

# MORODOK ANNUAL REPORT 2013



*Building Sustainable Livelihoods for Coastal Cambodia*  
[www.morodok.org](http://www.morodok.org)

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# INTRODUCTION

The area of Kampong Som Bay provides a unique working environment surrounded by uplands, forests and a large river system. Morodok supports the communities living within these fragile ecosystems that mainly rely on natural resources and the use of traditional means for survival.

Our program is a continuation of development work, previously known as the Integrated Sustainable Livelihoods Project (ISLP) of the 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).

Our team helps to establish networks and discuss alternative livelihood options, such as ecotourism and non-forestry timber products, to provide income for people as well as help to sustain the environment.

During the past 15 years, ISLP/AFSC has gained a strong reputation on conflict resolution and peace building throughout the region. Going into its second year, Morodok continues their work, bringing together community groups, local government officials, technical officers and development partners to cooperate on various projects.

In 2013, Morodok assisted representatives of 104 interest groups to implement livelihood projects and prepare plans to work together as collective community business networks on small and medium enterprise.

Of these groups, 1,511 people directly benefited from Morodok's projects, of which 1,065 are women and 446 are men. This year's support reached a total of 6,421 family members. This means that many families have been able to increase their income through projects such as crop production, animal production, small business and by participating in savings groups.

There is still much needed support to build capacity within these communities and as we go into the final phase of our three year strategy, Morodok starts to consider its future direction beyond 2015.



MR OUNG TIVEA  
Executive Director, Morodok

## 2013 HIGHLIGHTS



International Women's Day event held in Trapeang Roungh Koh Kong Province. - March 2013.



Non-timber Forestry Products (NTFP) exhibition held in Phnom Top Cheang of Sre Ambel District, Koh Kong Province - July 2013.



Exhibitions held at the Khmer New Year event in Sre Ambel, Koh Kong Province - April 2013.

# 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 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.

# WHERE WE WORK

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

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.

This region falls under various land tenure designations including environmental protected areas; logging and agricultural concession; community forestry and fishery areas; small-urbanized areas and farmland - usually with no legal title.



# ACRONYMS AND ABBREVIATIONS

<b>ADHOC</b>	Cambodian Human Rights & Development Association (French acronym)
<b>AFSC</b>	American Friends Service Committee
<b>CBHE</b>	Community Based Wild Honey Enterprise
<b>CBO</b>	Community-based Organization
<b>CCSP</b>	Cambodian Civil Society Partnership for Decentralization & De-concentration
<b>CDP</b>	Commune Development Plan
<b>CFi</b>	Community Fishery
<b>CFo</b>	Community Forestry
<b>CIP</b>	Commune Investment Program
<b>CPA</b>	Community Protected Area
<b>CRF</b>	Community Revolving Fund
<b>D&amp;D</b>	Decentralization and De-concentration
<b>EED</b>	Church Development Service, Germany (Evangelischer Entwicklungsdienst)
<b>GPP</b>	Good Principle Practice
<b>H. E.</b>	His Excellency / Her Excellency
<b>IG</b>	Interest Group
<b>ISLP</b>	Integrated Sustainable Livelihoods Program (of AFSC)
<b>MAFF</b>	Ministry of Agriculture, Forestry and Fisheries
<b>MoE</b>	Ministry of Environment
<b>MPC</b>	Mlup Prumvihearhor Center
<b>NCDD</b>	National Committee for Sub-National Democratic Development
<b>NGO</b>	Non-Government Organization
<b>NRM</b>	Natural Resources Management
<b>NTFP-EP</b>	Non-Forest Timber Production- Enterprise Project
<b>UNDP-SGP</b>	United Nations Development Program – Small Grants Program
<b>VAHW</b>	Village Animal Health Worker

*Approximate exchange rate: 1 USD = 4000 riels*

# MAJOR ACTIVITIES

Based on Morodok's experience and in line with Cambodia's millennium development goals, the key to improving the lives of rural farmers is to find alternative livelihood options that ensure greater sustainability. Our major activities for this reporting period focus on enhancing the capacity of community leaders to take holistic approaches, as well as promoting and strengthening community group networks at the commune level.

## Livelihood improvement

### Objective one:

*"Small farmer Interest groups adopt and apply cooperative (Agro-Business) concepts and work together in cooperative networks."*

With Morodok's support, communities are improving animal-raising and crop production projects by working more sustainably, practicing new farming techniques and learning how to connect to the market.

Our team helps to establish network groups so villagers can work together to share skills and knowledge amongst group members as well as the wider community.

In forming a strong network, this allows information to be passed on and helps to improve the rights of those who are most vulnerable.

### Animal-raising

- Three intensive training sessions were held on animal vaccination for farmers in Chroy Svay commune of Sre Ambel district - 136 chickens were vaccinated.
- 91 farmers (51 women) expressed their interest in animal production and agriculture business. As a result, two animal production network groups were established.
- Two animal production network groups and two animal raising demo projects were established in Sre Ambel with 96 family members (58 women and children) benefiting.
- A demo farm site was set up in Chroy Svay commune for villagers to learn about animal breeding, nutrition and raising techniques.

### Sharing knowledge: Animal-raising project in Chroy Svay Commune

Mr Leng Hour's family has had a long history working to improve the livelihoods of community group members living in Chroy Svay commune. Born and raised in Kampong Cham, Mr Hour moved to the southwest region of Cambodia at the end of the Pol Pot regime in 1980. Now aged 66, Mr Hour and his family have worked hard to make a new life in the village of Koh Kong Province where the community largely depends on traditional farming and fishing to survive.

Mr Hour was recruited in 2013 as a farmer promoter for chicken raising. "I wanted to get involved and learn new skills," he says. "Morodok trained me in chicken raising techniques and, starting my own business, I applied for a loan from the local CRF needed to set up the farm." Eager to fulfill his role as a farmer promoter, Mr Hour shares his skills and experience with other villagers who can visit and learn directly about chicken caring, vaccinations, nutrition and how to prepare the chicken coop.



*Community leader, Mr Leng Hour, feeds chickens in the farm he is preparing in Saray Village, Chroy Svay Commune of Koh Kong Province.*

"There is interest but it is difficult for the [group members] to find time to learn because they are also involved in other livelihood activities such as fishing and growing crops," he says. Mr Hour will continue working with Morodok, building his skills and sharing his knowledge within the community.



Rice planters in Sre Ambel District transplanting rice crops from nurseries to grow during the wet season. This traditional method is a labour intensive process with farmers spending long days in the field.

## Crop production

- Five crop production networks were established – three in Sre Ambel district and two in Botum Sakor district of Koh Kong province.
- Awareness training was conducted on fertilizer management for crop production network groups in Kandaol commune, Botum Sakor district. There were 59 participants (37 women) who attended.
- A demo farm site was identified in Kandaol commune of Botum Sakor district.
- 1,322 family members (684 females) benefited from crop production projects throughout Kampong Som Bay.

## Small business interest groups and cooperative networks

### Objective two:

*"Small business interest groups adopt and apply new business enterprise concepts and work together as business cooperative networks."*

In 2013, eighteen meetings were held among interest groups involved with small business and savings in Botum Sakor district of Koh Kong province and Stung Hav district of Preah Sihanouk province. The aim was to discuss ideas on establishing business cooperatives network groups. As a result, 284 villagers (168 women) expressed interest in joining the business cooperative network.



Morodok staff in Phum One village of Stung Hav District teaching committee members essential bookkeeping skills and how to manage money for its community revolving fund.

### Small business networks

- Established three business cooperative networks in Sre Ambel district, four business cooperatives networks in Botum Sakor district and one savings network in Stung Hav.
- Two female representatives of small business groups from Sre Trav village, Thmor Sor commune, took part in an exchange in Phnom Penh to learn about the city's seafood market.
- Four honey collection network groups in Sre Ambel and Botum Sakor agreed to develop a business plan on a wild honey production chain. Six interest groups consisting of 72 villagers (5 women) benefit from the wild honey collection networks.



Field assessment on small business conducted with an independent consultant in Tameak Village, Andoung Teuk Commune.

## 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.

### Community progress

- Workshops were held with 13 CRFs based in Koh Kong Province and Sihanouk Province. In total, 204 people (77 women) attended and preparations were made to strengthen practices. As part of this, Morodok assisted CRF groups to elect 18 new committee members (seven women).
- Between September to October 2013, a regional meeting was held to provide training on financial management and book keeping to CRF committee members. There were 44 people (10 women) who attended the training.
- Staff assisted CRF groups to work with 185 villagers (128 women) to organize 19 interest groups in Koh Kong province and Sihanouk province.
- As a result, three working groups were established in crop production, three groups in animal production, six groups involved with small business projects and seven working groups focused on savings projects. There are 842 family members (425 women/girls and children) benefiting from the projects.
- Morodok supported capital amount of 13,960,000 riel to the 19 groups to manage as loans to be returned to CRF. The CRF groups also allocated existing capital amount of 50,500,000 riel to give as loan to the 19 interest groups.
- The groups agreed to pass on the grant capital amount of 64,460,000 riel to the CRFs in 1-2 tranches (50%-100% tranches) with the agreed interest rate of 1.5% per month.

### Growing stronger: CRF Committee of Tomnbrolok Commune

Morodok started providing livelihood support to the community of Tomnbrolok commune in 2010, continuing the work of the American Friends Service Committee (AFSC) that had been working with local fishery groups to help resolve conflict over the use of fishing grounds.



*Tomnbrolok CRF committee members - Su Eav (CRF Committee Leader), Preap Chantrey (Duty Leader) and Kuv Sothea (Cashier). The CRF committee is made up of five members including three women and two men.*

Although challenges remain, CRF Committee Leader Ms Eav, says the revolving fund has benefited the community. “When we first started, people were wary to participate but now they have gained trust and more community members want to get involved,” she says.

“The CRF loans to different types of community groups working together including savings groups, rice growers, vulnerable groups, fishing producers and pig raising businesses.” Morodok continues to support the CRF in Tomnbrolok Commune as well as two other revolving funds that have been established in Stung Hav District of Sihanoukville Province.

## Natural resource management (NRM)

### Objective three:

*Community-based organizations (CBOs) working together in networks to plan and implement sustainable natural resource management.*

Conflict over the use of natural resources between local villagers and higher authorities remains a controversial issue. Access to forests, fisheries, and farming for many rural people is being denied as large areas are privatized and granted economic land concessions for plantation, mining and extractive industries, with some parts kept for conservation.

Morodok works with villagers to help advocate for their rights to land and access natural resources in a sustainable way. This involves facilitating discussions and coordinating democratic elections to establish committees on behalf of the community, such as fishery and forestry groups.

Morodok continues its support, working with committee members to implement network plans, discuss issues and monitor progress. Morodok also supports non-timber forest products (NTFP) enterprises such as wild honey production, using sustainable harvesting techniques to ensure a low impact and long-lasting supply in the area.



*Morodok supported the Fishery Day celebrations in Prey Nob District, Preah Sihanouk Province. Members of the Fishery Administration, Fishery Committee and villagers took part, releasing small fish into the waterways to help replenish the local supply.*

### NRM-CBO networks and capacity building

- In June, August and November 2013 staff coordinated key representatives of the community fishery, community forestry and the community protected area to attend three network meetings to reflect on the year's progress and achievements.
- Morodok coordinated 22 representatives (three women) of community-based Wild Honey Enterprise in Sre Ambel district and Botum Sakor district to discuss and develop a business plan. As part of the planning workshop, business network groups signed an agreement to supply raw honey products to the National Honey Product Network.
- In cooperation with the Chief of the Multiple Use Environment Protection Area of Dang Peng commune, staff organized 2 meetings for community protection authority (CPA) groups in Kandoal commune, Botum Sakor district to develop a community management plan and prepare a community initiative project proposal.

There were 36 participants (8 women) who attended the meetings. As a result, the proposal has been submitted to UNDP-SGP and received confirmation as a shortlist candidate.

- 12 reflection meetings were held for representatives of Community forestry (Cfo), Community fishery (Cfi) and Community Protected Area (CPA) of Koh Kong province and Preah Sihanouk province. There were 149 participants (36) women who attended.
- Public awareness meetings were held in four villages in Kandoal commune, Sre Ambel district, to teach about the application process of community resource tenure. There were 220 participants (172 women) who attended.
- Liaising with the Fisheries Administration of Preah Sihanouk province, Morodok organized meetings with the Keo Phos fisheries committee of Stung Hav district, Preah Sihanouk province to prepare and submit draft internal rules and regulations.

As a result, the FiA provincial office officially recognised the new fishery committee, established in early 2013.

## Policy awareness (Advocacy)

In this reporting period, Morodok organised four major network meetings with NGO partners and institutions operating throughout Kampong Som Bay to prepare an action plan to support communities that are actively working on livelihood and NRM issues. The project activities held to increase policy awareness were:



- In **March 2013**, Morodok staff coordinated with NGO partners, commune authorities and district governors to celebrate International Women's Day in Trapeang Rung commune of Koh Kong district. There were 204 participants (152 women) who attended the event. This event provided great opportunities for local villagers and the public to get a better understanding about traditional values and the key roles of women in Khmer society. There was a culture show organized on women's ancient clothes and an exhibition on local traditional foods that reflected the local traditions of Khmer women. The event received a positive response from the public.



- In **April**, Morodok staff coordinated with local NGO partners, commune authorities, youth groups, and private sectors to organize a social event called the Community Trade Fair. The event was organized at Sre Ambel's commune hall. There were 380 representatives (150 women) of CRF, Cfo, Cfi, CPA interest groups that joined the event.



- **September to November**, coordinating with fishery administration officers of Koh Kong province and Preah Sihanouk province and commune councilors, staff held seven meetings for community groups to organize administrative restructuring and a management system for community fishery groups of Sre Ambel, Botum Sakor district, Koh Kong province and Stung Hav, Kompong Seila districts of Preah Sihanouk province. There were 545 participants (including 199 women) who attended the meetings. As a result, 55 new members (seven women) were successfully elected to represent the community fishery groups.



- **October to November**, staff coordinated with district advisors of Sre Ambel and Botum Sakor districts to conduct 2 awareness workshops on local democratization and policy. There were 106 participants (26 women), representatives of CBO group, Youth group, CRF and Commune Councillors, who participated in the workshops. The workshops provided information on sub-national democratic process, principles rule of law and social accountability. Furthermore, staff also coordinated 8 follow-up meetings among representatives of CBO groups of Sre Ambel district, Koh Kong province and Stung Hav district of Preah Sihanouk province. As a result, the community representatives were given the opportunity to reflect on their past performance, achievements, problems/needs, raised concerns to the commune councillors and discussed improvements. There were 87 participants (23 women) who attended and were involved in the 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:

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

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

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

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**Mrs Cheap Sotheary, Member  
ADHOC provincial coordinator in Sihanouk Province**

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**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.

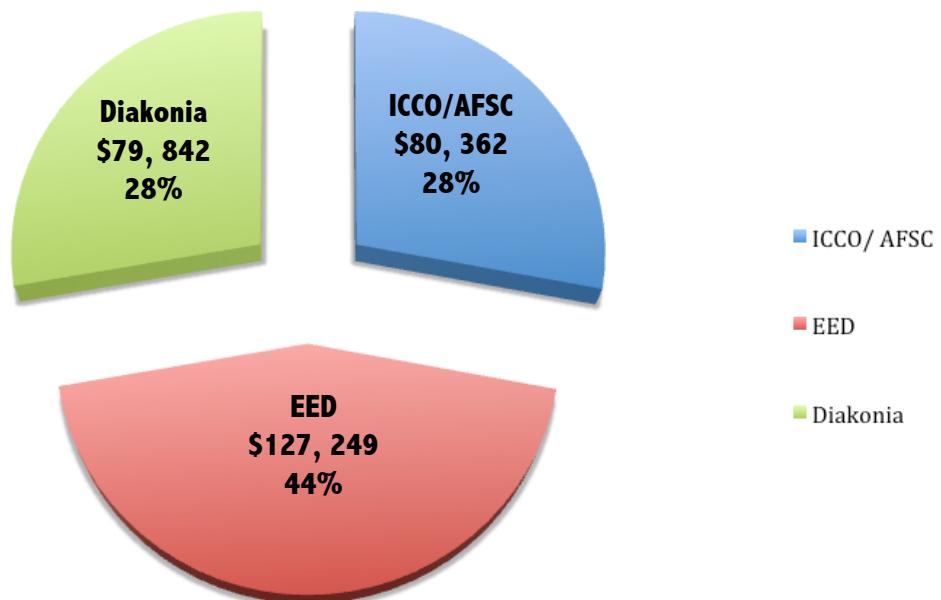
In case any Board member is not participating effectively, such as long periods of absence from Board meetings, the Board may choose to remove the Board member from membership.

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

# FINANCIAL EXPENDITURE

		Diakonia	EED	ICCO/AFSC	TOTAL
<b>Expenses</b>					
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
<b>Total Expense</b>		<b>79,842</b>	<b>127,249</b>	<b>80,362</b>	<b>287,453</b>

## Morodok's donor funds expenditure (2012)



## Thank you to our donor partners



American Friends  
Service Committee

*Quaker values in action*



*A ceremony held at the head office of Sre Ambel, Koh Kong province, for Khmer New Year involving local community members and project partners.*

**c/o AFSC Phnom Penh  
PO Box 64/CCC Box 5  
Phnom Penh, Cambodia  
email: [info@morodok.org](mailto:info@morodok.org)  
phone: +855 (0) 35940740**

**Registration no (Mol): No. 495 (Sor Chor Nor)**

**[www.morodok.org](http://www.morodok.org)**