

អង្គការមរតក

Morodok Organization



Strategic Plan 2020-2024

Morodok Kampong Som Bay Program



Linking Community
Entrepreneurs Network
to Market Opportunities

Empowerment
Connectivity
Nurturing



Updated 09 July 2019

Table of Contents

I.	Introduction	1
1.1.	Background of Morodok	1
1.2.	Governance level	1
1.3.	Executive level	1
1.4.	Management Team	2
II.	Situational Analysis	2
III.	Growing Trends	6
IV.	Lessons learnt from previous periods	6
V.	Program Goal and Justification	8
5.1.	Program Goal	8
5.2.	Goal Justification	8
5.3.	Outcomes:	8
VI.	The Five Dimensions of Change	18
VII.	Strategic Choices	19
7.1.	The Organizational Strategy:	19
7.2.	The Programme Strategy:	20
VIII.	Geographical Choice	21
IX.	Main target groups	22
X.	Resources Implication	22
10.1.	Fund raising	22
10.2.	Human resources	22
XI.	Monitoring and Evaluation	22
11.1.	Proposed Evaluation Design	23
11.2.	Evaluation Management	23

List of Acronyms

AC	Agricultural Cooperative
AFSC	American Friends Service Committee
ASEAN	Association of South East Asian Nations
CBC	Community business centre
CBN	Community Business Network
CBNRM	Community-based natural resource management
CBO	Community-based organization
CIPS	Cambodia Inter-Censal Population Survey
CRF	Community Revolving Fund
EMIS	Education Management Information System
GDP	Gross domestic product
IG	Interest Group
MIS	Management and Information System
NGO	Non-government organization
NGO-GPP	NGO Governance & Professional Practice (certificate)
NIS	National Institute of Statistics
NRM	Natural resources management
NTFP	Non-Timber Forest Product
OD	Organizational Development
PMP	Performance Monitoring Plan
SME	Small and medium-sized enterprises
UNDP	United Nations Development Program

I. Introduction

This Strategic Plan for the period 2020-2024 builds on and is a continuation of the previous Strategic Plan 2016-2019. While Morodok's directions remain largely unchanged, the new Strategic Plan updates Morodok's situation analysis, lessons learnt, goals and plans.

1.1. Background of Morodok

Morodok is a local NGO which was localized from the Integrated Sustainable Livelihoods Program (ISLP) of the American Friends Service Committee (AFSC). From its commencement, in September 1997, the AFSC/ISLP provided a full range of services to this remote and insecure area, including agriculture, irrigation, credit, health and educational programs. In 2001, the AFSC/ISLP narrowed its focus to concentrate on helping communities manage and protect their natural resources and improve their livelihood options.

In April 2011, the ISLP program team registered as a local NGO under the name “Morodok”. AFSC handed over the program to Morodok and a Handover Ceremony was held in Sre Ambel on 5th October 2011.

In Khmer, “Morodok” means ‘heritage’, ‘inheritance’ or ‘legacy.’ According to Morodok’s By-Laws, it is also an acronym for a phrase meaning “ways towards progress with transparency for inheritance of the next generation.”

Vision:

The Morodok organization envisions peaceful rural communities in Cambodia where people have equal rights and opportunity 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 poor people in the coastal communities of Cambodia, through building their capacity, supporting their initiatives, and facilitating dialogue between relevant actors.

Goal:

To promote community empowerment toward socio - economic development through enhancing capacity of community groups (CBOs and livelihood groups) to participate in local democratization and good governance processes.

The Morodok organizational structure consists of two main parts: a governance level and an executive level.

1.2. Governance level

Morodok is legally governed by its Governing Board consisting of 5 members – including one Chairperson, one Treasurer and 3 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 (financial and human) are used wisely and effectively.

1.3. Executive level

At the executive level, the Executive Director takes overall management responsibility of the whole organization. A job description of the Executive Director is approved by the Governing Board. The executive level consists of a program unit and a support unit.

The Program Unit consists of program staff who have been assigned responsibility for the implementation of program activities within specific target regions. The Support Unit provides logistical, financial, and administrative support. The arrangements of the units are based on current staff resources, in terms of their skills, experience, strengths, knowledge and the needs of Morodok's operations.

1.4. 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 whole staff of Morodok in order to promote greater responsibility from all staff members. Morodok's Management Team consists of the Executive Director and other senior management staff who have overall management responsibility for day-to-day team management and program operations. The Management Team members are selected by the Governing Board upon the proposal of the Executive Director.

II. Situational Analysis

• *Despite economic growth, exclusion of the most vulnerable:*

Cambodia experienced average yearly economic growth of 7.59% from 1994 to 2017, increasing its GDP per capita to US\$ 1,384.¹ Economic growth is expected to continue at 7.0% in 2019 and 6.8% in 2020.²

In 2007, the poverty rate was 47.8%, but by 2014 (the last time it was measured) poverty had dropped to 13.5 percent, with poverty defined as earning less than \$1.90 a day.³ However, in 2018, the UNDP calculated "multidimensional poverty" at 35%, based on the global Multidimensional Poverty Index (MPI), a composite indicator of health, education, and living standards.⁴

Government and NGO efforts in poverty alleviation are still needed. The situation at village level reminds us that economic development often results in marginalization and exclusion of the most vulnerable people who cannot access wealth accumulation mechanisms or opportunities to save.

⇒ The poor and marginalized will continue to be the focus of Morodok's work.

• *Implementation of NRM laws - harsh realities for right holders:*

Cambodia's laws provide for the access of local communities to protected areas (Protected Areas Law, Feb. 2008). Article 22 in Chapter VI on Involvement and Access Rights of Local Communities and Indigenous Ethnic Minority Communities claims: "The State recognizes and secures access to traditional uses, local customs, beliefs, and religions of the local communities, and indigenous ethnic minority groups residing within and adjacent to the protected areas." In practice, however, violations of community access rights often occur, sometimes by powerful companies that are granted land concessions, resulting in violent conflicts.

Article 23 stipulates that community use of natural resources is "allowed in the sustainable use zone of the areas designated as community protected area, and shall be in accordance with the Management Plan and technical guidelines to ensure sustainability of natural resources within the community protected areas." In practice, however, communities with limited legal awareness are

¹ See <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=KH>

² See <https://www.khmertimeskh.com/50593015/cambodias-2019-gdp-grows-by-7-percent-adb/>

³ See <http://www.worldbank.org/en/country/cambodia/overview>

⁴ See <https://thediplomat.com/2018/10/why-cambodias-poverty-statistics-dispute-matters/>

often deterred by the complex technicalities of preparing management plans and of following the related guidelines.

The same difficulties are found in the exercise of community rights in relation to the Fishery Law (2006), Forestry Law (2002), Sub-decree on Community Forestry Management (2003) and Sub-decree on Social Land Concessions (2003), resulting in dispossession and loss of the community's rights over the natural resources on which their livelihoods depend.

Morodok will work closely with local communities to help them understand and claim their rights to sustainably manage natural resources.

• **Poor quality of education: a recurrent challenge for local labour force**

Based on the 2013 CIPS (Cambodia Inter-Censal Population Survey - the latest report available), only 79.8% of Cambodia's population is literate. In Koh Kong province, the figure is 75.9% and among women is only 69.4%. About 80% of population aged 25 and over completed only primary school or less, and 27.8% have never attended school.⁵

Beyond these alarming figures, the challenge is that Cambodian children and youth are not receiving a quality education, which is seriously jeopardizing their future as a qualified labor force for the nation, in the challenging context of economic integration of Cambodia into ASEAN.

⇒ Morodok does not work in the education sector, but will help provide youth opportunities to participate in community livelihood activities, to build their skills, and to contribute to their local communities.

• **Migration: an inexorable loss of local labour force and threat for women**

Migration is defined as the process of changing residence from one geographical location to another. Therefore migration encompasses both internal and external (trans-border) change of residence for various reasons.

Illegal cross-border migration of youth and women put them in a situation of high risk amid growing human trafficking and sexual exploitation industries.

In 2008, 18.9% of rural Cambodians had migrated for work rising to 23.3% in 2013 (or 21.8% for women). 50.4% of migrants in 2013 came from the agricultural, forestry and fishery sector. This means there has been a transfer of labour force with agriculture, forestry and fishery skills from some places to other geographical areas. As a result some areas have been deserted by the economically active population in search of employment opportunities.

Internal migration from rural to urban areas in Cambodia accounts for around two-thirds of migration, with women working in the garment industry, small businesses and in the service industry (NIS/Ministry of Planning 2012, Migration in Cambodia).

In 2010, women comprised 85 percent of documented Cambodian migrants in Malaysia (primarily in domestic work) and 44 percent of documented Cambodian migrants in Thailand (Ministry of Labour and Vocational Training, 2014, Labour Migration Policy).

The benefits of migration are severely curtailed by low wages, poor work conditions, under-age recruitment, illegal and exploitative recruitment practices and risks of trafficking and abuse. Despite employment in the garment industry being poorly paid relative to other industries, two-

⁵ See <http://www.stat.go.jp/info/meetings/cambodia/pdf/c13ana07.pdf>;

thirds of female migrant workers remit money to their parents and families, on average about one-quarter of their earnings.

⇒ Although Morodok does not work directly with economic migrants, Morodok helps to increase local opportunities, thereby making migration less necessary.

• **Promotion of business innovation of local enterprises:**

According to CIPS 2013, most of the population at the national level is employed in local private enterprises (87.2 percent). The rural scenario is somewhat different with paradoxically higher proportions in local private enterprises sectors (90.6 percent) compared to their urban counterparts (73.6 percent). Government jobs and jobs in foreign enterprises like foreign banks etc., account for only 11.8 percent of the employed. In rural areas, 90.6 percent of female employed persons work in local private enterprises (90.5 percent for male workers).

⇒ Consequently, Morodok focuses on promotion of small businesses run by poor rural households, in order to enhance local incomes, self-reliance, and local cooperation.

• **Gender and economic empowerment – considerable potential to boost:**

The Government recognizes that greater participation by women in the economy will accelerate the attainment of national goals, including sustainable and inclusive economic development with a fair share for women. In the *Neary Rattanak IV Strategic Plan*⁶ of the Ministry of Women's Affairs (2014-2018), it is anticipated that creating sustainable economic opportunities will reduce vulnerabilities of women, such as human trafficking, illegal cross-border migration or even domestic violence as a result of increased incomes and ownership of assets. If incomes increase, women will be able to invest in the development of their livelihoods and contribute to sustainable community development.

There is considerable potential for women to create and expand SMEs, but it is curtailed by limited access to business-related services and resources, including finance. Most women-owned enterprises are concentrated in low productivity industrial sectors.

Findings of the *Cambodia Economic Census 2011*⁷ (the most recent economic census available) show that there were 505,134 business establishments in Cambodia employing 649,358 males (accounting for 38.8 percent) and 1,024,032 females (accounting for 61.2 percent). Women clearly outnumber men in business employment.

The majority of women's businesses are in informal micro-enterprises: 51 percent of them engage only one person, while 96 percent engage four or fewer people. Women's businesses are concentrated in a smaller number of industrial sectors than men's. They are: wholesale and retail trade and services, accommodation and food, manufacturing and other services, accounting for 97 percent of all businesses.

Women have more limited access than men to the resources necessary to expand a business. They have less access to information, including about government regulations (registration, required trade documents) and training. The lack of transparency and monitoring of existing business regulations may particularly disadvantage women. Micro-enterprises, the majority of which are headed by women, are often pressured into paying unofficial fees. Norms regarding women's roles inhibit women's participation in business associations and networking, limiting opportunities to raise women's specific concerns.

⁶ See https://www.undp.org/content/dam/cambodia/docs/DemoGov/NearyRattanak4/Cambodian%20Gender%20Strategic%20Plan%20-%20Neary%20Rattanak%204_Eng.pdf

⁷ See http://www.nis.gov.kh/nis/EC2011/EC2011_Final_Results_Revised.pdf

⇒ Morodok's program provides special attention to the promotion of women's small enterprises, helping them to overcome the barriers to their effective participation in the local economy.

• ***Climate change and natural disasters – threats to economic and social development:***

The rural poor of Cambodia, especially women, are most vulnerable to climate change impacts due to their high dependence on agriculture and natural resources. The rural poor are susceptible to diseases due to their limited resources and limited capacity to adapt to climate change impacts, including a lack of preparedness to cope with climate risks and hazards.

The threat of climate change, manifested by the increase of droughts, storms or floods, has been recognized as a key global development challenge. Not only does climate change have broad impacts on the natural environment, it also impacts the economy and social development. The gravity of these impacts varies among regions, income groups and occupations, as well as between women and men.

In Cambodia, the impacts are crucial for agriculture and the lives of people in rural communities. As the majority of Cambodian people still rely on rain-fed rice farming as a main source of household income, a change of climate directly threatens people's livelihoods, in both the short and long term.

Poor management of natural resources has had serious impacts on the local economy, as most communities depend on natural resources such as non-timber forest products, especially women and children.

In relation to women, the Gender and Climate Change Action Plan 2014-2018 (GCCAP)⁸ recommends to create awareness among women entrepreneurs about green growth by providing information on green technology and promoting entrepreneurship, as well as to encourage and promote gender equality in sustainable community forest management, including indigenous communities, to absorb carbon emissions.

⇒ Morodok assists local communities, especially women, to take into account the impacts of climate change in agriculture and natural resources management.

• ***Poor access of communities to financial services and market networks***

Access of communities to financial services and market networks is hampered by harsh loan conditions imposed by private micro-finance institutions and low production capacity in relation to farming, fishery, marine resources and handicrafts.

Poor connections with market networks is another challenge limiting business opportunities. As a result rural communities are often excluded from direct access to market networks or are subject to exploitation by powerful brokers and middlemen.

⇒ Morodok assists rural communities to access markets and to produce products that meet market demand.

⁸ See <http://e-library.moe.gov.kh/Doc/view/12062016004206.pdf>

III. Growing Trends

Cambodia's transition into ASEAN's economic integration is characterized by a number of growing trends that influence the project objectives:

- The rapid destruction of the environment under the pressure of foreign investment and the non-enforcement of laws related to preservation and conservation results in land grabbing, and encroachment of protected areas and national parks. Illegal logging causes irreversible damage on ecosystems, fauna, flora and fishery resources as well.
- Increased awareness and concerns raised by environmental activists regarding the sustainable development process, advocating against hydropower dams, uncontrolled economic concessions, mining exploitation, etc.
- The success of eco-tourism projects, which provide government convincing proof of the tangible contribution of this concept to community livelihoods and private sector growth.
- Emerging social enterprise projects, with the support of NGOs that are eager to diversify and innovate, improving livelihood programs with results-based socio-economic approaches.
- Communities becoming more and more receptive to and knowledgeable about business opportunities by connecting their agricultural products to market networks.
- Booming micro-financial Institutions supply rural areas with unprecedented financial services for enhancing agro-economic activities; but tough loan conditions imposed on borrowers lead to negative social consequences such as land eviction and expropriation.
- Youth participation and citizenship are strongly promoted in the Cambodian society and civil society, especially since the ASEAN economic integration beginning in 2015.
- Climate change, translated into frequent natural disasters (warming, drought, flooding and typhoon), impacts economic and food security and is aggravated by growing deforestation and industrial pollution.

IV. Lessons learnt from previous periods

The 2019 Evaluation identified the following lessons learnt:

- Ownership of CBOs has continued to grow the more that Morodok has stepped back from regular monitoring. They now take complete responsibility and interact closely with the relevant government institutions under whose jurisdiction they have been granted status as a CBO. However, in order to really take ownership, CBOs must be equipped with the necessary skills to tackle issues that they face. This includes advocacy skills.
- Capacity of CRF committee members vary so it takes time for some to fully understand new policies and concepts of financial management.
- In relation to the development of community business centres (CBCs), the following lessons learnt were identified:
 - Selection of existing products which have high potential for linkage to market was most effective: Producers already have skill and experience in producing these products and for

meeting the demand of the market. The program built on this and improved some of the techniques for better quality and packaging.

- If we select local collectors as CBC committee members, it is easy to operate the business of CBCs as they already understand well the product and market situation.
- Community business and market linkage projects are challenging. It needs all team members to understand and be actively involved in implementation for success of the project. They need to acquire some business skills and knowledge of business.
- Creating a business network is not easy. The key factor is enlisting the help of the key persons within the community that have knowledge and skills in business.

General lessons learnt from previous periods were as follows:

- Group strengthening and dedicated leadership are critical factors of success to support the establishment of community networks and groups and the implementation of community business enterprises.
- Communities' participation in, and ownership of, projects for sustainable management and use of natural resources may be motivated by the social enterprise concept, through joint initiatives such as community-based ecotourism, processing of seafood products, aquaculture and value-added processing of NTFPs.
- While Morodok is strongly inspired by the model of fair and pro-poor economic development, the scarcity of competent external resources is a recurrent challenge when trying to engage vulnerable communities in risk sharing in the context of a globalized markets. Yet external expertise and capacity building are key to helping Morodok meet its ambition of matching economic viability with desired social impacts.
- Local government's contribution and support to community groups is very critical to the implementation of projects: to build capacity, ensure sustainability of the self-help process, and to encourage productive dialogue between duty bearers and right holders in a context of conflicts over natural resources.
- Women's roles in leading and decision-making definitely remain important inputs to business enterprise development. It was observed that the high degree of management responsibility taken by women is highly appreciated by both men and the women themselves, and constitutes a valuable catalyst for entrepreneurship expansion.
- Youth groups are dynamic and enthusiastic seedlings that need to be educated and empowered in taking concrete initiatives and responsibilities inside CBOs to manage natural resources in a durable manner.
- There is a need to define an advocacy and networking plan, a need to diversify alternative livelihoods where local resources can be invested, and a need for systematic capacity building of the self-help groups, CBOs and the leaders of these communities as well.

V. Program Goal and Justification

5.1. Program Goal

Rural communities improve their sustainable use of natural resources and engage in climate-adaptive livelihoods in order to increase their income.

5.2. Goal Justification

In rural areas worldwide, poverty is becoming more entrenched as inequities in asset ownership and access to common property become more problematic, populations grow, traditional income activities decline, and ecosystems fall into disrepair. Such factors illustrate and emphasize the need for new approaches to socio-economic development and conservation. In Cambodia, as in many countries, CBNRM is being endorsed as a way to increase local empowerment, to improve the sustainability of rural livelihoods, and to achieve both environmental and development objectives.

Most rural populations living around Kampong Som Bay depend on natural resources to support their livelihoods. Most subsist on traditional farming, and rely on fish and other aquatic resources, and a range of forest products.

According to McKenney and Prom Tola (2002), Cambodia's natural resources provide a foundation for food security, income, and employment for more than 85 percent of the rural population.

As resources become scarcer, local communities will need to work together to ensure that natural resources are being used sustainably. CBNRM approaches will be used to adapt to ongoing challenges and to play an important role in shaping the future social, ecological and economic well-being of people living around Kampong Som bay.

5.3. Outcomes:

The country goal is supported by three outcomes:

Outcome 1.

Entrepreneurial capacities of smallholder producers to produce and trade market-oriented products are enhanced.

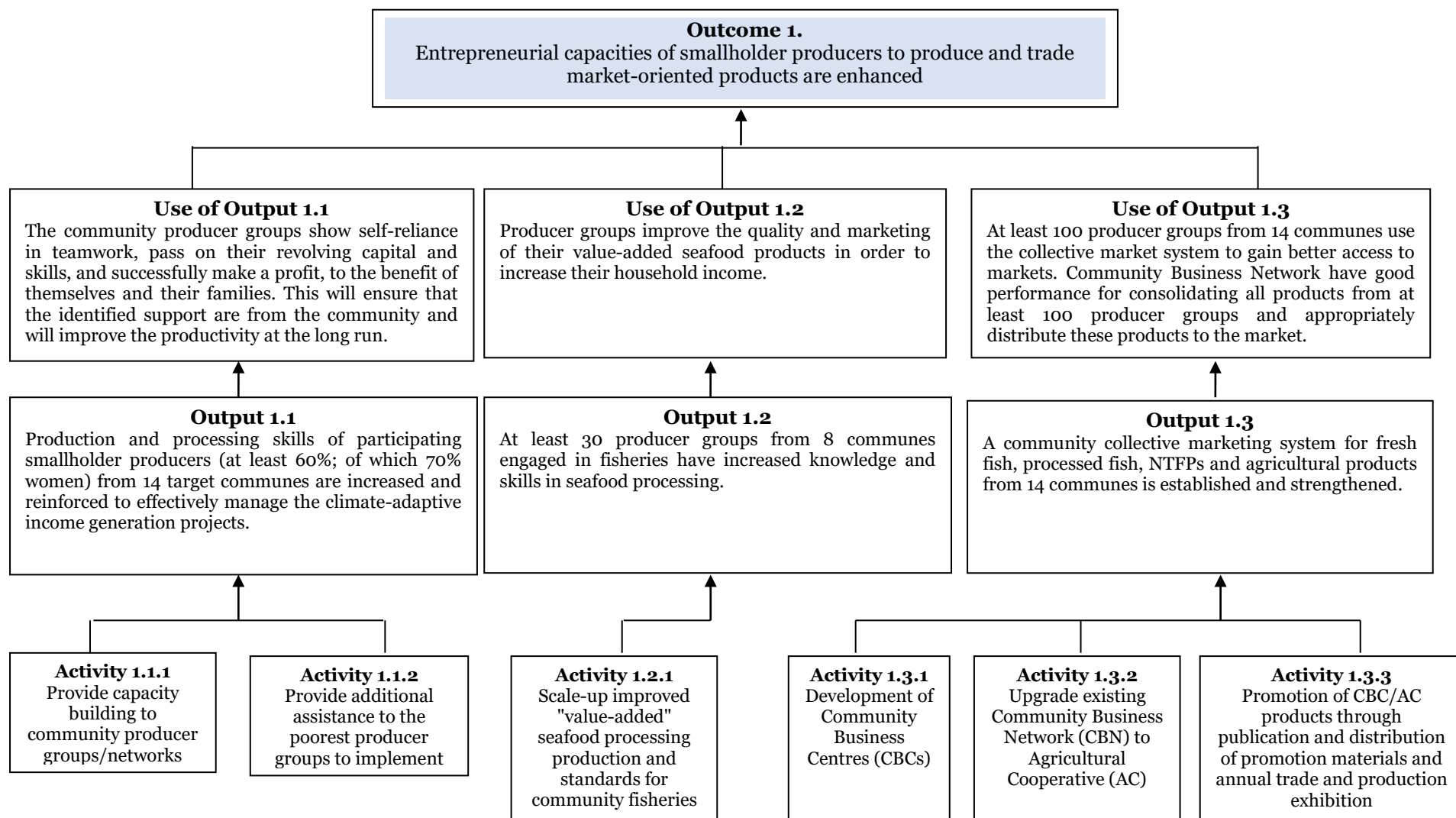
Over the previous program, Morodok has mentored community entrepreneurs to work in groups, to share resources, and to identify livelihood opportunities based on their own skills and knowledge. Over the last few years Morodok has focussed largely on strengthening the community revolving fund (CRF) committees which fund the entrepreneur groups. However, as noted in the 2019 evaluation, the "Morodok program does not [currently] focus enough on the entrepreneur groups, but strong entrepreneur groups are crucial to the sustainability of the CRF. Thus there should be more emphasis on strengthening these groups. They should develop their own rules and regulations, be encouraged to mobilize savings and to keep records of each members' income and expenditure from their income generation activities (this will also help Morodok in collecting the relevant data to measure program indicators)." Entrepreneur groups engage in agriculture (crop growing and livestock) lack skills and techniques on modern methods of production, in particular they lack knowledge on how to adapt to changing climatic conditions.

As Cambodia's markets evolve, small rural producers who lack specialized knowledge of markets and production techniques will likely get left behind. Specialized technical input is needed to help these communities develop saleable products, connect to markets, and operate revolving financial services in a more professional manner.

Morodok will scale up the learning from improved fishery processing and marketing in 5 previously ICCO-funded communes to all 14 communes for improved production and increased trade of their products in relation to forestry, fishery, crop production, livestock and other small business, so that natural resources are sustainably used in a rights-based manner. Morodok will also expand its reach to include new poor interest groups within the 14 communes for building capacity of community entrepreneurs.

Participating in this entrepreneurial activity is difficult for the poorest members of the community, who often lack important skills and who cannot afford to take risks. Morodok will provide special attention to assisting the poorest groups, helping them develop their household business plans, and providing them some of the necessary start-up materials for their businesses to lower their risk of defaulting on a loan from the revolving funds. Morodok will link the community entrepreneurs engaged in agriculture and processing with technical service (district office of agriculture, fishery administration cantonment...) and also arrange more study tours for them to learn from the more progressive farmers.

The program will organize and strengthen community producer groups. The group formation and strengthening is a process of drawing together the smallholder producers who have the same interested income generation purpose and location and potential to fit the market demand. The program will strengthen the producer groups to better identify and prioritize better livelihood activities, establish a sustainable solution and implement action plan. The program's effort is also to mobilize communities to support community producers' initiatives and investment which is targeted to improve household food security and income generation activities. The program will provide deferent types of trainings on management capacity, financial literacy, business plan development, marketing and technical knowledge and skills relevant to their income generation project including crop production, animal raising and seafood processing as well as negotiation skill to build up their confidence to deal with value chain actors. The coaching/mentoring will be provided to make sure the trained producers will apply the lessons into practices.



Outcome 2.

The ability of smallholder producers to access to community finance is improved.

In the past, Morodok increased the access of community groups to micro-finance through developing Community Revolving Funds (CRFs) in each of the 14 communes in Morodok's target area. These revolving funds are completely community-owned and run, and all profit is kept in the community. However, the community groups' profits from their business ventures are not yet substantial and the CRFs are not yet sustainable.

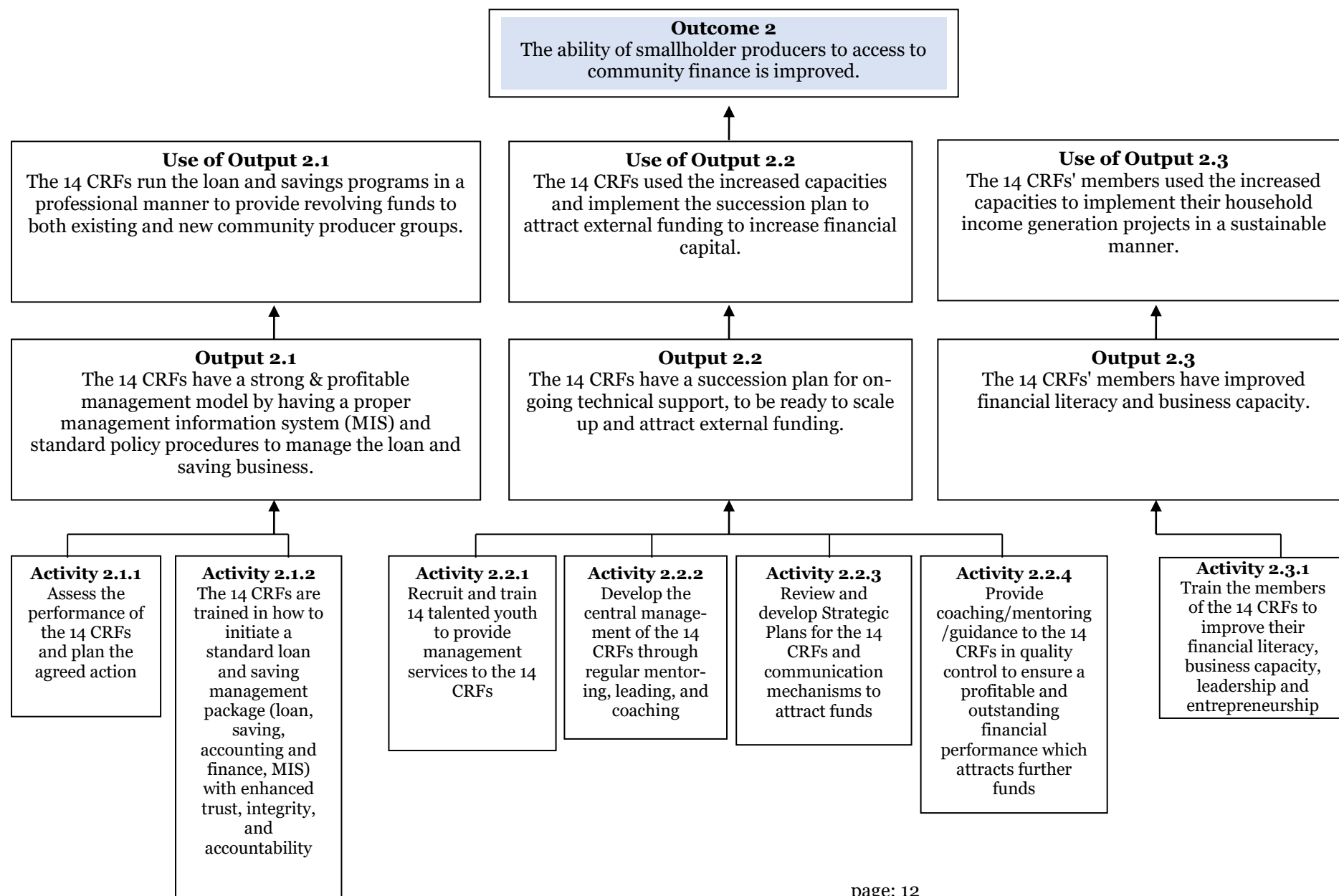
Morodok's 2019 program evaluation recommended Morodok to continue strengthening the capacity of CRFs, with clear roles and responsibilities to mobilize more funding as well as to deliver financial services, and advise, monitor and evaluate the effectiveness of the entrepreneur groups. Therefore, Morodok plans to further sustain the CRF mechanism to become a fully competent community-owned financial service. Particularly with the improved financial systems recently introduced, they will remain dependent on Morodok (and thus lack full ownership) until they are competent in using the new financial management system. CRFs would be more financially sustainable if they reviewed their policy for the distribution of profits; preferably to increase the amount retained as reserves, putting aside a specific percentage for training costs, and reducing the percentage paid out in dividends.

In the previous phase, Morodok cooperated with Resilient Enterprise Designs (RED) - a local technical service provider - to build the capacity of 5 CRFs that support community fisheries groups, namely the CRFs of Chikhor Krom, Chrouy Svay, Andoug Tek, Thmor Sar, and Tumnop Rolok communes. These 5 CRFs have adopted more professional financial systems which will hopefully enable them to attract new sources of finance. Lessons learnt from this exercise, after evaluation, should be applied to the other 9 CRFs in this project phase in order to improve their organizational structures and financial management skills.

Towards the end of the previous phase, RED concentrated financial training on Morodok staff to upgrade staff's financial management skills, allowing Morodok staff to introduce the new procedures in each commune according to the capacity of each CRF to absorb the training. In this phase of the program, the CRFs will be expected to implement the financial management procedures, with the role of Morodok staff to be a kind of internal auditor to the CRFs.

It's important to continue support the development of Community Revolving Fund (CRF) which serves as a community-own financial mechanism to bring small groups of community producers together. The mechanism has the benefit of increasing the amount of credit available to loan while simultaneously increasing the borrowing capacity of the community producer groups.

The program will support the existing CRFs reach the agreed level of their performance as stated in each strategic plan of the CRFs. In order to ensure the wider engagement of the communities in the CRFs as well as to build the capacity of young people in the communities, local young people will be recruited and trained in the technical skills necessary to perform secretariat duties. Ongoing training, mentoring and coaching will be provided to the committees and the youth secretariat. These capacity building activities will focus on internal control, documentation, implementing the loan management, delinquency loan monitoring, saving, promotion and on maintaining the accounting records the group in a way that is transparent and accurate. The program will pilot with the most outstanding CRFs to implement the software program to manage loan and saving.



Outcome 3.

CBO leaders with enhanced capacity work proactively in strong networks to advocate for law and policy enforcement supporting sustainable natural resource management, development and governance.

The Community participation in CBNRM is an important prerequisite for sustainably resourcing the ongoing management of natural resources. As resources decline, illegal/destructive activities and the need to demarcate and patrol the protected areas become imperative. Currently, the CBOs lack the legislative, financial and management tools to respond to these challenges. Many of the CBO members have little experience of governance.

As many of the benefits of CBOs (particularly the maintenance of fishery and forestry resources) will take a long time to be realised, many members of the wider community do not see the benefits of the CBOs; this in turn leads to demotivation amongst the committee members and challenges in maintaining committee membership and processing election results.

On topics such as funding and law enforcement, many CBO report receiving not enough support from de-concentrated government bodies such as Fishery/Forestry cantonment staff, commune councils and the police. Concurrently local authorities and de-concentrated government bodies report challenges in identifying effective mechanisms to support CBOs in light of other pressing priorities. The action therefore focuses on encouraging and measuring the participation of the parties in one another's forums (such as commune council meetings, provincial network meetings and commune investment fund meeting).

The program will focus on both the individual and collective capacities of the key stakeholders, CBOs, de-concentrated government bodies and local authorities. The program plays an important role in ensuring that CBO leaders have the organizational capacity for better management and sustainable use of natural resources and also support on livelihood issues that they will receive through the other outcomes across the action.

One of the barriers identified to the sustainability of the CBNRM is the management and governance capacity of the CBOs. According to program evaluation conducted in Feb 2019, documentation management is an issue with all CBOs. Their lack of capacity to prevent violations of their protected areas has resulted in disillusioned committee members and they currently function in name only.

The CBO functioning in terms of strong institutional development capacity, sustainable self-financing, networking, and advocacy campaign, contribution of their costs to the projects/activities implementation, conservation and knowledge on relevant legal frameworks is still limited.

Capacity building activities in the form of training and coaching will be delivered to CBO committees and members on institutional development, sustainable self-financing, administration, networking, advocacy campaign, recruitment, leadership skills, contribution to the project/activities implementation, conservation and knowledge on relevant legal framework, conflict resolution, CBNRM, emphasizing climate change adaptation and gender awareness. The program will also support the CBOs with re-election of committee members, demarcation, management plan development and implementation and also establishment of conservation areas.

The awareness-raising tools will focus on fishery/forestry resource conservation and management as well as sustainable natural resources exploitation. Then, the action will provide public forums to raise awareness to the focal and other near-by community members. Workshops will be held to ensure that CBO members have strong involvement in the design of the tools and activities so that their needs are met by the outputs. The program will develop and disseminate the awareness-

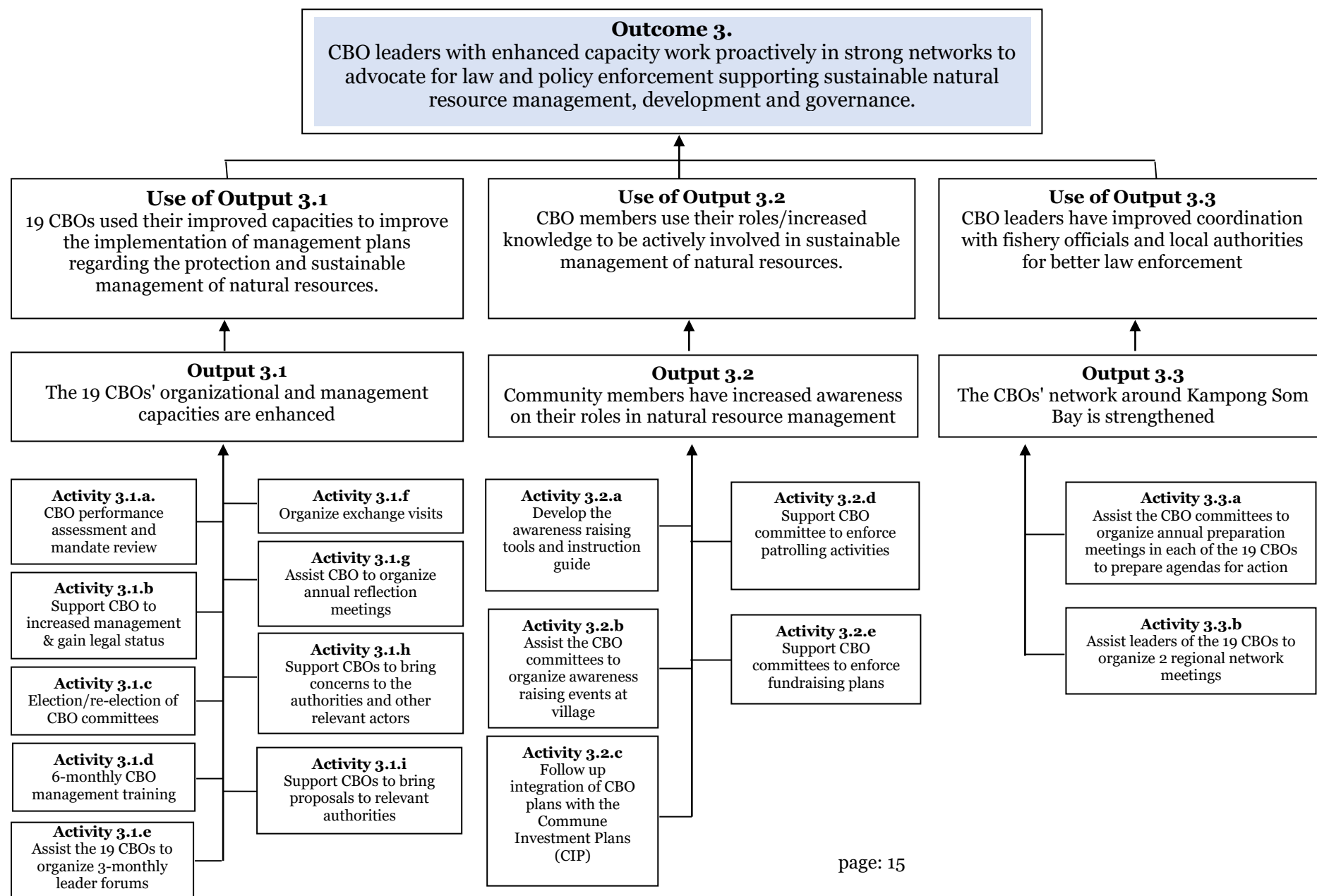
raising tools such as training modules, videos of success stories, leaflets, information boards, etc.

Networking is a key element in the efforts to promote CBNRM and it plays a central role as the basis for the formulation of necessary policies, and the monitoring of their enforcement as well.

The network provides a great opportunity for members to share experiences and to collaborate on certain activities. This is likely to lead to less duplication of projects. Through the network, local communities will build their skills, knowledge, experience, and confidence regarding CBNRM contribute towards learning on how natural resource can be managed in a way that is sustainable, effective and inclusive.

At the same time, people learn different methods in conflict management and conflict resolution. The network also allows for information and learning to be exchanged between policy-makers and field implementers resulting in field issues and experiences being brought for discussion; and vice-versa, policy is shared with people in the field so that they can implement the policy and adapt the changes. Strong involvement of youth leaders is a strategic commitment of Morodok to sustain outcome of advocacy for law and policy enforcement for the future generation around Kampong Som Bay.

CBO committees have improved coordination with de-concentrated government bodies (fishery/forestry/environmental officials) and local authorities for better law enforcement. Cooperation between CBOs and de-concentrated government bodies can lead to the adoption and implementation of policies which meet the needs of CBOs. It is crucial to develop a forum for policy dialogue to ensure that this learning is embedded within communities after the projects ends and is disseminated to other communities. The forum will bring all relevant stakeholders such as sub-national Fisheries Administration, Forestry Administration and Environment authorities, police, NGOs and communities to discuss the fisheries and forest-related issues and propose solutions together to address the issues.



Outcome 4.

Organizational Development / Strengthening Morodok

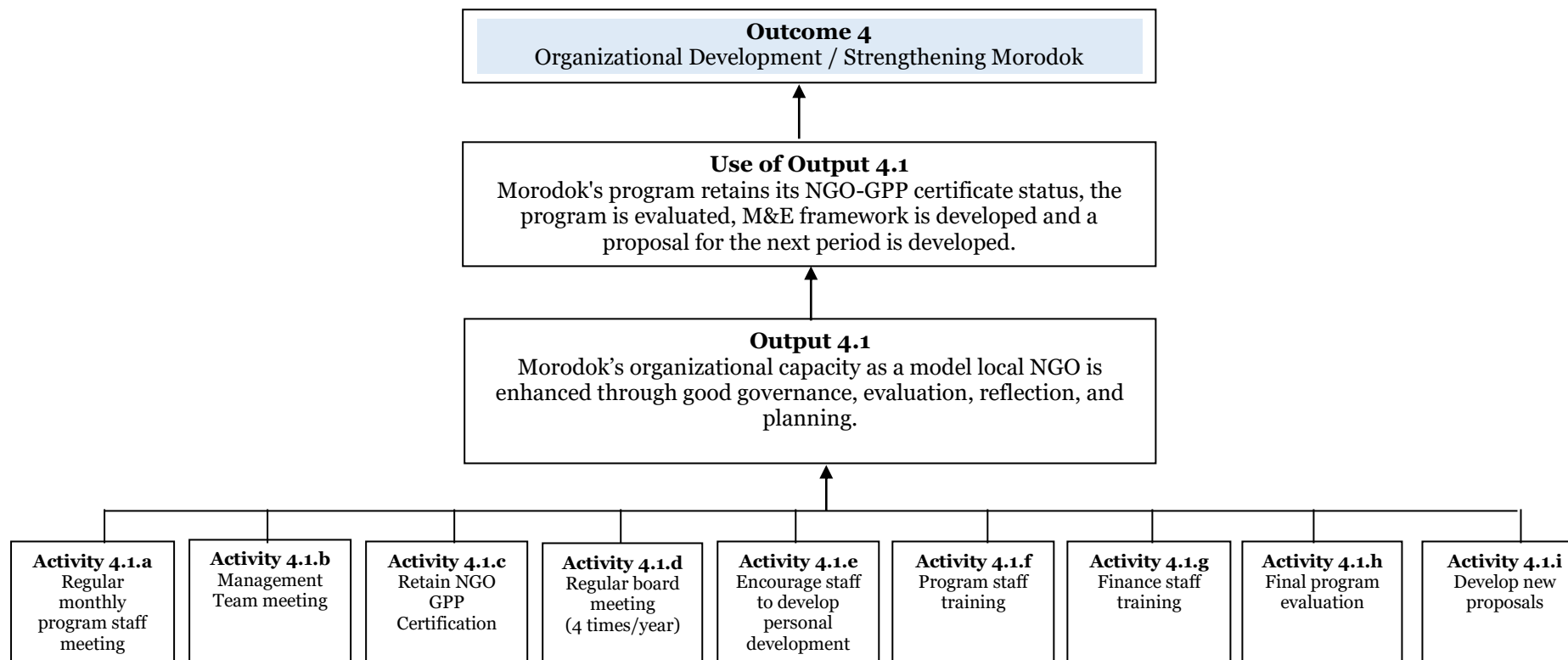
Organizational development is a key component of Morodok's program. As suggested in the 2019 Organizational Development Assessment, each project proposal should include some contribution to funding this plan. The output intended for this period is: "Morodok's organizational capacity as a model local NGO is enhanced through good governance, evaluation, reflection, and planning".

Organizational development is an important component of ensuring the long term success of the development of better livelihoods and CBNRM in the target provinces. As a result, the sustainability of Morodok (as a local NGO with considerable experience in delivering projects to support vulnerable communities) is imperative. Morodok role is to respond to the demands of the local communities around Kampong Som Bay with inclusive and sustainable services. To meet these challenges, and strengthen its institutionalized capacity, competent human resources and a strong policy are critical.

Based on the findings of the Organizational Development Assessment conducted by an external consultant in March 2019, staff spend a lot of time monitoring and doing follow up but lack understanding on project targets and indicators, which can lead to the collection of data that is not sufficient to meet the reporting needs. There is a need for better orientation of the field staff on project indicators and they need to have clear monitoring tools to ensure that the relevant data can be collected. A challenge for management and field workers alike is efficient data management. A lot of data is collected but it is not stored systematically. A properly managed database of all project components would not only assist in reporting on project targets, it can provide baseline data for future projects and it can also act as a historical record which can be passed on to new staff (or if staff are re-assigned to a different area).

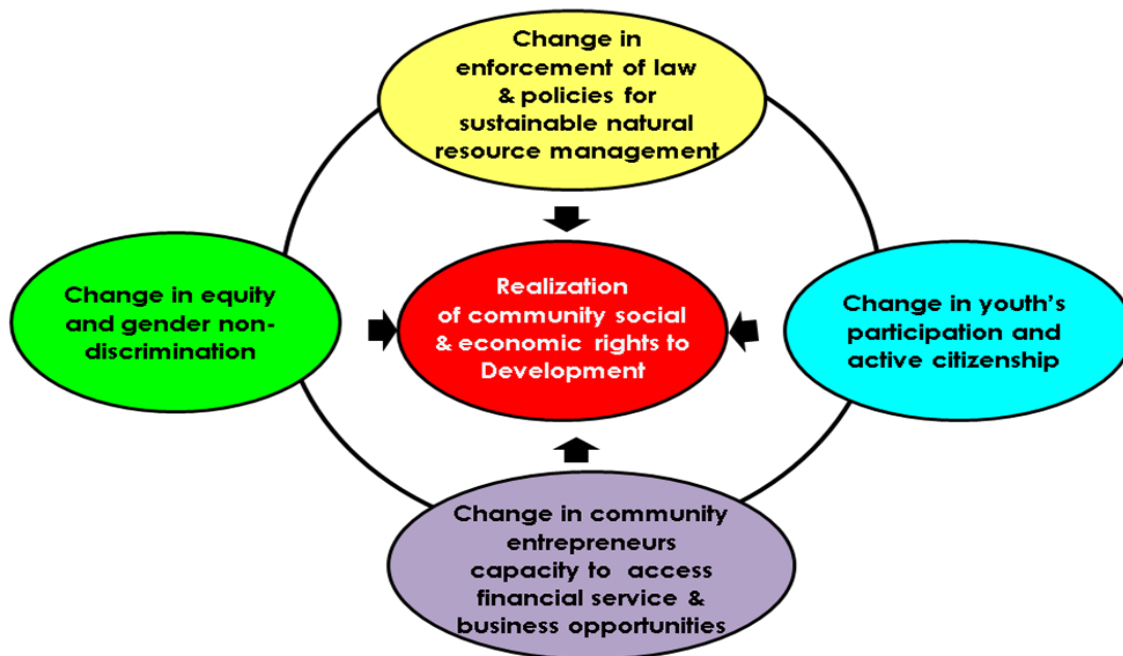
Morodok's Advisor will work alongside the organization's senior management team, and will conduct assessments of the sustainability of Morodok (paying particular attention to their capacity to attract funds in the long-term and to their project management capacities). With the support of the Advisor, Morodok will then design sustainability improvement strategies and support the implementation of the strategies via capacity building activities. It is expected that, through this component, Morodok's program retains its NGO-GPP certificate status, and the program will be regularly evaluated. In order to build staff confidence and avoid redundancies, Morodok has to be efficient in developing new project proposals in sufficient time prior to completing existing projects to avoid funding gaps.

The organization needs to strengthen the field staff capacity to fully understand the various project components in depth. They also need improved monitoring tools to ensure that relevant data is collected to adequately measure project targets and indicators. A database needs to be established to maintain the monitoring data systematically so this can be used for reporting and also as an historical record. The Executive Director and Program Manager will organize some in-house trainings designed to further build capacity of Community Facilitators and Field Assistants on all key project/program components.



VI. The Five Dimensions of Change

The Five Dimensions of Change



The five dimensions of change actually summarize the integration of expected changes into a coherent linkage that will lead to the realization of the community's social and economic right to development:

- Through increased access to community-owned financial service and business opportunities, the community entrepreneurs will be encouraged to customize market-oriented products that enhance their business opportunities.
- Change in gender equity and non-discrimination will maximize women's potential through their empowerment to bring about social progress and economic improvement to the livelihoods.
- Change in youth's participation and active citizenship will be induced through enhanced capacity of CBO and youth leaders to work proactively in strong networks to advocate for law and policy enforcement supporting sustainable Community Based Economic Development. Youth's participation is effectively mainstreamed in all project activities related to Community Based Economic Development.
- Change in law and policies enforcement ensuring accountable and sustainable natural resource management is critical to provide the communities with long-lasting opportunities to be recognized as accountable actors of harmonious social, cultural and economic development.
- As a final result, communities' social and economic rights will be realized enabling equitable sharing of benefits of the country's prosperity.

VII. Strategic Choices

7.1. The Organizational Strategy:

- To ensure logical and strategic plan development, Morodok will follow a standard log-frame format, with outcome and output indicators clearly established and clearly linked to each other.
- Morodok will continue to ensure that: 1) sufficient policies and procedures are in place to administer and support the staff effectively in their work; 2) transportation is sufficient and kept in good working order; and 3) there are sufficient computers for staff to carry out the administrative tasks related to project implementation.
- Morodok will continue to enhance its organizational capacity with clear policies, procedures and functional structure to comply with minimum performance standards required by NGO-GPP.
- Morodok is committed to maintaining the existing international advisor working alongside the organization's senior management team. He will conduct assessments of the sustainability of Morodok (paying particular attention to their capacities on attracting funds in the long-term and their project management capacities).
- Morodok will organize in-house trainings designed to further build the capacity of Community Facilitators and Field Assistants on all key project components in depth (CRFs, CBC, CBOs, IG capacity building) in order to have the ability to coordinate and negotiate with relevant actors to develop and implement community-based economic development plans.
- Program staff also need improved monitoring tools to ensure that relevant data is collected to adequately measure project targets and indicators. A database needs to be established to maintain the monitoring data systematically so that this can be used for reporting and also as an historical record.
- Morodok will build up the staff's capacities, if necessary with the assistance of consultancy services, and then allow them to introduce the new procedures in their target communities. The role of the upgraded staff will be as skilled internal auditors/monitors/facilitators to the performance of community groups.
- Morodok encourages all staff to develop a personal development plan which not only includes capacity needs to perform their current duties but also takes into consideration their future aspirations. The combination of these personal development plans becomes the Staff Development Plan.
- In order to build staff confidence and avoid redundancies, Morodok commits to be efficient in developing new project proposals in sufficient time prior to completing existing projects to avoid funding gaps.
- The present staffing levels are sufficient compared with the workload under the current program. With no significant change in direction recommended by the recent evaluation for the next phase, the same level of staffing should be sufficient. Each team of two staffs

(Community Facilitator and Field Assistant) work in partnership for the overall responsibilities of integrated implementation of all program activities in between 3 to 4 communes including the target villages covered by those communes.

7.2. The Programme Strategy:

- The programme will focus on enhancing community based economic and social enterprise development through promotion of the capacity of small and medium enterprise groups, and upholding a Rights Based Approach for equitable social economic development.
- The programme will be advocating for stronger opportunities to value and sustainably manage local natural resources, be they fishery, forestry, marine resources or agricultural land, and to enjoy equitable law enforcement practices. The project will be promoting meaningful community participation in local governance processes (democratization and decentralization) towards a culture of dialogue and constructive conflict resolution.
- The programme will be nurturing youth group leaders to effectively participate in the development process of their community.
- In the rural remote villages that are far from Morodok's office base, if necessary, Morodok will identify local people who could help to support the implementation of outreach project activities. To ensure effective communication with remote villages, Morodok will work with local counterparts by using remote control tools. Morodok will identify local graduates (young people) who are interested to work with community groups. These local counterpart will be young literate people and may have recently finished primary school and/or dropped out at secondary school.

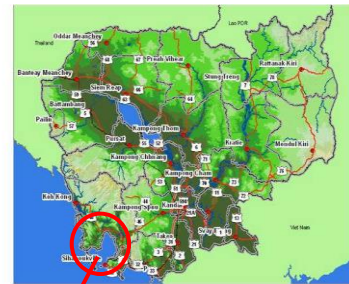
The local counterparts will help Morodok's Community Facilitators and their Field Assistants to ensure effective implementation of outreach activities. The local counter parts will support Morodok with the following activities:

1. Monitor various interest groups (IGs) and prepare reports on their work progress, problems, and needs;
2. Help connect leaders of each IG in various communes;
3. Inform CBO leaders in various communities about network meetings;
4. Focus more strongly on the strengthening of producer groups as strong producer groups will increase the sustainability of the CRF as well as improving the functioning of the groups.
5. Link IGs engaged in agriculture with technical services (e.g. with the District Office of Agriculture) to increased their production yield
6. Link IGs' market-oriented products in Community-based market mechanism such as community business centre to enhance their business opportunities;
7. and/or arrange for more study tours for them to learn from more progressive farmers,
8. In developing the new savings and loans policy CRFs shall be encouraged to consider some rules restricting applications for new loans from same groups until a certain period of time (preferably one cycle) has passed.
9. Assess the CRFs' performance capacities to consider for withdrawal of requirement for Morodok's signature to issue CRF's loan or access to bank account;
10. Encourage CRFs to consider more sustainable allocation of the annual profits. This will include a higher percentage (minimum 20%) retained as reserves and a small percentage (3%-5%) shall be retained to support training of CRFs.
11. Help to bring messages to local authorities and technical officers in the communes and district about organizing any event.

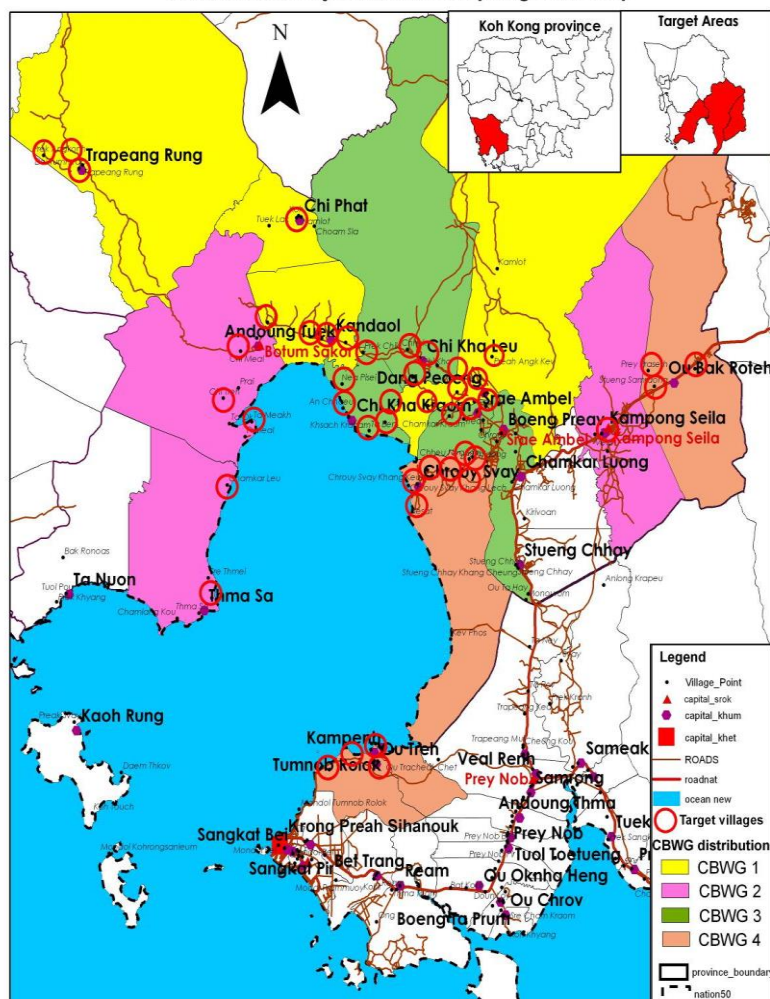
12. Work closely with youth groups to initiate ideas on livelihood options and assist with the formation of youth self-help groups.

VIII. Geographical Choice

Morodok will continue to operate in the existing 5 districts: Stung Hav, Kampong Seila, Sre Ambel, Botum Sakor, and Koh Kong. The 14 target communes are: Dang Peng, Chikhor Krom, Chroy Svay, Tumnob Rolok, Thmor Sor, Andong Teuk, Kampenh, Oubak Rotes, Chikhor Leu, Ou Treh, Kampong Seila, Kandaol, Srae Ambel, Tropeang Rung. In addition Morodok may (with sufficient funding and resources) also cover other places nearby. Morodok may phase-in new communes such as Chi Phat, Ta Nuon, Koh Sdach and Koh Kapik, helping them to establish CRFs that could support more Interest Groups, such as animal raising and crop production groups.



Geographical Distribution of Community-based Working Group of Morodok Project in the Kompong Som Bay



Main target groups

The actors that Morodok foresees to closely work with are vulnerable and poor household in the target areas especially youth, female-headed, disabled and disadvantaged households, as well as potential buyers, CBO leaders, CRF leaders, and business network management leaders, and farmer promoters. Effective cooperation will be developed with local authorities and relevant departments (Forestry, Fishery, Environment and Agriculture), and the private sector as well.

Morodok will focus its work on promoting and strengthening members of community interest group networks at the commune, and district levels. The primary target group will be the leaders, including women, men and young people who are potential leaders of CRFs, crop and animal producer groups, SME groups, sea food processing groups, the Honey Association, CBET Team, Food Processing groups, youth groups, children, vulnerable groups, and women business groups.

IX. Resources Implications

Resources implications include fund raising strategy and human resources.

9.1. Fundraising

- Morodok will be maintaining existing donors and improving communication with them.
- Morodok will invest time and resources for fundraising and attempt to attract new donors who share Morodok's vision and wish to support Morodok's mission.
- Morodok will increase visibility and communication with potential supporters, especially through regular updating of the website.
- Morodok supports community self-sufficiency through income generation based on social enterprise activities.
- Morodok uses external technical assistance only where necessary, through recruiting the services of local and foreign experts.

9.2. Human resources

- Morodok will maintain a diverse Board and encourage the Board to play an active role in guiding the organization.
- Morodok will provide ongoing capacity building for staff to upgrade their skills.
- Morodok will encourage internal promotion through encouraging internal applicants and building the skills of staff.
- Morodok will continue to strive for gender balance.
- Morodok will prepare staff so that the organization will be ready to apply for a new GPP (Governance & Professional Practice) certificate.
- Morodok will carry out regular M&E reflection and produce progress reports which reflect Morodok's attempts to improve effectiveness, efficiency, relevance, sustainability and impact.

X. Monitoring and Evaluation

Monitoring will follow the results-based management approach, which focuses on not just performance and achievement of outputs, but also on outcome and impact.

Morodok will work with international and/or local advisors to construct an M&E system to provide overall technical guidance and capacity building to the staff in the design, development and implementation of a results-based management system.

10.1. Proposed Evaluation Design

Morodok proposes an evaluation design that will assess the project's relevance, effectiveness, efficiency, impact and sustainability, including the extent to which the project contributed to community groups around Kampong Som Bay asserting the right to sustainably use natural resources and to assert ownership over social enterprise development supporting alternative livelihoods. Morodok will conduct baseline and final surveys to collect data that will serve, together with its project management information system, as the quantitative basis for evaluation of the overall program during the proposed Phase 2020-2024. Morodok will conduct two evaluations: a mid-term after 24 months and a final evaluation during the 50th month of the Strategic Plan. These evaluations will serve different purposes, coming at different implementation stages of the plan. They will be carefully designed to inform decision making and extract lessons learned and best practices.

Morodok will (depending on available funding) contract outside consultants to revise its existing management information system for Morodok Kampong Som Bay Program Strategic Plan 2020-2024. The revised MIS will be used to implement the proposed Performance Monitoring Plan (PMP). Morodok will also seek outside consulting services to design and implement the baseline study at the beginning of each project period. Morodok will utilize donor-approved external consultants to conduct the mid-term and final evaluations. A special focus of the final evaluation will be Morodok's approach to phasing-out and the sustainability of the program's achievements as well as key recommendation for future program design.

10.2. Evaluation Management

Morodok will contract an external evaluator for both the mid-term and final evaluations in order to ensure the transparency and independence of evaluation activities. This external evaluator will be assisted by project staff that will provide all relevant reporting and monitoring information, and access to stakeholders and partners at the community, commune, district and provincial levels.

The draft Performance Monitoring Plan will be finalized during programme start-up, and will be periodically reviewed and updated as necessary throughout the life of the project in accordance with any changes in implementation. The evaluation findings and lessons learned will be shared with relevant stakeholders and donors.

- END -