become-serious-and-persistent-issue-cambodia>

years. In October 2014, the MoE announced that these ELCs lease would be shortened to no longer than 50 years.³ The problem is that many ELCs were granted while title registration was still going on. This policy resulted in forced evictions and violent protests all over the country.⁴ AHDOC, a Cambodian human-rights group, reckons that 60,000 people have been forcibly removed from their homes. Too often, the village community voices were not heard. Legal activists pointed out that the powerful elites, including high-ranking government officials, are involved in most land conflicts. On the other hand, some 400,000 to 1 million people have been personally affected by land disputes.⁵ The human-rights groups argued that the government has not handled land disputes well. Latt Ky of Adhoc pointed out that the government has typically failed to assess the situation on the ground properly before granting ELCs. Moreover, the environmental impacts of ELCs were not assessed.

Serious efforts were made to resolve ongoing land conflicts. National and provincial committees have been established to consider these matters. However, the conflicting parties' interests tend to be hard to reconcile, especially as the rights of ELC companies are defined in their contracts.⁶

IV.1.2 Forestry

Cambodian is rich of natural resources. Cambodia's forests cover about 9 million hectares, or roughly 50 percent of the country.⁷ Forest resources in particular, play important roles in ensuring environmental stability, mitigating climate change, contributing to national economic development and poverty alleviation.⁸ Forest means land spanning more than 0.5 hectares with trees higher than 5 meters and a canopy of more than 10 percent or trees able to reach these thresholds in situ. It does not include land that is predominantly under agricultural or urban land use.⁹ At the same time, some major challenges in forestry sector are seen as the concerns of the Royal Government of Cambodia (RGC) as such recent decreasing of forest cover due to higher demand of agricultural land along with gradual population growth, and the agro-economy development. In this context, RGC conducted an in-depth reform in natural resource and environment sector, in fact, exchange of protected forest, conservation areas, production forests, and economic land concessions between the Ministry of Environment (MoE) and the Ministry of Agriculture, Forest and Fisheries (MAFF) to aim at strengthening management functions of the two ministries in field of conservation and development improving effectiveness in environmental protection, biodiversity conservation and sustainable livelihood.¹⁰ However, the country's forest sector is seeing major

³ CECT Concept Note to HEKS, 2019-2022

⁴ Ibid

⁵ <https://www.dandc.eu/en/article/why-land-disputes-have-become-serious-and-persistent-issue-cambodia>

⁶ Ibid

⁷ Cambodia Forest Cover Resource 2016

⁸ Ibid

⁹ Global Forest Resources Assessment 2015 Country Report

¹⁰ Cambodia forest cover resource 2016

changes at policy and institutional level when on-the-ground level implementing the related policies and laws faces great challenges, weak governance causes the destruction of forest. This is having devastating impact on the lives of millions of people, destroying the country's important biodiversity, and jeopardizing its development.¹¹ In this regard, a participatory forest governance assessment was carried out in late 2017 and early 2018. The findings, outlined in this brief, include a need to improve the monitoring of forest landscape governance, and to strengthen coordination between the different administrative levels as well as with NSAs. The project partners will work with various stakeholders, including civil society, to implement a program to address the challenges and opportunities identified.

IV.1.3 Fishery

Fish is a traditional staple in the Cambodian diet and vital to nutrition and food security.¹² Fish provides over 80% of the animal protein consumed by Cambodians. Together with rice, it forms the mainstay of the Cambodia diet- as it has done for countless generation. Cambodians are among the highest consumers of freshwater fish in the world, annual per capita fish consumption estimated at 52.4 kg. The important of fish to the Cambodian people cannot be overstated. The prevalence of the malnutrition is high, with 36% of children estimated to be underweight, and 26% of the population malnourished in 2005.¹³ The livelihood of more than 74% of the population depends on agriculture and fisheries¹⁴. The Ministry of Agriculture, Forestry and Fisheries (MAFF) reports that freshwater fisheries production fluctuated from 2012 to 2014. Freshwater fish captures peaked at 505,005 tons in 2013, and then dropped by around 4 percent in 2014. In contrast, marine fisheries and aquaculture have made stronger growth. Marine fisheries went up from 99,000 tons in 2012 to 120,250 tons in 2014, representing an increase of 17 percent.¹⁵ Cambodia's fresh water capture fisheries rank as the fourth most productive in the world after China, India and Bangladesh. Small-scale fishing, recognized as primarily a subsistence activity, is estimated to account for 60% of total inland fisheries production. The bulk of the catch comes from the Tonle Sap Lake. Fishing industry on the Tonle Sap Lake employs about 2 million people in processing, trade and transport.¹⁶ However, access to wild fish for direct household consumption is not evenly distributed across all provinces, with a number of fish-deficit provinces located far from major water bodies. The effects of global climate change and the increasing number of dams for hydropower development upstream in the Mekong watershed have a significant impact on Cambodian fisheries. The fish catch rate in the Tonle Sap region decreased significantly from 347 kg/fisher in 1940 to 116 kg/fisher in 2008, a 70% decrease over seven decades.¹⁷ Koh Kong is the province with by far the highest density of fishers, and that other coastal provinces such as Preah Sihanouk and Kep also feature a high density of fishers. On the inland side, it

¹¹ Ibid

¹² <https://opendevelopmentcambodia.net/topics/fisheries-production>

¹³ Food and Agriculture Organizations (FAO), 2010

¹⁴ The National Institute of Statistics (NIS), 2014

¹⁵ <https://opendevelopmentcambodia.net/topics/fisheries-production>

¹⁶ Ibid

¹⁷ Aquaculture for the Poor in Cambodia - Lessons Learned Olivier Joffre, Yumiko Kura, Jharendu Pant, So Nam

is Stung Treng that features the highest density of fishers, underlining the importance of fishing to livelihoods in this province, which benefits from the fish production of the Mekong mainstream but also of the Sekong, Sesan and Srepok Rivers. The provinces with the next highest density of fishers are Kampong Chhnang, Kampong Thom and Kandal. The map of fishing dependency shows clearly that fishing dependency is highest along the coast, along the Mekong mainstream and along the main rivers (Tonle Sap, Sekong, Sesan, Srepok, Sen, Sanker and Monkol Borey Rivers). The provinces most dependent on fishing are those where water resources are abundant and where economic and agricultural alternatives are limited (Stung Treng, Kratie, Kampong Thom, Battambang, and Banteay Meanchey provinces)¹⁸

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IV.1.4 Climate Change

The term 'climate change' refers to the result of human activity related to industrialization, deforestation and changes in land use.¹⁹ Climate change has become one of the greatest risks facing humanity and a high priority of global concern in the 21st Century. As the earth continues to heat up, the severity of climate change impacts on global socio-economic development and environmental sustainability continue to intensify and amplify, prompting the need to seek urgent solutions.²⁰ Its negative impact (including flood and drought) brings a lot of damage for poor farmers who depend on the agriculture.²¹ High rates of deforestation will contribute to greenhouse gasses (GHG) emissions.²²

Cambodia ranked 13th out of 181 countries most vulnerable to Climate Change, and among the three most vulnerable in Asia. The Climate Risk Index ranks countries most affected by climate change in the period 1996-2015 based on extreme weather events. Cambodia is highly vulnerable to the impacts of climate change because the kingdom depends largely on climate-sensitive sectors including agriculture, land, water resources, forestry and fisheries.²³ This is due in large part to a relatively low adaptive capacity, the destruction of the forest and bio-diversity. Efforts made in recent years have allowed Cambodia to develop a comprehensive plan for the climate change response (Cambodia Climate Change Strategic Plan 2014-23), as well as the corresponding key sector plans. Key governmental and non-governmental institutions have also had the opportunity to manage their first climate change projects, on a pilot basis.²⁴

¹⁸ http://pubs.iclarem.net/resource_centre/WF-3709.pdf

¹⁹ http://www.kh.undp.org/content/cambodia/en/home/operations/prots/environment_and_energy/cambodia-climate-change-alliance.html

²⁰ Cambodia Climate Change Strategic Plan 2014-2023- National Climate Change Committee

²¹ Fact strategic Plan 2013-2018

²² Open Development Cambodia (ODC), 2019

²³ Open Development Cambodia (ODC), 2019

²⁴ http://www.kh.undp.org/content/cambodia/en/home/operations/projects/environment_and_energy/cambodia-climate-change-alliance.html

Potential impacts of climate change were highlighted in an April 2018 report from the Ministry of Economy and Finance and the National Council for Sustainable Development. The report estimated that climate change could reduce Cambodia's GDP by 2.5 percent by 2030 and by almost 10 percent by 2050. The 2050 climate projections would affect around 7 million Cambodians employed in the agricultural sector and about 240,000 in construction, causing a total economic impact of \$1.5 billion. The fall is largely the result of reduced worker productivity following temperature increases, extreme events impacting on infrastructure and loss of crops. Two-thirds of the loss could be avoided with improved policies, investment to adapt to climate change and measures to climate-proof infrastructure where possible. The Cambodia Disaster Loss and Damage Analysis Report describes the disasters that have occurred in Cambodia from 1996 to 2013: flood (42%), drought (15%), fire (17%), storm (14%), lightning (7%) and pest outbreak (1%). During this period, disasters killed 2,050 people. Floods accounted for 53% of the total number lost.²⁵

IV.2 Lack of good governance

For the Royal Government of Cambodia, good governance is the most important precondition to achieve sustainable economic development with equity and social justice. During its third mandate, the Royal Government of Cambodia will focus its efforts to ensure an effective implementation of its Governance Action Plan which covers four crosscutting areas: (i) combating corruption, (ii) judicial and legal reforms, (ii) civil service reform covering decentralization and de-concentration, and (iv) reform of the armed forces, especially demobilization.²⁶ The National Program for Sub-National Democratic Development (NP-SNDD) has been formulated while the RGC is strengthening the roles and responsibilities of institutions at all levels towards achieving good governance, development and poverty reduction. To achieve these goals, great efforts by all national and sub-national levels are required, as well as effective cooperation between them. In this reform process, there is a need for equal opportunity for all citizens to participate in local development and to demand better and more comprehensive public services to meet citizen's needs, leading to poverty reduction and focusing on the most vulnerable groups, particularly the indigenous peoples, women and children.²⁷ The National Program for Sub-National Democratic Development (NP-SNDD) is the RGC's agenda for the next 10 years in the comprehensive and in-depth governance reform process of the sub-national administrations, which will also impact on other national institutions. The formulation of NP-SNDD reflects and confirms the RGC's political commitment to the vision, policies and strategies outlined in the D&D Strategic Framework and the government's commitment to implementing the Organic Laws on Capital, Province, Municipality, District and Commune/Sangkat administrations.

²⁵ Open Development Cambodia (ODC), 2019

²⁶ National Program for Sub-National Democratic Development (NP-SNDD) 2010-2019

²⁷ National Program for Sub-National Democratic Development (NP-SNDD) 2010-2019

The Royal Government recognizes that the implementation of decentralization to the commune level is crucial not only to strengthen democracy at the grassroots level, but also to improve the quality of public services, and foster participatory development at the community level. To strengthen local governance, a key priority of the Royal Government is to build local management capacity, provide reasonable levels of financial resources to the communes and promote the culture of participation. Another priority is to ensure that decentralization and de-concentration efforts are implemented in conjunction with each other and capacities are developed at the municipal, commune, district, and provincial levels to achieve harmonized and mutually-supportive operations at the grassroots/community level.²⁸ Cambodia's strongest rating on the Worldwide Governance Indicators is for political stability, and weakest for control of corruption. Rule of law and accountability are also relatively weak. There was no statistically significant change in those indicators over the period 2005–2015, which is normally the case over such a short period. Measuring the quality of governance is exceptionally difficult, and these indicators have well-known challenges of interpretation. The challenges are particularly strong in Cambodia, which, like its neighbors China and Vietnam, has not followed the path of international good practice in many respects, yet has delivered impressive results in economic development and poverty reduction.²⁹

According to the Multi-Dimensional and Overlapping Deprivation Analysis (MODA) conducted by UNICEF and the Ministry of Planning (MoP) using data from the Cambodia Demographic and Health Survey (CDHS) 2014, nearly half of the child population is multi-dimensionally poor, being deprived in at least three dimensions simultaneously. This poses a challenge for Cambodia to achieve sustainable and equitable economic growth in coming decades and to achieve the 'no one left behind' agenda of the Sustainable Development Goals (SDG). Although the budget allocation in terms of absolute value has increased due to the expanded fiscal space (except for the education sector which received an increasing share of the total budget), budget allocation for social sectors has been maintained at a similar level in the past years.³⁰

The new National Social Protection Policy Framework 2016-2025, adopted by the Council of Ministers in 2017, highlights cash transfer programs for the most vulnerable populations (pregnant women, children, school-age children, people with disabilities, and the elderly) as key programs for poverty reduction and human development outcomes. Through pilot cash transfer projects implemented by the government, with support from development partners including UNICEF, there is clear evidence that SNAs will play a key role in implementing and monitoring such programs on the ground. At the same time, the formative evaluation of the cash transfer pilot supported by UNICEF found that the human resource capacity of commune councils needed to be enhanced to maximize the outcome of cash transfers. Also, there is a weak social accountability mechanism with limited citizen participation in local planning, budgeting and monitoring

²⁸ http://www.cdc-crd.gov.kh/cdc/7cg_meeting/position_paper_eng2004/7cg_04_1.htm

²⁹ IEG/World Bank Group, Project performance Assessment Report, June 26, 2017

³⁰ STAR Kampuchea proposal submitted to UNICEF, 2019

the process especially for the most vulnerable. The guidelines and policy documents on sub-national planning and budgeting have secured space for citizen participation. However, this has not been practiced effectively. On the supply side, the government has not proactively secured citizen participation, while on the demand side there is limited knowledge on rights or spaces for participation, coupled with limited trust in public services. This has resulted in low participation, especially from the most vulnerable women, youth, people with disabilities and ethnic minorities.

Linked to low public expenditure for social services, there is a lack of capacity in commune councils to deliver social services, especially when social protection programs are roll out. As such, to carry out additional duties for the implementation of social protection programs, commune councils may require additional contract staff dedicated to social services.³¹

Complementing to promoting good governance, also the Royal Government of Cambodia, together with CSO development partners, has committed itself to various key reforms, one important of which is the Implementation Plan for the Social Accountability Framework (I-SAF) which has been carried out since 2016 and will continue into Phase 2 (2019-2023). The ISAF seeks to promote:

- A more informed and motivated citizens and local communities, especially the vulnerable, in participating and demanding better services from sub-national administrations (SNAs) and local service providers, especially at the commune and district levels, in both rural and urban areas.
- A more responsive SNAs and local service providers as a result of their interaction with citizens and/or citizen representative.³²

The I-SAF consists of four components of action: (i) access to information and open budgets, (ii) citizen monitoring (iii) facilitation and capacity building, and (iv) learning and monitoring.³³ As a result of the I-SAF implementation, there are more than 3,650 Community Accountability Facilitators (CAFs) work in 98 out of 159 (62%) rural districts in the country, facilitating exchanges between citizens and their local services providers on the quality of services and developing prioritized action plans for improving service delivery. The process empowers local citizens to hold service providers directly accountable for the quality of their work, sharing information on standards for service delivery and the use of public funds, and promoting good governance overall.³⁴

Even though I-SAF produced significant results, there are some challenges as listed

³¹ STAR Kampuchea Proposal submitted to UNICEF, 2019-2021

³² <https://cambodia.oxfam.org/what-we-do-voices-change/strengthening-social-accountability>

³³ Handbook: Implementation Plan for the Social Accountability Framework, 2015-2018

³⁴ <https://www.worldbank.org/en/news/feature/2018/04/14/cambodias-social-accountability-framework-helps-improve-basic-public-services-in-rural-areas>

below:

- Based on recent Commune election result, a number of commune council members and chiefs of communes were replaced. Many commune council members or commune chiefs who used to get trained on ISAF were replaced. The new elected members who have not received training yet have limited understanding on ISAF. And this causes some difficulties to cooperate with them on ISAF. Such replacement also affects to follow up and implementation of the JAAP since some JAAP Committee member positions will be vacant and need to refill.
- Support to JAAP implementation and follow-up is limited. JAAP Committee has not fulfilled well yet their roles (based on the NCDDS guidelines). In some areas, it required much support from CSO staff and CAF in implementing and following up JAAP.
- JAAP implementation has encountered many challenges, in particular for priority actions which require external support or budget, since commune budget is limited especially for social development package. Support from concerned district offices, provincial departments and national level is still limited.
- Sub-national actors in particular commune and district are not well aware of ISAF, which can affect to implementation cooperation. It was noticed that during a period close to commune election campaign, ISAF activities were closely monitored by the local authorities (i.e. policemen come to monitor and questioned CSO staff and CAF during I4C dissemination).
- There was still delay in I4C and Post-on display in many targets, which slowed down the dissemination activities.
- I4C Posters were not displayed at proper places visible to public. There was not information board in some places. Strong wind, storm, rains, and light are still causes which damage or fade I4C posters (quality issue).
- Not all 2016 JAAP was entered into ISAF online system managed by the NCDDS.
- Community/citizen participation is still a challenge, especially participation from men and youths due to migration, work-related issues, and farming.
- CAF capacity is still limited, in particular their technical knowledge about the three concerned services. Some CAF dropped out due to living condition, migration, and low incentives.
- Lack of travel support/allowance in some remote areas to supply side actors, a number of primary school teacher and principals, and health center staff and director planned not to join the interface meeting. This affects to JAAP formulation process.³⁵

IV.3 Cross-cutting issues – Gender inequality and inequity in Cambodia

Gender inequality and inequity still remain a big concern (as cross-cutting issue) in the next 5 years that still need further attention. A number of initiatives were undertaken and serve as foundations for future work on gender. It will be a long process until Cambodian women have

³⁵ Semi-annual Report on ISAF implementation by the Demand Side, 2017

the same opportunity for education, taking up more leadership roles, and their potentials will be fully utilized. Cambodia is a country emerging from conflict. In the past decade some progress has been achieved through interventions by government, civil society and international agencies, but it remains one of the poorest countries in Asia Pacific region. Given this context, the challenges to gender equality in Cambodia remain those related to poverty, including maternal mortality, illiteracy, violence, trafficking and unsafe migration. Discriminatory attitudes and norms present further obstacles in achieving gender equality.

Although Cambodia ratified CEDAW in 1992, implementation has remained slow until recently. Since 2001, however, gender equality efforts have been gaining momentum and receiving national endorsement, beginning with efforts to engender the 2003-2005 National Poverty Reduction Strategy (NPRS). Currently, the Ministry of Women's Affairs (MoWA) and the Cambodia National Council for Women (CNCW) make up the national machinery for the promotion of gender equality and the empowerment of women. MoWA launched its 3rd Strategic Plan, Neary Rattanak III (2009-2013), focusing on economic empowerment of women, gender equality in education, legal protections, public health issues, including HIV/AIDS prevention and care, and women's political participation. MoWA also prioritizes CEDAW implementation and mainstreaming gender equality into the general policy framework.³⁶ Cambodian women represent 51 percent of the country's population, yet their ability to participate as equal partners in social political and economic life is severely constrained," stated The Asia Foundation's report". The cultural norms that unfairly construct the role of women as housewives and mothers remain strong in Cambodian society. Social attitudinal change is therefore needed. Gender disparity in education must be further reduced and women's empowerment in the workplace must be further promoted.³⁷ Many Cambodian women still remain living in an abusive environment. Over 30% of women who have ever had a partner have experienced some form of violence from their intimate partner in their life time (CDHS 2014). Sadly, women who have experienced violence never talked to anyone about it and only a quarter of them sought help from formal service providers including police, local leaders and health care providers, according to a survey done by WHO in 2014 (National Survey of Women's Health and Life Experience in Cambodia). UNFPA, the United Nations Population Fund, is mandated to uphold the sexual reproductive health and reproductive rights of women, adolescents and youth, and thus is committed to preventing and ending violence against women in Cambodia.³⁸ In Cambodia, ideas of **masculinity** stemming from pervasive **gender inequalities** have led to the shockingly-common acceptance of violence against women and girls. According to the 2014 Cambodian Demographic and Health Survey, half of all Cambodian women and a quarter of all Cambodian men believe that a husband has the right to beat his wife.³⁹

V. SK's Organizational Future Direction

Identity

³⁶ <http://asiapacific.unwomen.org/en/countries/cambodia>

³⁷ <https://www.khmertimeskh.com/87257/cambodia-gender-equality/>

³⁸ <https://cambodia.unfpa.org/en/news/policy-dialogue-forum-encourages-multi-sectoral-response-violence-against-women-survivors>

³⁹ <https://cambodia.unfpa.org/en/news/policy-dialogue-forum-encourages-multi-sectoral-response-violence-against-women-survivors>

SK is a Cambodian and non-profit NGO working to support the poor and vulnerable women and men who suffers from land abuses, grabbing, natural conflicts, and weak governance.

Vision

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

Mission

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

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.



Organizational Goal

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

Program Goal

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

VI. Imaginary Future of SK

G1

Group 1 expects to keep good rapport with government which catalyzes for the work process. Importantly, social justice, especially, the court system, can be promoted through advocacy and what makes it special. This group also visualized profound impacts toward healthcare, food security and service delivery improvement through SK's program implementation.

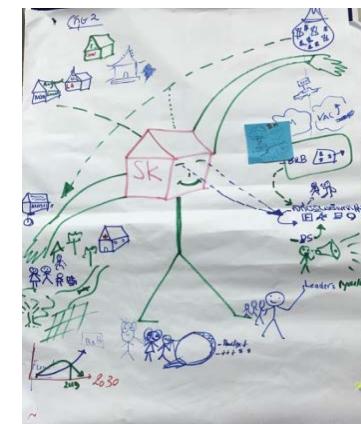
In addition, this group expects that, through SK program, there will be no human rights violation when citizens and relevant institutions participate in strengthening the social justice, and promoting the use technology for advocate for the change of behavior of the service providers. At the community level, there are good schools for the student to access for education as enshrined in the Cambodian Constitution of Cambodia.



G2

A graph was drawn to illustrate the drop of SK's income; however, it is predicted that the incomes will surge in the future. Undertaking social enterprises such as implementing a farmer market and strengthening VAC program had been described as the key factor to raise SK's revenue for the organization's sustainability. With the stable revenue, SK can continue its work impacting to community development.

Moreover, this group has perceived that youth is a key actor to make country different. To make it happen, youth capacity must be equipped with general knowledge and technological skills. This group is inspired to promote civic engagement of youth and make their voices heard.



In addition to depending on VAC income, the group also thought of continuing to raise funds from the

donors and intends to create a business/social enterprise through create restaurants, developing farmer markets, business programs that can help reduce illegal migration. This group also wants youth to use new technology to raise their voices and citizens' concerns and empower the citizens to monitor the work of the state. This group also wants the have active youth club who help to protect illegal migration.



This group imagines that SK should have its own office which later on can be used as an institution offering work-related trainings. As similar as group 1, this group still keeps good rapport with government and other civil society organizations for implementing work smoothly. This group exposes that SK started from the scratch; but now it has strong human resource, and it is transparent and accountable to its donors and the communities it serves. They also imagined that SK should have its own building for its own office. Furthermore SK should also focus on livelihoods and become and an advocacy institution to strengthen the capacity of its target community members. Finally they want to see that the citizens have good health, good heart and wants "STAR" represents the shining of Cambodia. Last, but not least SK should be a business oriented organization and good at fundraising.



During the next five years (2019-2023) SK is suggested continue to work on natural resource management and protection, climate change, good governance (ISAF, social protection and supports) through strengthening the capacity of CAFs, youth, the forestry, fishery, and land communities, and the relevant local authorities. VAC program will presume it work with the volunteer hosting to raise incomes to support the other two programs of SK.

VII. SK's Contributions to National Policies/Strategies

SK Strategic Plan 2019-2023 has been developed in alignment with 1) Cambodian Millennium Development Goal (MDGs), 2) Rectangular Strategic Phase III & Phase IV, 3) Sustainable Development Goal (SDG), and 4) National Social Protection Strategy for the Poor and Vulnerable. The details are described below:

1) Cambodia Millennium Development Goal (MDGs)

- Goal #1: Eradicating extreme poverty and hunger
- Goal #2: Achieve universal primary education
- Goal# 3: Promoting gender equality and empower women
- Goal #5: Improve maternal health
- Goal #7: Ensuring environmental sustainability

2) Rectangular Strategy Phase III & Phase IV

- Sustainable development and poverty reduction that ensure the effectiveness of public institutions and management of resources.
- Ensuring environmental sustainability and address climate change.
- Managing stability of natural resources.

3) Sustainable Development Goal (SDG)

- Goal #1: No poverty
- Goal #2: Zero hunger
- Goal #3: Good health and well-being
- Goal #5: Gender equity, and
- Goal #11: Sustainable cities and communities

4) National Social Protection Strategy for the Poor and Vulnerable

- Firmly and steadily build a Cambodian society which enjoys peace, political stability, security, social order and sustainable and equitable development, with strict adherence to the principles of liberal multi-party democracy and respect for human rights and dignity.
- Be strengthened to ensure that the Cambodian people are well-educated, culturally advanced, engaged in dignified livelihoods and living in harmony within both the family and society.

VIII. Target Group, Target Areas and Cooperating Partners:

8.1 Target Groups

8.1.1 Direct beneficiaries

The target groups of SK are the poor, vulnerable and disadvantaged people, and land owners, who are marginalized by unclear, unfair and biased system and who suffer from land right and natural resource abuses and weak governance. The direct beneficiaries also include the commune councils, the village chiefs, the Community Accountability Facilitator (CAFs), the governors who direct benefits through participating in SK activities. The total direct beneficiaries are 78,057 people, 50% of them are women.

8.1.2 Indirect beneficiaries

The indirect beneficiaries are those who will benefit from the action of SK in the long term at the level of society or sector at large. This means that the total population of the target areas is the indirect beneficiaries. The total population of the target areas are 156,115 of which 52,910 (33%) of them are women. These indirect 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 and social service as a result of the efforts of the direct beneficiaries.

8.2 Stakeholders

SK Identifies stakeholders as the people or agencies with which it will need to cooperate for the successful implementation of its programme/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 land and other natural resource conflicts.

8.3 Cooperating Partners

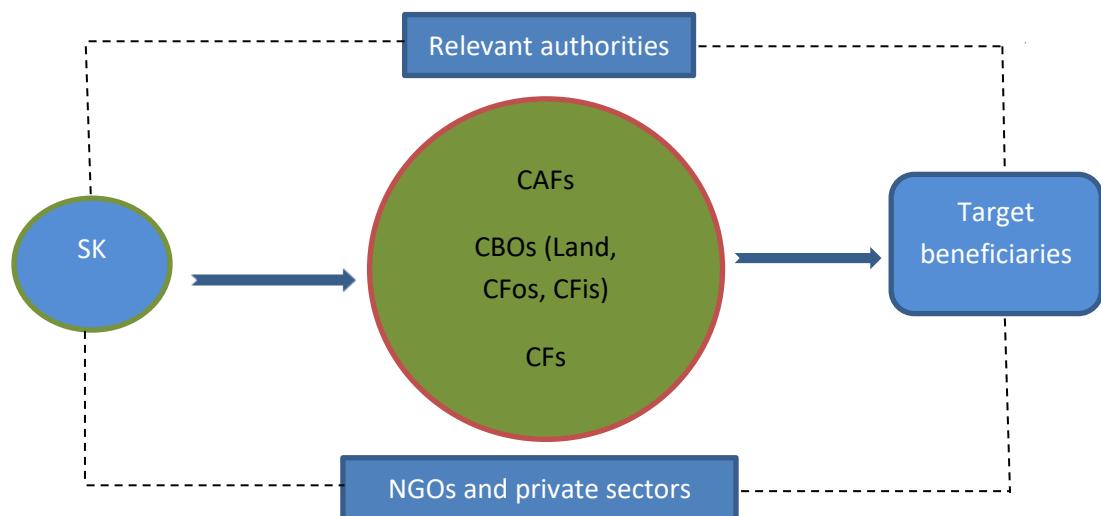
Cooperating partners are NGOs or the local authorities that SK has signed MoU for a specific joint-project implementation at a specific target area.

8.4 Target Areas:

SK targets Phnom Penh and 6 provinces including 1) Kompong Chhnang (Tekphus, and Rolear Ba'ir districts), 2) Pursat (Phnom Kravanh; Krokor, Vealveng, Kandieng, and Talou Senchey districts), 3) Banteay Meanchey (Malai and O chrov districts), 4) Battambang (Banan and Moung Ruessey districts), 5) Siem Reap (Banteay Srei and Sout Nikom districts), 6) Svay Rieng (Romeas Haek and Chantrea districts).

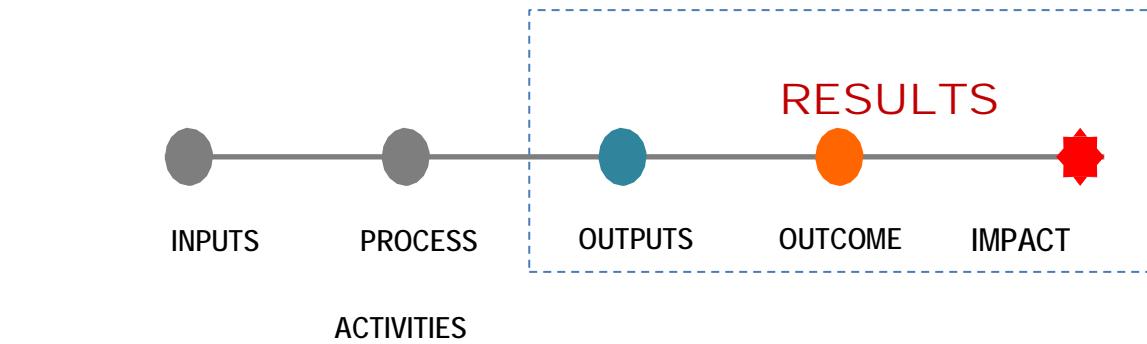
These target areas can be grouped in 2 regions: 1) North-western Cambodia (Kompong Chhnang, Pursat, Battambang, Siem Reap, and Banteay Meanchey), 2) Eastern Cambodia (Svay Rieng).

Beneficiaries and stakeholders of SK



IX. SK's Result Measurement

Obviously, when implementing the project, there are both tangible and intangible to be measured. While some of the results are easily observed and measured, but many required more sophisticated evaluation techniques. Though, SK will measure the results of the project based on the indicators that are developed in alignment with the Resulted Based Management (RBM).



The target poor and vulnerable people enjoyed their tenure rights and increased their incomes from rice, crops, non-timer product, and fishery.

Outcomes

Outcome #1:

Public officials are actively collaborative, accountable and responsive to public service delivery, natural resource management and climate change adaptation.

Outcome #2:

The target poor and vulnerable people had equal access and benefited from proper use and effective management on natural resources (land, forestry, and fishery) and had better coped with climate change impact.

Outputs

1.1 Capacity of the right holders and citizens on local democracy, good governance, resilient to exposure the risk of climate change and citizens' rights increased.

1.2 Target rights holders actively participate in local democracy and good governance process through implementation ISAF tool.

1.3 Youth (male and female) is active in the process of demand for good social protection and support

and urges the service providers to be accountable to their people.

1.4 The natural resources such as land, forestry, and fisheries are protected and gradually increased.

1.5. The target communities gain incomes from eco-tourism, agro-forestry and community-based enterprise.

X. Strategic Objectives

Strategic Objective #1: Enhanced democracy, good governance and social support through strengthening youth networks and raising awareness of duty bearers and rights holders through ISAF implementation.

Strategic Objective #2: Strengthened the public service provision and natural resource management through enhancing knowledge, skills and practices of right holders (community) and duty bearers (public service providers).

Strategic Objective #3: Reduced impact of disaster and Climate Change through strengthening knowledge, Climate Change adaption and emergency responsive plan among Commune Committee for Disaster Management, citizen especially vulnerable people.

Strategic Objective #4: The target community gained incomes from Eco-tourism, Agro-forestry and community-based enterprise.

Strategic Objective #5: Enhanced livelihood options for the target communities, especially poor families, to gain benefits from effective use of natural resources.

XI. Enabling Objectives

Enabling Objective #1: SK funds from donors for implementation of the projects will increase and its HR will well function.

Enabling Objective #2: SK revenues from its VAC program through more diversifications of volunteers will be increased.

Activities

Strategic Objective #1: Enhanced democracy, good governance and social support through strengthening youth networks and raising awareness of duty bearers and rights holders through ISAF implementation.

Activity #1: Conducting training on good governance, ISAF, democracy process, and social protection.

Activity #2: Conducting training on local planning so youth can mobilize citizens to participate in the process of demand for real democracy, good governance and social protection and support.

Activity #3: Conducting consultation between youth and duty bearers.

Activity #4: Youth mobilizes citizens in the CIP/CDP process and monitoring

Activity #5: Youth lobbies the service providers (commune, schools and health center) to open space for citizens to monitor the quality of the service providers through enhancing the ISAF implementation.

Activity #6: Youth participation for learning and sharing their challenges of local policy implementation at the commune, district, and provincial level

Activity #7: Facilitating youth to bring issues from the sub-national to national level for better implementation on policies.

Strategic Objective #2: Strengthened the 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: Organizing the Commune Accountable Facilitators (CAFs) and youth clubs.

Activity #2: Conducting functional task analysis of community groups.

Activity #3: Sharing knowledge, experiences, challenges and best practices between duty bearers and rights holders.

Activity #3: Raising awareness of the roles and responsibilities of duty bearers and rights holders based on ISAF framework.

Activity #4: Conducting the performance assessment of the duty bearers.

Activity#5: Developing Community Participation Policy and mainstream it into CDP/CIP.

Strategic Objective #3: 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.

Activity #1: Meeting to review existing CFs in commune level.

Activity #2: Consultation of the level of enforcement and relevant legal frameworks between local authorities and citizens at district level.

Activity #3: Training on production of best practice in NRM and Climate Change Adaptation content to grassroots media, CFs, CBOs, and communities for both online and offline materials.

Activity #4: Provincial exposure visit with government who are successful on NRM, ADR and service providing to citizens.

Activity #5: Developing social media online (Facebook group, a YouTube page, LINE, Telegram...) and produce content of case study on challenges and best practices of law enforcement for learning and sharing.

Activity #6: Quarterly meeting with grassroots media, CBOs, CFs, and relevant stakeholders to monitor and document illegal NRM activities and find solution for next activities.

Activity #7: Capacity building to community network group to strengthening their role in community.

Activity #8: Supporting community protected network at actual field implementation in forestry zone.

Activity #9: Motivating community forestry to get support through legal support from legal NGOs.

Activity #10: Working with national networks and international partners.

Strategic Objective #4: The target community gained incomes from Eco-tourism, Agro-forestry and community-based enterprise.

Activity #1: Vocational Training on Eco-tourism Service Providers, Tourist Services, and Eco-tourism service management.

Activity #2: Optional training for community-based product development on commercial activities: local people must sell crafts, food, accommodation and wildlife or cultural experiences to tourists.

Activity #3: Information Board Development and Display for visitors.

Activity #4: Study tour /exchange visit to Community-Based Eco-Tourism.

Activity #5: Preparing and submited a document for official registration of Community-Based Eco-Tourism for Provincial Department of Tourism and Other Departments.

Activity #6: Organizing the vegetable plantation and supplier groups and Animal (poultry/livestock) Raising Groups and Saving Group-based eco-tourism.

Activity #7: Advocating the relevant authorities to prepare/construct the road where can access to waterfall/forest/seeing sites and park arrangement for the visitors and food/snack/restaurant reservation shops.

Activity #8: Establishing the community center and information board at the tourism site so the visitors can get the different places they want to visit.

Activity #9: Creating and maintain the website/Facebook page and/or social media for promoting the community activities and attractive places.

Activity #9: Developing and mobilize groups for arranging the homestay and homestay schedule and management.

Activity #10: Conducting regularly (quarterly) with Provincial Department Of Tourism, Department of Environment and other Technical Departments for raising and addressing the concerns.

Activity #11: Coaching and mentoring to the local guides on the community-based eco-tourism

Activity #12: Regularly meetings of the Committees/Groups Members of involved community-based eco-tourism on internal issues, regulation/by-law and income/benefit sharing.

Strategic Objective #5: Enhanced livelihood options for the target communities, especially poor families, to gain benefits from effective use of natural resources.

Activity #1: Conducting feasibility study and local market survey.

Activity #2: Developing small and medium business plans, based on finding of feasibility/market.

Activity #3: Developing business skills training curriculum.

Activity #4: Delivering business skills training and business management based on the developed training Curriculum.

Activity #5: Including community businesswomen in farmer association and one village one product.

Activity #6: Mobilizing resources through community fundraising and commune budget.

Activity #7: Conducting follow-up of business operation and provide business technical support.

Activity #8: Mainstream business initiative in commune development plan and commune investment plan (CDP/CIP).

Enabling Objective #1: SK funds for implementation of the projects and its HR will be enhanced and well functioned.

Activity #1: Conducting SK institutional, functional task analysis and audit.

Activity #2: Developing SK staff capacity development plan, policy development plan.

Activity #3: Developing and update SK policies, based on SK's Policy Development Plan.

Activity #4: Delivering SK's staff capacity building trainings, based on SK staff capacity development plan

Activity #5: Developing SK's Resource Mobilization Strategy and Donor Mapping.

Activity #6: Designing SK's projects based on SK Strategic Plan 2019-2023.

Activity #7: Developing SK's monitoring guideline, framework and tools including SK's database.

Activity #8: Organizing regular SK's management meetings, SK staff meetings and SK BOD meetings to monitoring the performances and governance.

Activity #9: Conducting SK baseline survey, mid-term review and final evaluation of SK SP 2019-2023 and program/projects.

Activity #10: Reducing fix expenses (moving to a smaller office).

Enabling Objective #2: SK revenues from its VAC program through more diversifications of volunteers will be increased.

Activity # 1: Continue to host the volunteers and provide them the accommodation.

Activity # 2: Developing a new website to be more informative and attractive.

Activity #3: Building consistent follow-up with former volunteers and (direct) international universities.

Inputs

Inputs refer to the set of resources (i.e. financial, policies, personnel, facilities, space, equipment and supplies, etc.) that are the basic materials of the SK project/program.

XII. SK's Implement structure

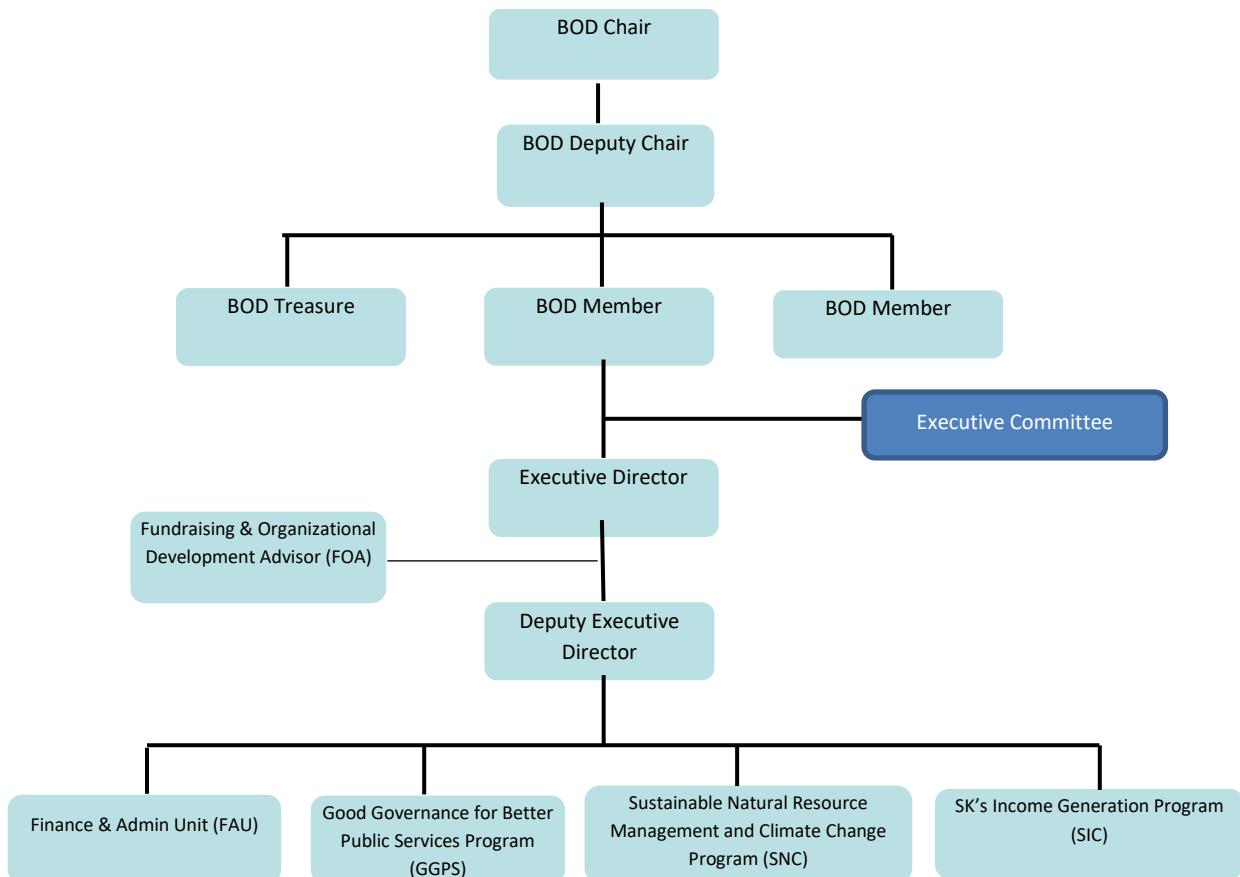
SK is governed by the Board of Directors (BoD). BoD is a legislative and supreme body of the organization. BoD is constituted by 5 members in minimum and 9 members in maximum. BoD is led by a chair whose members are: vice-Chair, Treasurer and other members.

The Executive Committee (Excom) role is to review and assess effectiveness of employees' performance, and employees' responsibilities on projects in order to give comments, inputs, or advice for better job. The Excom is constituted by Executive Director (ED), Executive Deputy Director, Program Coordinator/Program Manager, Administrative and Finance Manager and Fundraising and Organizational Advisor (FOA). ED is the Chair of the Excom.

ED manages the daily performance of staff of the organization. ED is accountable to the BoD, donors, staff, beneficiaries, and stakeholders. The ED is elected, managed, evaluated and dismissed by BoD.

All staff members working for SK are under direct management of ED and their direct respective managers. Staff recruitment is based on non-discrimination and adheres to By-Laws and Gender Policy of SK. All staff shall be responsible and accountable for their supervisors and strict to their respective job description

SK internal Structure



Note: The participants decided to change the name of the program “Natural Resource Governance (NRG)” to be “Good Governance for Better Public Service Program (GGPS). The reason is because this program focuses only good governance, while the Sustainable Natural Resource Management and Climate Change Program (SNC) focus on natural resources.

XIII. SK's M&E System

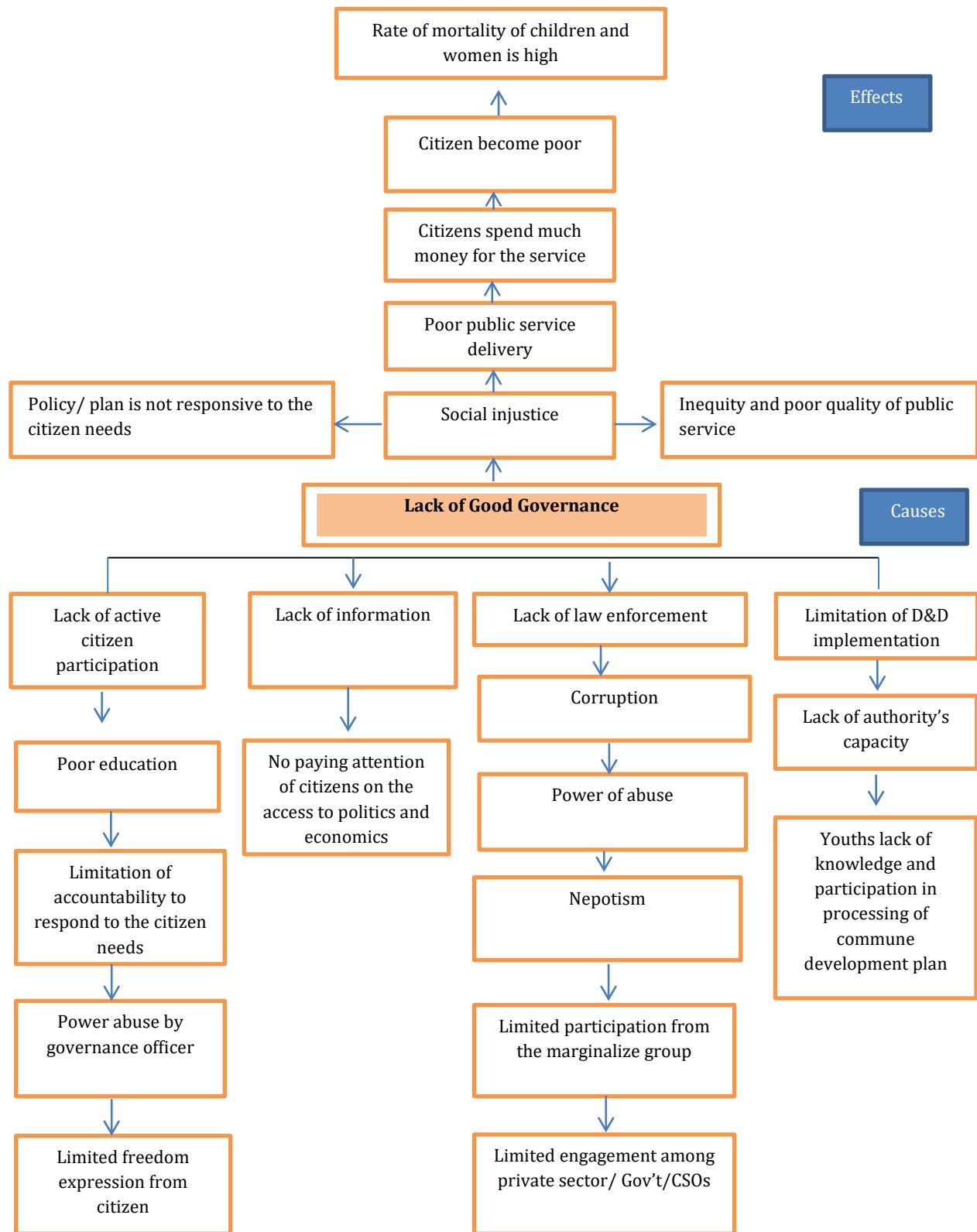
During the Strategic Plan Workshop, SK has invited Mr. Ry Sothearith, Senior Project Manager (SPM) of World Vision to share experience of M&E practice within his organization. He said that the M&E system at World Vision has been developed with a concrete IR- Indicator Results for each outcomes and outputs and the data has been collected as a baseline prior project implementation. He also emphasized that unclear indicators and definitions lead to confusion and misunderstanding in project implementation. Therefore, the donors and the project implementers needs to sit together to ensure that both parties has the same understanding on the project, especially the impact, outcomes, outputs and activities before project implementation. He added that it is really essential to have well-trained staff to teach the Community Accountability Facilitators (CAFs) on leadership and project management. Based on the experience shared by Mr. Sothearith, the participants were guided to discuss how SK will do with M&E and improve its current M&E system. They all agreed that:

- ❖ Recruiting responsible M&E staff/specialists to work on database and M&E system or Having M&E facilitator in each project and one as the whole for SK if the budget allows.
- ❖ Developing M&E system standards.
- ❖ Providing trainings to staff on M&E.

Annex I - References

- 1) Adaptive Social Protection in Cambodia 2015
- 2) Aid effectiveness for Cambodia 2008
- 3) Aquaculture for the Poor in Cambodia in Cambodia – Fish 2010
- 4) Cambodia Climate Change Strategy 2014-2023
- 5) Cambodia Millennium Development Goals 2019-2023
- 6) Cambodia Socio Economic Study-CSES 2018
- 7) Country Strategic Plan 2019-2023
- 8) Cover Forest Assessment 2018
- 9) Environmental Impact Assessment 2004
- 10) Fair Share Assessment Gender 2004
- 11) Fair Share Assessment-Gender 2012-2018
- 12) Final Report Social Economic Study 2017
- 13) Fisheries, the Strategic Planning Framework 2010-2019
- 14) Good Governance Report in Cambodia 2017
- 15) ISAF Framework
- 16) Land Forest Cover 2015
- 17) Line Ministries Strategic Plan and National Strategic Development Plan 2014-2018
- 18) Millennium Development Goal (UNICEF)
- 19) National Program for Sub-National Democratic Development. 2010-2019, NCDD, MoI
- 20) National Protection Strategy for the Poor and Vulnerable 2011
- 21) National Social Protection Strategy 2015-2019
- 22) NSDP 2017
- 23) Rectangular Strategies – Phase II
- 24) Relevant Docs from SK (Reports of all programs)
- 25) Series of Report of Environmental Assessment
- 26) Series of report of Forest Cover Assessment 2006- NGO Forum
- 27) Sustainable Development Goal 2018
- 28) UN Assistance Framework 2011-2015
- 29) United Nation Assistance Framework-UNDAF 2011-2015

Appendix II - Problem tree analysis (GGPS)



Appendix III- Problem Tree Analysis (SNC)

