

2012 Morodok Annual Report



Building Sustainable Livelihoods for Coastal Cambodia
www.morodok.org

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Who we are

Morodok is a local non-governmental organisation (NGO) working to improve the living conditions, strengthen solidarity and create ownership for the poor living in coastal communities of Kompong Som Bay, Cambodia.

Morodok is a Khmer word that translates to 'heritage', 'inheritance' or 'legacy'. This means we work to improve people's livelihoods so it can be passed on to the next generation.

This program is a continuation of development work, previously known as the Integrated Sustainable Livelihoods Project (ISLP) of American Friends Service Committee (AFSC), focused on peace building, conflict resolution, community solidarity, improving livelihoods and promoting community participation on natural resource and environmental management (NREM).

In 2011, the ISLP/AFSC project team successfully transformed itself to a local NGO called Morodok that continues to work in the region, encouraging community groups to assert their rights over the use of natural resources and livelihood improvement.

Morodok staff work closely with leaders of community groups in helping them to promote community ownership in Social Enterprise Development and claiming their Community Rights for Sustainable Natural Resource Management.

We have worked with nearly 150 interest groups in five districts involving farmer cooperatives, small business groups and natural resource management networks to assist in community development.

Morodok takes a rights-based approach across all its programs and works to strengthen the capacity of community groups to participate in local democratization and promote good governance processes.

During the past 15 years, we have developed a respected reputation working in the Kampong Som Bay region and have a functioning relationship with local authorities.

Morodok will continue working towards its vision of peaceful rural communities in Cambodia where people have equal rights, opportunities to improve their livelihoods and manage natural resources in a sustainable way.

OUNG TIVEA
Executive Director, Morodok

Morodok transformation and localization

As of 1 October 2011, the registration of Morodok as a local NGO, under its new title, was completed.

A public ceremony was held to recognise Morodok's official operation and an agreement was signed with American Friends Service Committee (AFSC) to implement the Integrated Sustainable Livelihood Program (ISLP) for the operational year.



What we do

The program supports the poor and poorest villagers whose incomes mainly depend on traditional means for survival. Morodok works with communities that rely heavily on natural resources to meet their daily needs, particularly fishing and forestry.

Morodok's key program areas (objectives) are:

- poverty reduction through promoting poor villagers to work in agriculture production groups and setting up small business enterprise;
- raising awareness and promoting land rights for communities to have access to land and resources they need to live;
- building the capacity of local communities in natural resource management (NRM) and establishing networks to discuss alternative livelihood options;
- working with vulnerable groups and promoting gender equality with a focus on livelihood related activities that help Cambodian women gain better socio-status and greater economic empowerment.

Vision, mission and values

Vision

Morodok envisions peaceful rural communities in Cambodia where people have equal rights and opportunities to manage and utilize natural resources in a sustainable fashion for the improvement of their quality of life.

Mission

To improve living conditions, strengthen solidarity and create ownership for the poor people in the coastal communities of Cambodia through building their capacity, supporting their initiatives and facilitating dialogue between relevant actors.

Values

Morodok believes:

1. Transparency and accountability create trust amongst staff and stakeholders and lead to strong organizational management.
2. Capacity development enables organization and communities to respond to the changing needs and sustainability.
3. Improved communities' livelihoods result from good collaboration between relevant actors.
4. Ownership encourages responsibility and leads to effectiveness and efficiency of the performance.
5. Participation, initiatives and gender equity enable us to mobilize all possible resources for sustainable development.

Overview

This annual report provides a summary of work progress and achievements for the Integrated Sustainable Livelihoods Program (ISLP) during the period 1 January to 31 December 2012.

Morodok staff, covering five target districts in Koh Kong and Preah Sihanouk provinces, implemented project activities in partnership with local community groups, NGOs, technical officials and local authorities. Morodok received funding support from EED, ICCO, Diakonia and American Friends Service Committee (AFSC).

Staff collected report information through fieldwork and project monitoring. The collation and analysis was completed through internal staff reflection meetings on a three-monthly and six-monthly basis. This report also provides Morodok's financial statement from the end of 2012.

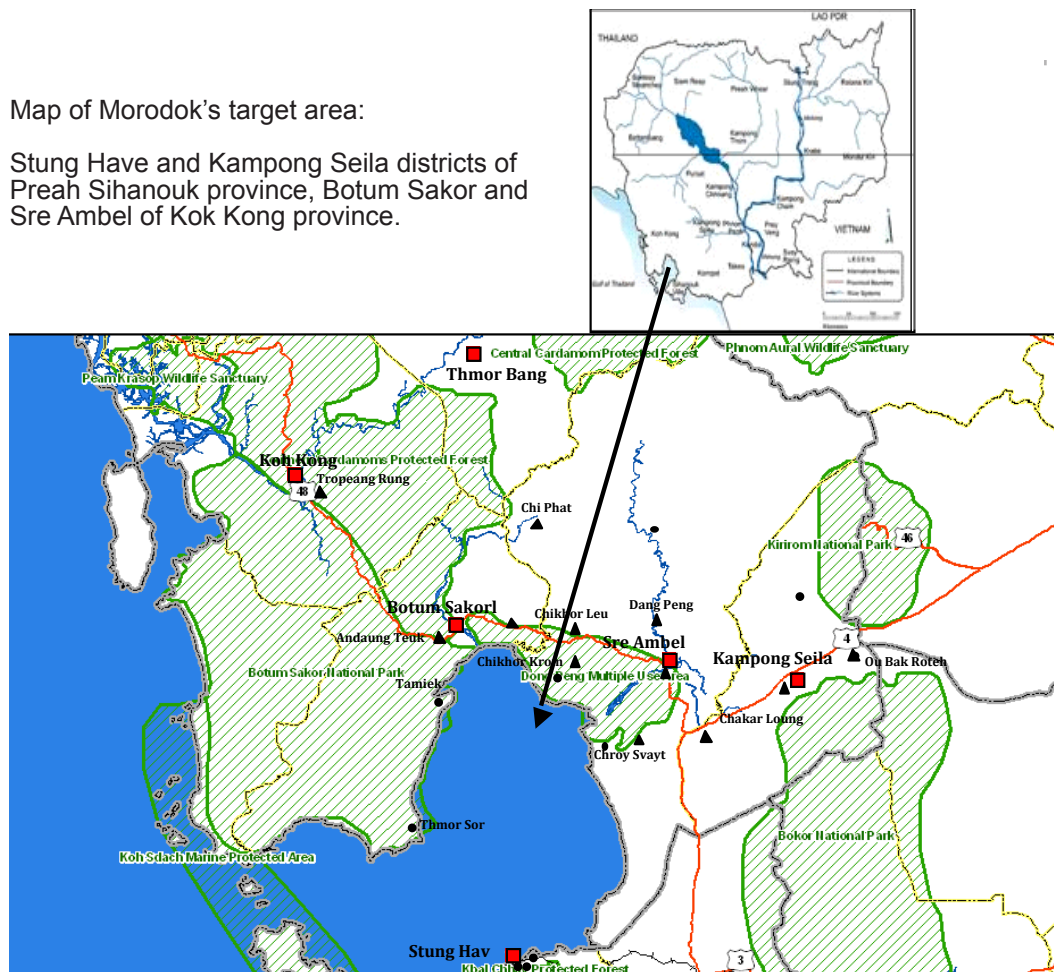
Where we work

The program activities currently reach five target districts around Kampong Som Bay.

These are: Koh Kong, Sre Ambel and Botum Sakor districts of Koh Kong Province; and Kampong Seila and Stung Hav districts of Sihanouk Province - delivering services to 17 communes, 80 villages and nearly 15,000 households.

Map of Morodok's target area:

Stung Have and Kampong Seila districts of Preah Sihanouk province, Botum Sakor and Sre Ambel of Koh Kong province.



Livelihood improvement

Morodok works with community groups to discuss means of enhancing their well-being and identify livelihood opportunities. The team helps to facilitate workshops, establish a working group and provides the technical advice needed to start a project.

There were 5,760 family members, (2,898 women and 2,862 men), who benefited from income generation through small projects such as crop production, animal raising, village pharmacy, fishing, small business, and savings groups.

Community Revolving Funds (CRFs)

In 2012, the twelve CRF groups Morodok works with all demonstrated an improved capacity in leading and managing revolving funds and providing loans to newly established interest groups using public banking services.

Based on pilot projects, this has been noted as a good model for community driven social enterprise, with the potential to promote local governance at a sub-national level and help create livelihood opportunities for rural communities.

Morodok's team continues to provide technical assistance and administration support to strengthen the capacity of CRF committees and expand its role, working with other communities to set up interest groups for livelihood projects in the future.

What is a Community Revolving Fund?

The Community Revolving Fund (CRF) is an initiative set up by Morodok to assist community groups in gaining access to start-up capital needed to fund livelihood projects.

The aim is to help the poor and poorest community members who may not be eligible for loans from commercial banks so that they have the opportunity to start new business projects and increase their income.

The CRF management committee, made up of local members, supports associated interest groups (IGs) involved in community projects such as crop production, animal raising and small business.

Morodok supports CRF committee members to manage the revolving capital, assist others to form new interest groups and help prepare proposals regarding livelihood improvement and community development.

Based along the shores of Botum Sakor, Proteal village, in Andoung Teuk district, is a seaside town where many families struggle to generate income, save money and provide for their children.

Their lives are now beginning to turn around as they have the opportunity to save money through Morodok's Community Revolving Fund (CRF).



CRF committee member, Mr Som Sophan, has been trained by Morodok staff in leadership skills, management, book keeping and reporting skills.

He says the training has helped him "take charge of [his] responsibilities in his new role."

Through establishing interest groups, the villagers are able to form alternative livelihoods, save money and build social capital.

The CRF covers Proteal, Tha Ouk and Tha Meak villages and has seven committee members, including two women. They are responsible for the circulation of funds between 18 interest groups.

The interest groups include:

- buffalo banks
- savings groups
- youth groups
- fishing producer groups
- pig-raising groups
- cash-crop producer groups.

Crop production and animal raising

With Morodok's support, communities are improving their livelihoods through crop production and animal raising projects throughout the Kompong Som Bay Region.

In 2012, this work involved village meetings and exchange visits, introductory training on bio-safety measures, animal health care and management (HPI 12 cornerstone) and training techniques for home gardening and cash crop production.

To support the expansion of farmer cooperative groups, staff assisted CRFs to work with 154 of the poorest families (106 women) to organize new interest groups in crop production and animal raising in Sre Ambel and Botum Sakor districts.

There are 808 family members, including 376 women and children involved with the projects. Staff also assisted and supported 59 poorest families (30 women) to organize interest groups in Sre Ambel, Stung Hav, Botum Sakor and Kompong Seila districts.

In total, 5,760 family members (2,898 women and 2,862 men) are benefiting from income generation through small projects such as rice, sugarcane, corn, cassava, taro, chicken and pig raising, village pharmacy, fishing, small business, and savings groups.



A woman collecting rice during the harvest season in Saray village, Chroy Savay commune - a vital source of food grown throughout Cambodia.

Ms Phav Sophea, 32, from Triek village in Sre Ambel commune, is recognised by the local Village Animal Health Worker (VAHW) Association for her contributions as a vet and community leader.



Trained by Morodok, Ms Sophea shares her skills and knowledge about animal raising with community group members as well as her VAHW colleagues, teaching about animal health, nutrition and breeding.

"I gained my knowledge on animal raising and management techniques from Morodok. Through daily practice, I have improved my veterinary skills and help to provide a service to the community. More clients are starting to seek my help."

Challenges and lessons learnt

Working with communities, there are now many successful crop and animal production projects around Kampong Som Bay.

However, to help ensure sustainability of the projects, there is a need to strengthen small farmer cooperatives and create more networking opportunities to share information and build the capacity of group members.

Morodok seeks to bring in technical support from development agencies to establish a farmer production chain in the region.

We will work with community revolving funds and self-help groups to introduce the concepts of social enterprise and continue to provide assistance to community members.

Small business training and savings schemes

In the Kampong Som Bay region and throughout Cambodia, community members face many challenges when starting a new business; such as lack of capital, knowledge about business practices and how to access support.

Morodok places a strong focus on working with communities to build capacity and identify alternative ways to generate income.

Staff assisted and supported 266 poorest families, all women heads of household, to organize 12 interest groups in saving projects and six interest groups in small business projects in Sre Ambel, Botum Sakor, Stung Hav and Koh Kong districts. There are 1,066 family members, including 461 women and children benefiting from the projects.

To support the expansion of business cooperatives, staff worked with CRFs to assist 126 of the poorest families (including 99 women heads of household) to organize 10 interest groups on small business groups and four interest groups of savings in Sre Ambel, Botum Sakor and Stung Hav districts. There are 615 family members, including 295 women/girls who are involved.

Challenges and lessons learnt

In order to improve economic development and create more work opportunities, more training is needed to teach communities concepts of small and medium business entrepreneurship and business development planning.

Rural business networks will need support to develop and adopt best business practices. This requires a feasibility study on what current commodities are produced by different communities that can be marketed outside or within the communities.

This also requires a better understanding of household dynamics among the interest groups and other community groups.



Mr Saruon is proud to be involved in the credit group in Bak Ang Rut village. In former times, he struggled to generate income off the land.

When Morodok established a credit group in 2005, he was eager to become involved.

Mr Saruon and his wife decided to borrow money from the credit group, supported by Morodok, so they could purchase chickens to raise.

His family's income has increased after selling the chickens in the nearby town of Sre Ambel.

Mr Saruon attends community meetings held each month to learn more about local projects, share information and discuss ideas.

Other projects discussed include the 'buffalo bank' and managing community forestry.

"In order to improve [community] livelihoods everyone needs to look at different options to support their own situation and be proactive in doing their best," he says.

After becoming involved in the credit group, Mr. Saruon says his living standards have improved.

"I am happier and my family's lifestyle is much easier."

Natural resource management

Communities around Kompong Som Bay rely heavily on natural resources to meet their daily needs, particularly fishing and forestry. Morodok continues to connect and build the capacity of 19 community based organization (CBO) committees: seven community fisheries, three community forestry, five community protected areas, and four community fresh water lake committees.

The representatives of these groups have improved their capacity to lead and manage the use of local resources through participating in network meetings; information sharing meetings and conflict resolution over fishery, land, forest and other issues related community protected areas (CPAs).

Fisheries

The coastal fishery network meets with relevant actors to discuss community rights to protect fishing grounds and discuss measures to prevent illegal fishing. This involves a number of consultative meetings and public dialogues among community fishery groups, the Fishery Administration, environmental officials, authorities and others stakeholders at local and provincial levels.



Mr Kong and his wife collecting crabs and small fish in Kampong Seila village, Koh Kong.

As a result of these discussions, in 2012, seven community fisheries around Kampong Som Bay (community fishery network groups) signed official agreements with the Fishery Administration at the provincial level for recognition of their rights for community resource management.

Five of these fishery communities have received official registration by the National Fishery Administration and the remaining communities' applications are in progress.

Although fishery conflicts around Kampong Som Bay continue to occur, in 2012, it was reported that the case of illegal fishing practices have significantly decreased. This observation is based on the records of the Fishery Administration and reports of community fishery. Furthermore, small-scale fishing groups have notified that their catches have improved.

Challenges and lessons learned

Staff observed that conflict over fisheries are likely to continue occurring if communities surrounding Kampong Som Bay continue to rely mainly on fishing for survival.

There are challenges to find other livelihood options for villagers. However, progress can only be sustained when all actors related to fishery conflicts are committed to working together to identify and agree on common solutions and to take action to resolve conflict.

There are different ways to manage conflict, such as building public awareness on destructive fishing practices and the ecology of marine habitats, participatory law enforcement, giving clear rights and titles for community protected areas, and introducing new alternative livelihood options that are suitable for both men and women in poor communities.

To enable these groups to overcome conflict and better manage marine resources, commitment is required from all relevant actors to participate in identifying means for solutions.

Community forestry and land management

In 2012, Morodok worked with community groups to manage protected forest areas, promote land rights and identify community based eco-tourism zones (CBET). The representatives of CBO groups from Sre Ambel, Botum Sakor and Kompong Seila districts have demonstrated an improved capacity to manage their local resources.

“We work with communities to establish natural resource management networks and discuss alternative livelihood options, such as eco-tourism and non-forestry timber products, to provide income for people as well as helping to sustain the environment.”

Morodok organised a land network meeting where representatives of 19 groups were able to share practical experiences related to land, forest and community protected area (CPA) issues. The groups worked together to identify measurable solutions and solve problems of ongoing land conflict in the region.

Following an official agreement with Forestry Administration, villager groups of the community forestry of Phnom Top Cheang improved their resource management through better use of non-timber forest products (NTFP) and other forest resources.

With Morodok's support, the community forestry group prepared a management plan that was approved by the local Forestry Administration. The plan focuses on protection measures, sustainable use of NTFP and forest timbers, re-forestry planting, and other sustainable livelihood methods.

The community's group involved in CBET also developed concept notes on possible eco-tourism sites, tourist services and business planning. A management committee has been established and, working with Morodok, they are currently preparing a proposal for donor support.



Community forestry members, the district governor and forestry officials take part in a project to replant trees along the road to Phnom Tobcheang community in Dang Peng commune, Sre Ambel District of Koh Kong.



A section of the Phnom Tobcheang forest area, Sre Ambel District of Koh Kong Province.

Challenges and Lessons Learnt

In 2012, Morodok observed that villagers are effectively participating in solving problems over natural resources throughout the Kampong Som Bay region, however, there is still much work to be done.

Despite successes, it is clear that livelihoods cannot be sustained through natural resource management alone. The population is increasing, and new developments are putting additional pressures on the environment.

Alternative sources of income for the rural population need to be explored to reduce dependency on limited natural supplies and so people are given more opportunities to work and improve their living conditions.

Support to vulnerable groups

As part of its programme approach, Morodok focuses on building the capacity of vulnerable people in rural communities, such as female heads of households and people with disabilities. We work to create equal opportunities, empowering women and youth so they can have leadership roles and are included in community decision-making.

In 2012, staff facilitated community meetings involving youth in Sre Ambel, Botum Sakor and Stung Hav districts. The purpose of these meetings was to create opportunities for young people to network, learn and share information about their situation, as well as explore ideas about what education and livelihood options there are for young people in provincial areas.

Some ideas were raised during the meetings in regards to the need for vocational and skills training in agriculture and non-agriculture, running a small business and the potential for savings schemes.

It was suggested organizing small youth groups with the purpose to integrate youth movements into community development plans. As a result, Morodok is planning short training courses for youth groups, such as gender awareness, small business education, agriculture topics and community leadership. There were 71 young people (53 women) who attended the meetings.

During the year, staff also assisted community revolving funds (CRFs) to establish two youth groups in Botum Sakor and one youth group in Stung Hav district to start savings projects. Currently, there are 50 participants (41 women) who are involved.

Morodok continues to provide support as part of its commitment to encouraging learning and empowering youth in rural communities and is looking to expand the program throughout the region.

Morodok staff, in cooperation with the community revolving fund committee (CRF), held a village meeting in November 2011 to talk about alternative livelihood options in Stung Hav District. After attending the meeting, Miss Chann Neav joined the Brilliant Youth Savings Group.

"I discussed the opportunity with my parents and then both my sisters and I decided to get involved," she says. "I wanted to learn how to save money so I can continue my high school education as well as help my family."

After the group was established, Morodok staff trained its 29 members how to write small proposals, taught savings concepts and book keeping skills needed to run a small business.

The CRF provided capital to the savings group and each member started contributing a small amount a day into the fund.

Through her involvement, Miss Chann Neav decided to borrow from the savings group so she could buy seven piglets to raise and sell.



Miss Him Chann Neav (left) with the Brilliant Youth Savings' group leader putting away some of her income.

Now the piglets have grown, the new business has helped to provide extra income for her family. Miss Chann Neav says she will continue the pig raising business and plans to save and go to university. She would be the first one in her family to continue her studies.

"I want to see other young people join in community groups to try and improve their livelihoods and stay in school," she said. "I would like to continue as a member of the local youth savings group in future."

Future direction

Operating as a local NGO, Morodok will implement its updated Strategic Plan, starting next year.

This has been written in consultation with communities and relevant stakeholders, so that our existing approach is strengthened and sustainable.

As many interest groups have been successful in implementing business practices, with support from Morodok and other partner institutions, they are now seeking to build networks in the region.



Morodok staff member, Huy Komnith, working with a Youth Savings Group member in Andoung Teuk commune, Taouk Village.

Staff have projected that when the communities' business activities improve and collaborative working skills developed, they will also gain better opportunities to advocate their livelihood rights.

Morodok will continue to provide technical and administrative support services and help connect community groups throughout Kampong Som Bay, so they can promote their rights for better livelihoods.

Focusing on the following priorities, the Strategic Plan (2013 - 2015) will ensure we focus on effectively developing and supporting the communities we work with.

Objectives of the program:

- Small farmer interest groups adopt and apply cooperative (Agro-Business) concepts and work together in cooperative networks.
- Small business interest groups adopt and apply new business enterprise concepts and work together as business cooperative networks.
- Community-based organizations (CBO) work together in networks to plan and implement sustainable natural resource management.
- Community groups proactively raise their concerns on Livelihood and NRM to government officials.
- Morodok improves its institutionalized capacity and policy frameworks necessary to provide competent services to support community driven change process.

Organisational structure

Board of Directors

Morodok is legally governed by its Governing Board, which consists of five members, including one chairperson, one treasurer and three ordinary members. The Governing Board bears responsibility for the lawful existence of Morodok and for ensuring that Morodok's operation contributes to its Vision, Mission and Objectives and that its resources are used wisely and effectively.

Executive level

At the executive level, the Executive Director takes overall management responsibility of the whole organization. The Governing Board has approved the Executive Director's job description. The executive level consists of four different operation units – three program units and one support unit, which make up our staff.

Management Team

The Management Team provides a consultative forum for the operations of Morodok. This forum also encourages participatory management practices and democratic processes among the staff at Morodok, to help promote greater responsibility from all its staff members. Morodok's Management Team consists of the Executive Director and other senior management staff, who have overall management responsibility for the day-to-day team management and program operation. The Governing Board, upon the proposal of the Executive Director, selects the Management Team members.

Program Units

Morodok has three program units that are based across the main districts of Sre Ambel, Botum Sakor and Stung Hav. Morodok is in the process of extending its program to Kampong Seila and Koh Kong districts, which will be managed by the established program units.

A Team Leader takes overall responsibility to coordinate, facilitate and control each program unit's work activities with support from the Executive Director. The Team Leader is supported on the ground by Field/Project Officer(s) and Field/Project Assistant(s) that work within each unit. Support Unit.

Morodok's Support Unit is divided into two main sections. Each unit has different tasks and separate duties. Both units have direct contact with the Executive Director. The Administration Support Unit takes overall management responsibility for administrative support services, office management and logistic tasks. The Administrative Support unit ensures the consistent and smooth operation of Morodok by providing regular logistic management, secretarial and administrative management as well as other relevant support services.

The Financial Support Unit consists of an experienced Accountant Officer and Financial Manager; both staff work together as a technical professional team to oversee all financial management and accounting tasks. The Financial Manager takes overall responsibility to provide analysis and technical input on financial strategic planning and management to the Executive Director.

Board of Directors

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The Governing Board bears responsibility for the lawful existence of Morodok and for ensuring that Morodok's operations contribute to its Vision, Mission and Objectives and that its resources are used wisely and effectively.

Morodok's board members:

Mr Prom Pauv, Chairman
Director of Cambodia Community Integrated Development (CCID)

Mr Russell Peterson, Treasurer
Associate Country Director of American Friends Service Committee (AFSC)

Mrs Prak Sokhany, Member
Director of Cambodian Civil Society Partnership organization (CCSP) in Cambodia

Mrs Cheap Sotheary, Member
ADHOC provincial coordinator in Sihanouk Province

Mrs Huot Thavory, Member
Director of Khmer Ahimsa

Morodok's Board of Directors was declared on 12 February 2011. The term of the Board is three years.

At the end of the term, the Board will be reselected in accordance with Morodok's By-Laws. If acceptable to the existing Board, Executive Director and Management Team, existing Board members may be reselected.

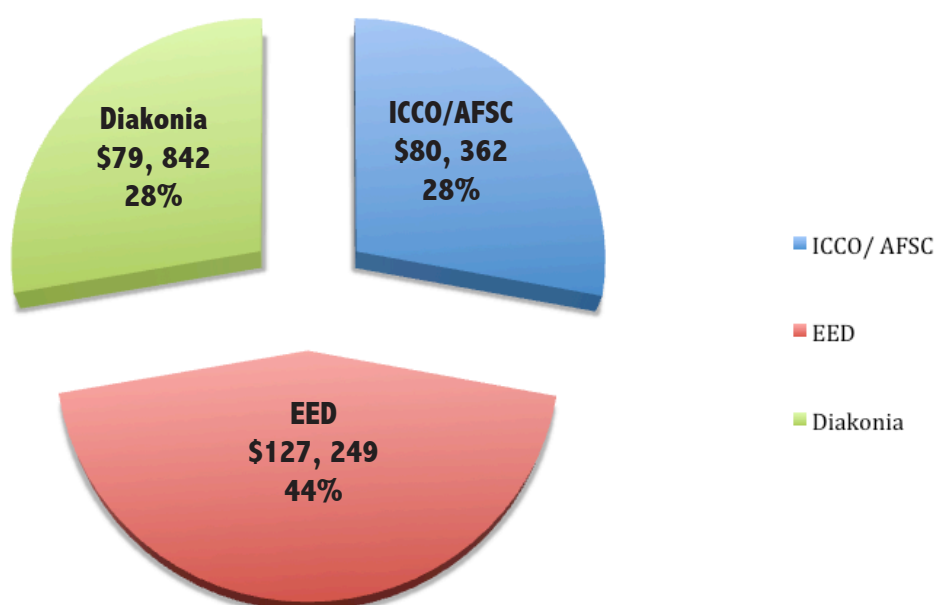
In case any Board member is not participating effectively, such as long periods of absence from Board meetings, the Board may choose to remove the Board member from membership.

The board selection has a gender balance policy, preferably 40% to 60% of members are women.

Financial expenditure

		Diakonia	EED	ICCO/AFSC	TOTAL
Expenses					
1.1	Professional Services	2,822	3,337	1,365	7,524
1.2.1	Program Supplies/Activities	11,740	16,404	8,841	36,985
1.2.2	Meetings, Publication, Grants	1,222	1,290	397	2,909
1.3	Travel Costs	5,781	9,680	6,365	21,826
1.4	Staff Training	1,209	1,861	1,127	4,197
2	Personnel Costs	44,934	76,242	50,733	171,909
3	Coordination Costs	8,365	13,385	8,432	30,182
4	Planning, Evaluation	2,627	3,852	2,206	8,685
5	Audit Fees	1,142	1,198	896	3,236
6	Reserve	0	0	0	0
Total Expense		79,842	127,249	80,362	287,453

Morodok's donor funds expenditure (2012)



Thank you to our donor partners



A ceremony held at the head office in Sre Ambel for the registration of Morodok as a local NGO, transitioning from the American Friends Serive Committee (AFSC) - 1 October 2011.

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