



Acknowledgement

On behalf of STAR Kampuchea (SK), I would like to thank members of Board of Directors (BoD), staff members, Executive Committee (Excom), the community leaders and members, the Community Facilitators (CAFs), and stakeholders who actively took part in the process of development of STAR Kampuchea's Strategic Plan 2024-2028 (SKSP). The SKSP would not be possible if without technical assistance and active participation from them. I would like to specially thank to Mr. Cheang Sokha, Vice- Chair BoD, who honorably presided over the workshop on SK Strategic Plan 2024-2028 (SKSP) at the Phnom Penh Era Hotel on July 17 and 18, 2023 and who shared useful expertise and guidance for the development of SKPS. I also thank very much for Ms. Diane Berthel, SK Advisor, who provided great support and facilitation on the process of SKSP's development at the management level. The results from this process have been integrated into this strategic plan making it more strategic and meaningful.

Also, I wish to specially acknowledge the generous financial and technical support of SK donors, especially World Vision International Cambodia (WVI-Cambodia), FHI 360, HEKS/EPER, CPDD, CEFPI/IUCN, and UNDP which made the process of SKPS's development run smoothly and successfully.

Also, I would like to thank Mr. Nhek Sarin, Executive Director of SK who put all his great effort to collect information, facilitate, draft and finalize this SKSP.

I believe that this SKSP provides SK with an effective framework and clear guidance that help SK management to foster the organization toward sustainability and achievements of 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,

Douk Nareth
Chair of BoD

Abbreviation

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I. OVERALL OVERVIEW

STAR Kampuchea (SK) is a non-political and non-profit organization, established on August 1, 1997 and registered within the Ministry of Interior (MOI) on December 26, 1997. Under its 2019-2023 mandatory, SK proceed to educate and empower people to advocate for good governance, sustainable natural resource management, and climate resilience and adaptation.

Under it's mission, SK trains and engages young facilitators from the community, which is called Community Accountability Facilitators (CAFs) to implement ISAF (Implementation Social Accountability Framework) tool. This tool encourages citizens to assess the performance of service providers resulting in recommendations for better public services and more accountability. The ISAF project focuses on 4 sectors: heath, education, commune administration, and land.

SK also educates and empowers fishery, forestry, and land communities who suffer from land and natural resources' conflicts. They are supported to claim their rights to access, manage, and sustainably use their natural resources. SK's capacity building on climate change empowers communities to effectively face climate change related challenges, risks and hazards. Also, SK encourages the targeted communities to collaboratively advocate for inclusion of funding for climate Change, social support and social protection in the Communal Investment Plans (CIPs) budget.

Last but not least, SK conducts studies and research on the issues related to land, climate change, natural resources and creates platforms for dialogues about its findings with decision-makers and stakeholders. SK also shares findings through workshops, mass media, and online at national, regional and international levels.

Established in 1997, SK is turning 26 and coming to the end of its 2019-2023 Strategic Plan. Thus, a new strategic plan for 2024-2028 has been developed to set ambitious goals for its future and to determine how best to achieve its vision and missions, goals, and objectives. Based on experience in implementing the last strategic plan and based on the ideas of staff and communities who implement the project at the ground, the new strategic plan has expanded 2 more thematic areas: “human rights” and “environment”. The human rights theme will focus on promoting human right respect, social justice, equity and freedom. The environmental theme combines with current climate change programs to focus on the ability of citizens to manage waste management and make the environment clean and safe.

This strategic planning process was conducted with participation from staff members, Board of Directors, the target people, and stakeholders. All of them have been given the opportunity to take part in the plan’s development. Recognizing that donors is a key actor in the direction and mandate of SK, a draft of the SKSP was shared for their inputs and feedback. Furthermore, SK perceives that it is necessary to consult with donors in order to obtain useful feedbacks and comments, meaningful to the strategic plan, which in turn, responds to the needs of the target communities. Most importantly, SK believes the donor perspective includes insights on how to engage women, youth, lesbian, gay, bisexual, transgender, intersex and queer (“LGBTIQ”) people, vulnerable and marginalized people, indigenous people (IPs) and people with disability to actively take part in implementing SK’s strategic plan and projects.

II. STRATEGIC PLAN DEVELOPMENT STEPS

The strategic plan development were involved with 10 main steps: 1) Overall Discussion with BoD and Excom Members, 2), First Workshop with Advisor and Excom Members, 3) Desk review, 4) Strategic Plan Development Workshop, 5) Drafting the Strategic Plan for 2024-2028, 6) Sharing the draft with staff for feedback, 7) Consultation on the Draft of Strategic Plan with BoD and Excom members, 8) Revision of the Draft of Strategic Plan based on BoD and Excom's Comments, 9) Sharing the Revised Draft of Strategic Plan with Current Donors, and 10) Finalizing the Strategic Plan and Submit to BoD for Final Approval. Please see the chart below describes the steps of the Strategic Plan Development Process below.



III. GOVERNANCE SUMMARY

SK is governed by the Board of Directors (BoD) according to its by-laws. The BoD consists of successful and influential individuals who have high commitments and passion in promoting democracy, human rights, good governance, sustainable natural resources management, environment, and the fight against climate change. SK is managed day-to-day by the Executive Committee (Excom), under the leadership of the Executive Director (ED). SK has strong team work and staff who are highly committed to performing their work. This group is a key actor who brings the organization toward the achievements of organizational vision, mission, and goal, by following the SKSP.

3.1 Vision

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

3.2 Mission

SK mission is to educate people about human rights, democratic governance, sustainable natural resource management, environment, climate change, digital literacy, and to promote sustainable livelihoods to the local communities.

3.3. Goal

SK aims to promote sustainable livelihoods, human right respects, democratic governance, sustainable natural resource management, environment, fight against climate change and digital literacy.

3.4 Value

SK follows democratic principles, adhering to highest standards of ethical conduct and empowers women and men including vulnerable and marginalized groups, people with disability and LGBTQI within its own organization, its own projects/programs, 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:** SK is committed to sharing information openly and ensuring quality, transparency, accountability and honesty to donors, target groups, and stakeholders. SK is receptive to different other peoples' ideas and sources.
2. **Unity:** SK has at heart to always be in mutual understanding, in participatory approach, and to build cordial cooperation and good relations with different networks, target groups, stakeholders, and staff in order to achieve a common goal.

3. **Respect:** SK respects laws and public opinions, promotes gender equality and condemns discriminations against race, religions and sex through gender mainstreaming in all aspect of its programs and organization.
4. **Responsiveness:** SK responds to the needs and problems of its vulnerable target groups, stakeholders and its staff in an effective and timely manner and with high responsibilities according to democratic principles and the rule of law.

3.5 Logo

SK's logo symbolically describes a group of people from different status holding hands together to fight for human rights, democracy, good governance, sustainable management of natural resources, climate change, and good environment. Under the group's heads, there is star-ray which represents how Cambodian people are guided by the constitution and laws which everybody must respect. Under the this picture, there is a ribbon with Khmer language “ស្ថាបនាម្តង”, which means in English “rebuild or rehabilitate Cambodia”.

IV. SWOT ANALYSIS

On November 2022, with the facilitation of the foreign Adviser, SK conducted a workshop with the Executive Committee (Excom) to evaluate the impact of the pandemic on the organizational integrity of SK and its programs, by examining on internal Strengths and Weaknesses, as well as external Opportunities and Threats (SWOT).

Also, at the workshop in July 2023 the participants were given the opportunity to use SWOT to analyze the strengths, weaknesses, opportunities, and threats (SWOT) to identify SK's core competencies and link them with external success factors.

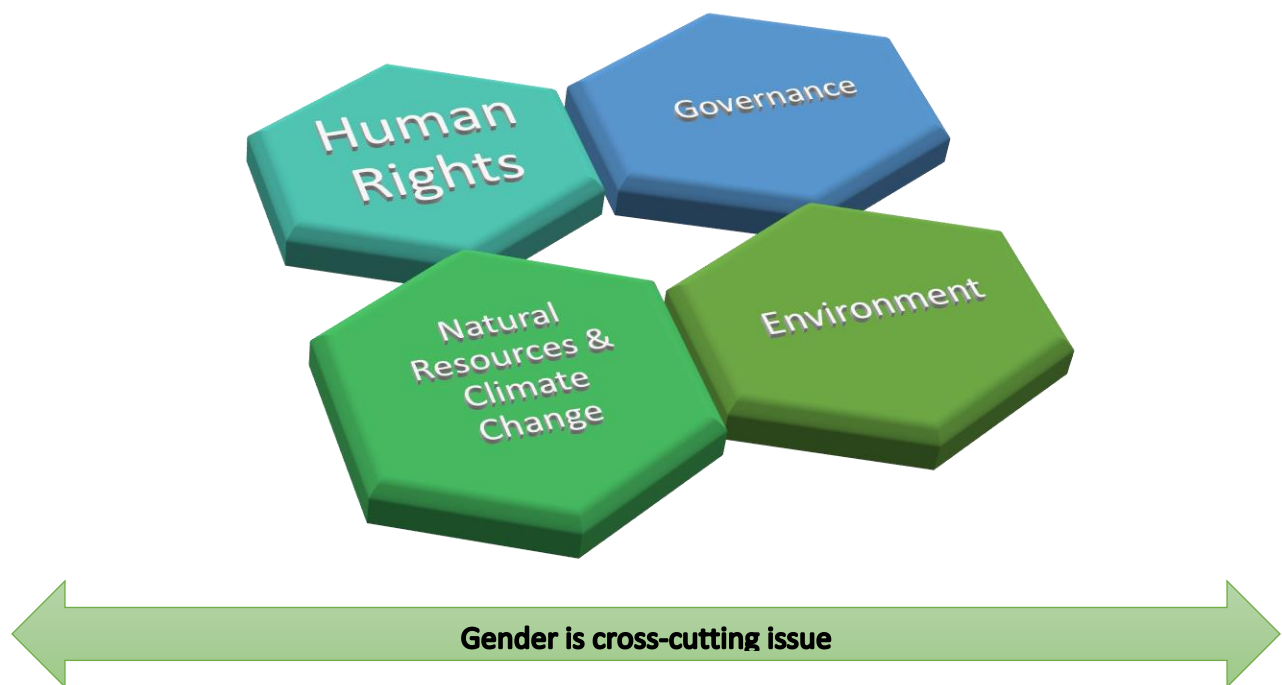
This work led to the determination of the thematic areas and programs for SK for the period of 2024-2028. At the same time, the participants were also advised to connect SWOT to the PESTLE when analyzing strengths, weaknesses, opportunities and threats. PESTLE, is an analysis tool that looks at things from six crucial viewpoints : **P**olitical, **E**conomic, **S**ocial, **T**echnological, **L**egal, and **E**nvironmental factors. See below the results from focus group discussions.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Official registration with the Ministry of Interior (Mol) • Relevant policies and regulations (By-law, financial and admin policies, gender policy, staff ethics, procurement policy, etc....) • Clear organizational, program, and project structure • Potential programs and target areas and target groups • Qualified and competent staff • Own fundraising through Volunteer Action for Cambodia Program (VAC) • Good cooperation with national, sub-national and local level, especially the competent authorities • Good strategic plan • Potential donors like WVI, HEKS/EPER, FHI 360, UNDP, CPDD, IUCN/CEPF • Have provincial branch offices in 4 provinces 	<ul style="list-style-type: none"> • Lack of organizational M&E system • Extension to big donors/partners • Lack of staff to manage technology and communication website, Facebook • Not enough fund from donors to cover operational cost • Lack of IT, communication and M&E staff
Opportunity	Threats
<ul style="list-style-type: none"> • Potential areas and target groups • Projects are aligned with the government policies such as ISAF, Alternative Dispute Resolution (ADR), SDGs, National Strategic Development Plan (NSDP), local services, youth promotion, ... • Organizational reputation to the donors and public • ISAF on land is supported by donors and stakeholders • Donor trends to ISAF, digital, climate change, environment, human rights... • Members of relevant and strong networks • Digital projects 	<ul style="list-style-type: none"> • Donors have similar projects with SK withdrawing funds from Cambodia • Political trends • Health thread (Covid 19...) • Climate change impact • Economic threat (high inflation) • Illegal migration of the target communities • Some local authorities do not cooperate well with SK • Limited participation from the poor • Global crisis (war between Russia and Ukraine) • Digital illiteracy (target groups) • Insecurity provoked by gangsters, drug users, robbers, thieves, etc..

V. THEMATIC AREAS

In recovering from the challenges posed by Covid 19 pandemic to Cambodians, SK's programs and the communities it serves, SK has learned that the areas of human rights, good governance, natural resource, environment and climate change are still important and relevant to address. This is confirmed in government strategies and policies as well as in SK work addressing the community, especially the vulnerable and marginalized people. For this reason, SK must regain and build on its previous success by providing local communities with tools for governing self-reliance and influence on human rights respects, natural resource management and climate action, good governance, and clean environment.

SKSP also highly considers gender as a cross-cutting issue. Gender cross-cutting here means that all women and men, including youth, people with disability (PwD), indigenous people (IPs), LGBTQI, minorities, poor people and vulnerable and marginalized people are included in the projects. *For further understanding, please see the chart below.*



VI. OBJECTIVES, STRATEGIC DIRECTIONS, AND MAIN ACTIVITIES

The below strategic objectives, strategic directions, and main activities represent what SK intends to achieve over the 2024-2028 period.

Thematic Area #1 – Good Governance

Strategic Objective #1 - To promote good governance by helping the local authorities (supply side) to be more accountable to their service users (demand side).

Strategic Direction #1 – The service providers (supply side) are more accountable to their citizens through capacity building and awareness raising and performance.

Main Activities

1. Implement ISAF (Education, Health, and Commune Administration)
2. Implement ISAF on Land, and ISAF on social support and protection
3. Implement ISAF on Waste Management
4. Support youth to form “youth groups” to monitor the Sangkat Budget and Krong Budget and to promote social support and social protection to women, children, IPs, minority, people, and minorities
5. Monitoring the national budget by joining the Budget Working Group (BWG) of NGO Forum on Cambodia
6. Increase cooperation with the sub-national and national government through networking, partnership and cooperation

Thematic Area #2 - Human Rights

Strategic Objective #2: To promote respect and protection of human right, social justice, equity and freedom.

Strategic Direction #2: Educate, empower, and protect human rights defenders/activists: volunteering community members, youths and women, community Accountability Facilitator’s (CAFs), Community Journalist (CJs), environment activists through training and public forum and creating “ friends educate friends” groups so they can advocate for their own right through social media and leaflets.

Main Activities:

1. Raising awareness about human rights to volunteering community members, youth (men and women) like CAFs, CJs, human right, environment and land activists/ defenders so they are better informed about their rights and the rights of others.
2. Raising awareness about domestic violence and human trafficking, especially of women and children.

3. Educate the target areas about the bad impact of illegal migration
4. Disseminate the laws related to human rights through conventional media and social media (Facebook, Telegram Group)
5. Create quizzes/entertainment for prizes with the questions related to human rights
6. Disseminate about food safety to the students and their parents at the primary school
7. Disseminate about rights to nutrition, and food security
8. Conduct forums on human right respect and promotion to inspire and enable full civic participation by all, including women and men, youth, LGBTQI, PwD, IPs, other under-represented groups, and vulnerable and marginalized people
9. Provide legal assistance to protect human rights defenders, land right and environmental activist and those whose rights are violated
10. Create “ friends educate friends group” to advocate for their own right through social media and leaflets.

Thematic Area #3 – Natural Resources

Strategic Objective #3 – To build capacity, and support the target communities to effectively use the land, forestry, fishery, and to protect biodiversity, eco-system through community management and sustainable plan.

Strategic Direction #3 – Strengthen the capacity and support the land, forestry, and fishery communities and the Community Protected Areas (CPAs) for sustainable use of natural resources (land, forestry, fishery, biodiversity, and ecological system).

- **Natural Resources**

Main Activities

1. Support the official registration of forestry and fishery communities and CPAs along with building their capacity for community development, self-governing and sustainability
2. Conduct country land monitoring through researches and case studies on land conflict resolution, land and food nexus, land and climate change etc..
3. Build the capacity of the land, fishery and forestry communities, CPA leaders and their members in Land Law, Forestry Law, Fishery Law Code as well as in Environment and Natural Resources, sub-decree about the creation of CPAs, ecosystem, biodiversity, agroecology, etc..
4. Organize saving groups to get interests to sustainably support the patrolling in cooperation with relevant authorities
5. Provide capacity building to the members of the communities in agricultural vegetation, horticulture, animal raising, vegetable garden, and intensification agriculture with support from the local authorities and competent officers
6. Develop banners (sign board about location of the communities) and put the sign in the forest area

7. Build fire roads to protect the forest from fire
8. Grow the small trees, and release fish
9. Create a tree nursery
10. Expand the fishery conservation and make/dig a lake for aquaculture
11. Support CAFs to be a part of the existing commune dispute resolution, to join the District Alternative Dispute Resolution (DADR) and the Provincial Advisory Group (PAG) to solve the land conflicts for the target people
12. Educate students about natural resource protection and sustainability through life skills program of the Ministry of Education and Youths (MoEYs)
13. Capacity Building in Environment and Natural Resource Code, Land Law, and Fishery Law, other related laws

- **Climate change**

Main Activities

1. Support the vulnerable target citizens to be able to identify the disasters/hazards as a consequence of climate change
2. Improve, knowledge and awareness of the target communities about climate change responses including adaptation and resilience
3. Conduct workshops/dialogues about action plan to adapt and be resilient to climate change, and policies related to climate change
4. Support youth/focal people to advocate for climate change to be integrated in CIP and implemented
5. Promote low-carbon planning and technologies to support sustainable development
1. Through REDD+, support the forestry communities and CPAs to reduce deforestation, strengthen conservation, and promote sustainable management of forests for the benefit of people, especially the rural poor, wildlife, and the climate and sell the carbon credits to carbon voluntary offset market
2. Ensure climate resilience of critical ecosystems (Tonle Sap Lake, Mekong River, coastal ecosystems, highlands etc.), biodiversity, protected areas and cultural heritage sites
3. Reserve budget, materials and tools to respond to the emergency needs and disasters/hazards that might affect the target communities
4. Work closely with the Commune Risk Disaster Management (CRDM) to respond to the disasters/hazards
5. Promote adaptive social protection and participatory approaches to reduce loss and damage as a consequences of climate change

Thematic Area #4 – Environment

Strategic Objective # 4 – To support target citizens to live in clean and safe environment.

Strategic Direction #4 - Raising awareness on waste (liquid, hard, and gas) management and how to make environment clean and safe.

Main Activities

1. Educate the target citizens about waste management for clean and safe environment starting from individual, family, and community levels with four principles: **Reduce, Recycle, Refuse, and Reuse** that protects the environment and prevent pollution at land and marine.
2. Engage target citizens, especially youths in the urban areas and Tonle Sap Lake, in waste management campaign on Clean Environment Comes from Us”
3. Provide the target citizens the water tanks and encourage them to use natural materials instead of plastic materials
4. Work with youth, the community members, environmental activists, and local authorities to clear waste from savage pipes in the city and town – “green and clean city”
5. Educate the citizens on waste management and control (solid and liquid waste)

VII. STRATEGIC PLAN ALIGNMENT WITH NATIONAL POLICIES/STRATEGIES

SK Strategic Plan 2024-2028 has been developed in alignment with 1) Cambodian Millennium Development Goal (CMDGs), 2) Rectangular Strategic Phase III & Phase IV, 3) Cambodian Sustainable Development Goal (CSDG), 4) National Social Protection Strategy for the Poor and Vulnerable, 5) Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP), 6) Environment and Natural Resource Code, and 7) Pentagonal Strategy-Phase I. Relevant details are described below.

7.1 Cambodia Millennium Development Goal (CMDGs)

- 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

7.2 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.

7.3 Cambodian Sustainable Development Goal (CSDG)

- Goal #1: No poverty
- Goal #2: Zero hunger
- Goal #3: Good health and well-being
- Goal #4: Equal education
- Goal #5: Gender equity
- Goal #6: Clean Water and sanitation
- Goal #11: Sustainable cities and communities
- Goal #13: Climate action
- Goal #14: Life on land

7.4 National Social Protection Strategy for the Poor and Vulnerable

- Sustainable and equitable development, with strict adherence to the principles of liberal multi-party democracy and respect for human rights and dignity.
- Well-educated, culturally advanced, engaged in dignified livelihoods and living in harmony within both the family and society.
- Moving out to above poverty line by building human capital and expanding opportunities, including access to health, nutrition and education services for poor households

7.5 Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP)

The CCCSP covers 8 strategic objectives including: 1. Promote climate resilience through improving food, water and energy security, 2. Reduce vulnerability of sectors, regions, gender and health to climate change impacts, 3. Ensure climate resilience of critical ecosystems (Tonle Sap Lake, Mekong River, coastal ecosystems, highlands etc.), biodiversity, protected areas and cultural heritage sites, 4. Promote low-carbon planning and technologies to support sustainable development of the country, 5. Improve capacities, knowledge and awareness about climate change responses, 6. Promote adaptive social protection and participatory approaches in reducing loss and damage, 7. Strengthen institutions and coordination frameworks for national climate change responses and 8. Strengthen collaboration and active participation in regional and global climate change.

7.6 Environment and Natural Resource Code

The Natural Resources and Environment Code is a part of a broader reformed agenda for sustainable development and green growth. It addresses a wide range of environmental issues, including environmental impact assessments, pollution control, protected areas, forest and biodiversity conservation, land use planning and management, hazardous waste management, water resources management, and climate change adaptation and mitigation.

7.7 Pentagonal Strategy- Phase I

The Royal Government of Cambodia (RGC) of the 7th Legislature of the National Assembly has launched the Pentagonal Strategy-Phase I for Growth, Employment, Equity, Efficiency and Sustainability: Building the Foundation Towards Realizing the Cambodia Vision 2050.

- Strategic Objective: 2. Creating more jobs, both quantity and quality, for Cambodian people, especially for the youth;
- Strategic Objective: 3. Achieving the poverty reduction targeting of below 10 percent and continuing to keep the poverty rate to a minimum level;
- Strategic Objective: 4. Continuing to strengthen governance capacity and improving the quality of public institutions, both national and sub-national, to ensure efficiency of public;
- Strategic Objective 5. Ensuring sustainable socio-economic development and building resilience to climate change

VIII. PROGRAMS AND FUNDRAISING

8.1 Programs

To respond to the 4 thematic areas above, SK has developed 4 programs, which are: 1) Governance and Human Rights (GGHR), 2) Environment Protection (EVP), 3) Natural Resource and Climate Change (NRCC), and Volunteer Action for Cambodia (VAC). Each program is led by a Program Coordinator (PC). For further information, please see the chart below.



Gender is cross-cutting issue

8.2 Fundraising

SK relies on 3 fund resources: first from donors, second from Volunteer Action for Cambodia (VAC), and third from consultancy/services to support the above 3 programs and administrative operations which contribute to the accomplishment of 4 thematic areas as identified in this Strategic Plan. VAC is a program that houses and supports international volunteers and places them with local NGO, orphanages, public hospitals, and communities. The revenue from VAC helps to cover the cost of SK administration in addition to the cost of housing and supporting volunteers.

SK's near-term and long-term financial sustainability is depending on a fundraising strategy that increases the number of multi-year grants from current and new donors. The strategy needs to address creating and sustaining/maintaining a continuous pipeline of potential new funders. It includes a commitment to proactively reach out to a minimum number of new funders each quarter, to ensure the success rate needed to fund SK programs and administration.

To successfully fundraise, SK will address the following underlying issues 1) donor relations and fundraising, 2) stakeholder communication, 3) restoration of pre-pandemic program levels and 4) support for the program growth and innovation that marks SK's reputation.

Most importantly is also a strategy to re-align VAC to its pre-pandemic levels. This strategic priority will include a goal to rebuild VAC to its previous role as a source that funds areas with no or low donor support. Past VAC volunteers have a positive view of SK's work and may react to a fundraising request and/or connections important to SK strategic priorities. They are also best suited to recruit others to volunteer through VAC, increasing the opportunity to rebuild this program and its revenue.

A process for ongoing volunteer communication will be developed and implemented. The activities to build VAC include:

1. Establish a strategy for relationships with past, present and future VAC volunteers
2. Update them on SK including strategic priorities and plans for VAC
3. Solicit their support in recruiting new volunteers
4. Request help recruiting a long-term fundraising/communication volunteer to implement and support VAC fundraising strategic priorities
5. Cultivate them as potential supporters of SK programs.
 - a. This strategy can focus on a reliable simple crowd sourcing method that ensures integrity of donations.

- b. It should allow for smaller donations from young volunteers. Older volunteers may have progressed in their professions and opt to do larger donations.
- 6. Targeted communications to past volunteers may request the following:
 - a. Referrals for filling the long-term volunteer positions for fundraising and communication.
 - b. Positive reviews to post on social media and websites highlighting opportunities to volunteer in Cambodia through the VAC program.
 - c. Referrals to academic institutions or other volunteer sponsoring organizations to create opportunities for volunteer groups.

IX. TARGET GROUPS

9.1 Direct Beneficiaries

SK identifies the direct target beneficiaries as vulnerable and marginalized people, and minorities and indigenous people including females and males, youths, students, people with disability, LGBTQI, leaders and members of the land, fishery, forestry communities, and Community Protected Areas (CPAs), Community Accountability Facilitators (CAFs), human right defenders, land and environmental activists, who are directly engaged in activities and events and who get support from SK.

9.2 Indirect Beneficiaries

The indirect beneficiaries are the total population minus the direct target beneficiaries. They live in the target areas of SK. These indirect beneficiaries will benefit from SK programs/projects. For instance they can catch fish at the fishery areas, they can use the forest to collect non-timber products, receive land titles, enjoy good services from the public, benefit from less impact on climate change, bad environment, bad services, bad natural management and human rights violence.

X. STAKEHOLDERS ANALYSIS

SK identified stakeholders as individual, groups, agencies, or institutions whose participation, cooperation, partnership and support SK needs for the successful implementation of its programs/projects. 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 in the table below:*

Types of Institutions	Characteristics	Interests	Resources to Provide	Resources Needed
I. Government				
National Assembly	National Government	Policy Influence/ Policy dialogue	Cooperation and participation	Cooperation and Coordination
Ministry of Interior (Mol), Ministry of Land Management, Urbanization, and Construction (MLUMC), Ministry of Agriculture, Forestry, Fishery and Agriculture (MAFF), Ministry of Environment (MOE, Ministry of Economy and Finance (MoEF)	National Government	Legitimacy support and expertise	Corporation and expertise	Cooperation and Coordination
National Committee for Sub-National Democratic Democracy (NCDDs)	National Government	MoU and technical support on ISAF	Cooperation and support	Cooperation and expertise
Provincial Government, District, Commune Councils, Teachers, Policies, local authorities	Sub-National government	Promoting and strengthening sub national policy implementation	Corporation and Participation	Capacity Building/ Training/ Workshop
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 assistance and legal procedure support. They facilitate to all step and conflict resolution during each step	In kind support: provide manual handouts and official guidelines/ forms Good engagement with	Travel and food allowance

		implementat- ion	program staff and communities Resource	
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 assistance and legal procedure support. They facilitate to all step and conflict resolution during the each step implementat- ion	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
Provincial Department of Environment (PDoE)	This institution is under the Ministry of Environment. It is responsible to support the Community Protected Areas (CPAs)	Technical assistance, and legal procedure support.	Good engagement with program staff and communities Resource person for training related to environment	Travel and food allowance
Provincial Department of Tourism (PDoT)	This institution is under the Ministry of Tourism (MoT). It is responsible to support the eco tourism communities	Technical assistance, and legal procedure support.	Good engagement with program staff and communities Resource person for strengthening the eco-tourisms to the communities	Travel and food allowance
Provincial Department of Agriculture, Forestry, and Fishery (DAFF)	This institution is under the Ministry of Agriculture, Forestry, and Fishery (MAFF) . It is responsible to support fishery and forestry communities	Technical assistance, and legal procedure support.	Good engagement with program staff and communities Resource person for strengthening	Travel and food allowance

			for legalization for fishery and fishery communities as well as capacity building on related laws	
Land management, Urban Planning Construction and Cadastral 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 district forums	Technical supports Legal skills	Capacity Building and Technical support and MoU Travel and food allowance
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 update and share National policy/ framework and political	Power to make decisions on community needs	Cooperation and preside over the events Travel and food allowance
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 update and share (National policy/ framework and	Power to make decisions on community needs	Partnership and cooperation Travel and food allowance

		political information		
Commune Councils	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 update national policy/ framework and political information	Support community need and participate in project implementation.	Cooperation Travel and food allowance
Village Chiefs	Control and information sharing to villagers	Capacity development Cooperation	Facilitation with authorities Inviting villagers for meeting	Capacity building Per diem Travel and food allowance
II. International Non- Profit Organizations/Networks				
ILC, ANGOC, ZTI, LAND	Land tenure, natural resources, climate change, and human rights, agrarian reform, and development	Similar goal and objective on land issues, climate change, good governance, and environment	Technical Support, capacity building and small grants	Good Relationships, document on land case, research for policy dialogues at national and global
III. Local Not-Profit Organizations/Networks				
NGO Forum (LAHRIN), CPDD, CCC, BWG, CHRAC, BCV, PDP-Center, CLEC, CCHR and IIRR	National NGOs Network - Working to support people who are most vulnerable to land evictions, illegal mining, natural issues	Similar Advocacy Approach on Land Issue, CC and GG, land database Build strong networks among civil society and communities	Corporation and collaboration Provide strength to SK in term of voice mobilization	Good Communication and collective CSO voice Human and financial contribution support
IV. Donors				

Forum Syd, Bread for the World, Forum Syd, HEKS/EPER, Embassy of Zchec, ILC, ANGOC, TAF, NPA, and DCA, CEPF/IUCN, UNDP, FHI 360, WVI, UNICEF, World Bank, GIZ, and others	Providing grants and capacity	Good partners have similar goal and project Good collaboration	Support funds, Technical and capacity building	Narrative and Financial Report
V. Local Media				
CNC, RFA, VOD, VOA and WMC	Local Media Broadcast information	Hot News Coverage of information on SK activities	Participant/ broadcast Voice the communities concerns	Provide Information Travel and lodging support (In case for case study writing)
VI. Partners for VAC Program at overseas				
Volunteering Solution UBELONG MS Denmark/ Action Aid Save A Heart Love Volunteer IFRE, Korean Gapyear, Exis, VIA, Global Long, and others	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
VII. Local partners for VAC Program				
Health Sector (Kosmak Hospital, Khmer Soviet Hospital), National Pediatric Hospital,	State Hospital	Receiving medical volunteers	Placement for medical volunteers	Placement fees

TAT Guesthouse	Guest house	Incomes from services on accommodation and lodging	Accommodation and food	Daily payment for accommodation and food
Host families	Individual families	Incomes from their house hosting Sharing and learning cultures Building relationships	Accommodation and food	Daily payment for accommodation and food
VIII. Private Companies				
Blood sugar companies, Land Concessionaires, Fishery lot owners	Private sector	Cooperation with CSOs to deal with NRM conflicts	Information about NRM conflicts Legality of the companies	Complaints from the communities

XI. GENDER AS A CROSS-CUTTING ISSUE

Gender issues arises where the prevailing social, cultural and economic circumstances disadvantage one sex - usually women in relation to men.¹ Gender equality and equity is a fundamental right and a crosscutting theme that guides SK to work with the inclusion of gender in all its activities. SK acknowledges that women and gender-diverse individuals often face unique challenges and vulnerabilities in governance, land rights, natural resource management, ecosystem restoration, environment, and climate change. SK recognizes the importance of addressing these gender disparities and promoting gender equality to achieve sustainable and equitable outcomes.

SK strives to integrate a gender perspective in all aspects of its work, from decision-making processes to the design and implementation of projects and initiatives. This includes ensuring equal representation and participation of women and gender-diverse individuals in the SK management including BoD, Ecom as well as in the community committees. This means that SK aims to empower women and gender-diverse individuals, enhance their leadership capacities, and amplify their voices in shaping policies and practices SK four thematic areas as mentioned above.

To promote gender, SK may undertake various actions, such as conducting gender analysis and assessments to understand the specific needs and priorities of women and

¹ [Final draft Gender and Radio \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

gender-diverse individuals regarding the four thematic areas. SK will strengthen the implement of its existing Gender Policy, use the donor guidelines and tools to ensure SK 's interventions are addressing gender inequalities and promote women's rights. Additionally, SK may support capacity-building initiatives that enhance gender equality and equity awareness to all of the direct beneficiaries SK serves.

XII. IMPLEMENTATION, MONITORING, AND EVALUATION OF THE STRATEGIC PLAN

Implementation

SK's strategic plan is a guide that explains the goals and objectives of the organization, and its programs and how it intends to achieve them. SK uses its strategic plan as a basic document to design every project proposal. This strategic plan will be the subject of an annual assessment of the successes and challenges associated with its implementation, especially at its annual reflection workshop.

Monitoring and Evaluation

M&E is a process that consists in systematically collecting and analyzing data in order to assess the progress and impacts of the strategic plan, and to inform decision making and learning. An M&E plan helps to ensure that the strategic plan is implemented effectively, efficiently, and sustainably, and that the intended results are achieved. It also helps to identify challenges, gaps, and opportunities for improvement, and is useful to communicate the value and impact of the strategic plan to stakeholders.

In addition, SK will use the strategic objectives and strategic directions as indicators to monitor and evaluate the success of strategic plan's implementation. The elements for monitoring and evaluation contain monitoring plans and tools to track progress and gather quantitative and qualitative information on its target beneficiaries, especially information on outcomes and impact.

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