



MORODOK Kompong Som Bay Program Strategic Plan FY 2016-2019

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**'Linking Community Entrepreneurs Network
to Market Opportunities'**



'Empowerment, Connectivity, Nurturing'

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I. Background of Morodok

Morodok is a local NGO which has been 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. By 2003, the ISLP program was completely staffed by Cambodians; and in 2004, the ISLP adopted financial monitoring tools to enable staff to manage their own budget. In order to prepare for full localization, in 2008, AFSC/ISLP organized a number of internal workshops and meetings for the ISLP staff to explore ideas on how to become a local organization. As a consequence, a three-year localization plan was prepared. Staff developed their future vision and mission, and began a transition process in which the program developed its identity, policies, By-Laws, governance structures, and organizational capacity. In April 2011, the ISLP program team registered as a local NGO under the name “**Morodok**”. AFSC handed over the program to Morodok as of 1 October 2011. A Handover Ceremony was held in Sre Ambel on 5th October 2011. In the year following the handover, AFSC continued to provide advice and technical supports (in addition to a small grant) in order maintain a smooth transition and remain in touch and engaged with Morodok. AFSC ceased providing financial support at the end of 2012.

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 the poor people in the coastal communities of Cambodia through building their capacity, supporting their initiatives and facilitating dialogue between relevant actors.

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

The Morodok organizes the organizational structure into two main parts: a governance level and an executive level.

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.

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 four different operation units – three program units and one support unit.

Each Program unit consists of one Team Leader and a number of program staff who have been assigned to take responsibility for the integrated implementation of all program activities within a specific region. 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.

The Support Unit includes Finance staff, Admin staff, Driver, Cleaner and Guards. The Support unit provides logistical, financial, and administrative support plus assistance in monitoring and reporting.

Management Team

The Management Team provides a consultative forum for the operations of Morodok. This forum will also encourage 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 operation. 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 **7.6** percent from 1994 to 2016, increasing its GDP per capita to US\$ 1,020 in 2015.¹ In 2014, the poverty rate was 13.5 percent compared to 47.8 percent in 2007.²

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

● **Community Laws: harsh reality for the 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, daily violations of community access rights by powerful companies that are granted concessions occur, resulting in violent conflicts.



Local fishermen using traditional gillnets in Prek Chrouk, Sre Ambel

Even though Article 23 stipulates that "Utilization of natural resources in accordance with articles of this law may only be 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", the communities - given their poor legal awareness - are often lured by the complex technicalities of the management plan and its related guidelines.

The same gaps are found in the enforcement of Fishery Law (2006), Forestry Law (2002), Sub-decree on Community Forestry Management (2003) and Sub-decree on Social Land Concessions (2003), which inevitably results in

¹ See <https://tradingeconomics.com/cambodia/gdp-growth-annual>; <https://tradingeconomics.com/cambodia/gdp-per-capita>).

² See <http://www.worldbank.org/en/country/cambodia/overview>

dispossession of the community's rights over 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 labor force

According to the 2013-2014 EMIS data released by the Ministry of Education, Youth and Sport, **21.5** percent of children enrolled in lower secondary education drop-out of school, with **23** percent in rural areas as opposed to only **14** percent in urban areas.

Based on the 2013 CIPS (Cambodia Inter-Censal Population Survey), it was revealed that in 2013, **16.9** percent of rural children workers aged 15-17 never attended school, with **18.8** percent for rural boy workers and **15.3** percent for rural girl workers of the same age group.

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 labor 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.

Based on CIPS 2013 data, it is observed that women form two-thirds of the economically inactive persons among migrants. The corresponding proportion in 2008 was slightly less with 63 percent. The economically inactive persons among migrants may be mostly family members accompanying the economically active members of the family.

In 2008, skilled agricultural, forestry and fishery workers formed **49** percent of economically active migrants. In 2013 it slightly increased to **50.4** percent. This means there has been a transfer of labor 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.



Garment factory workers during lunch time in Kandal province

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

Women are increasingly migrating for work, both internally and across borders. In 2013, **29** percent of the Cambodian population (about 4.2 million people) were migrants, defined as living in a place other than one's birthplace. Women account for **50** percent of

migrants nationally (NIS/Ministry of Planning, CIPS 2013).

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). Overseas migration accounts for one-third of migration.

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-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 and Start-Ups of SMEs:

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 (**88.1** 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 actually work in local private enterprises (**90.5** percent for male workers).

For this reason, 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, such as sustainable and inclusive economic development with a fair share for women. In the Neary Rattanak IV Strategic Plan of MoWA (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 Gender Assessment 2014 underline that there were 505,134 business establishments in Cambodia, according to the 2011 Cambodia Economic Census. The number of persons employed in these establishments was 1,676,263, comprising 650,179 males (accounting for **38.8** percent) and 1,026,084 females (accounting for **61.2** percent). Employment of women outnumbers employment of men in all business establishments.



Khmer traditional noodle seller (Nom Banchok)

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.

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: threat on economic and social development

The RGC recognizes that the rural poor of Cambodia, the majority of whom are women, are most vulnerable to climate change impacts due to their high dependence on agriculture and natural resources. This vulnerable group is susceptible to diseases due to their limited resources and 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 mostly 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.

*Rain-fed rice field in Chroy village,
Sre Ambel*

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

In relation to women, the Gender and Climate Change Action Plan 2014-2018 (GCCAP) especially 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 the communities to financial services and market network

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 with farming, fishery, marine resources and handicrafts.



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

Fish wholesalers in Kampot

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

III. Growing Trends

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

- Inexorable depredation of the environment under the pressure of foreign investment and 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 are convincing government on the tangible contribution of this concept to community livelihoods and private sector growth.

- Emerging social enterprise projects with support of avant-garde NGOs who are eager to diversify and innovate, improving livelihood programmes with result-based socio-economic approaches.
- Communities become more and more receptive and knowledgeable to 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.
- Intensive migration provokes “desertification” of rural areas and loss of labor force for agricultural and economic activities as well. Although migration provides employment opportunities for youth, it is also an insidious ground for human trafficking, and labor and sexual exploitation.
- Urbanization, as a direct effect of migration and population pressure, comes with the atrocious impact of cyber-pornography - a major plague for youth.
- 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 on economics and food security and is aggravated by growing deforestation and industrial pollution.

IV. Lessons learned from previous periods

- Group strengthening and dedicated leadership are critical factors of success to support the establishment of network groups and implement business enterprises.
- Communities' participation in and ownership of projects for sustainable management and use of natural resources should be motivated by the social enterprise concept, such as promoting community-based ecotourism, processing of seafood products, aquaculture and other forms of valorization of NTFPs.
- Although Morodok is strongly inspired by the model of fair and pro-poor economic development, the scarcity of competent external resources is a recurrent challenge to engage the vulnerable communities in risk sharing in a context of a globalized market. Yet external expertise in pro-communities SME

including research and capacity building, is a key condition to help Morodok meet its ambition by matching economic viability and social impact.

- Local government's contribution and support to community groups is very critical to implement projects, both 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 conflicting use of natural resources.
- Women's roles in leading and decision-making definitely remain pertinent inputs into business enterprise development. It was observed that the degree of management responsibility of women is highly appreciated and constitutes a valuable catalyst of entrepreneurship expansion.
- Youth groups constitute 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 these communities as well.

V. Gaps Analysis

The following key gaps have been identified by staff in a participatory approach using a Pair Wise Ranking method:

- Insufficient internal controls on project activities and the impact on target groups due to insufficient monitoring and evaluation impede the project, preventing Moroodok from maximizing its effectiveness through introducing proactive corrective measures.
- Weak understanding amongst staff about their roles and responsibilities makes it a challenge to provide beneficiaries with quality service ensuring their empowerment.
- CBO leaders and associated networks have low capacity in carrying out advocacy plans. To support them, there is a need to increase facilitation by Morodok staff to build up both skills and self-confidence.
- Lack of staff understanding and knowledge on cost-effectiveness while implementing project activities leads to waste of resources that reflect lack of accountability to donors and to beneficiaries as well.

- Youth groups have low capacity and their initiatives are not often supported in a ways that responds to their needs, except when their participation is mainstreamed into other project activities.
- Community groups' critical concerns with regard to applying for tenure and other NRM issues remain to be addressed. Additional efforts in facilitating their advocacy is needed to make sure that government policy and regulations are enforced with equity and transparency.
- Small business groups are lacking skills and knowledge for business planning, networking and connecting to market opportunities. Small business cooperatives have not been established to motivate this work.
- Commune Revolving Funds have low capacity in book keeping and financial management, and there is a lack of communication between CRFs and IGs and limited amount of start-up capital available.
- There is meager community input being considered and incorporated by commune councils into community development plans. Community concerns are seemingly not being addressed.

VI. Stakeholders Analysis

Stakeholders Analysis encompasses role analysis and capacity analysis including willingness and commitment, authority and resources as well. Stakeholders have been grouped into 8 categories: right holders, operators, supporters, primary duty bearers, influencers, service providers, facilitators and advocates/lobbyers.

Overall, findings reveal that diversity of stakeholders is a critical strength for the project given their significant role and responsibilities, and high commitment. However, their effectiveness is often hampered by limited capacity, variable responsibility and authority enforcement (especially primary duty bearers) and insufficient resources.

VII. Country Goal and Justification

The Country Goal of Morodok is that:

Community groups around Kampong Som Bay have better opportunity to sustainably use natural resources in a rights-based manner and to assert ownership over social enterprise development supporting alternative livelihoods.

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 and rural livelihood sustainability, essentially to make environmental and development ends meet.



Freshwater crabs on sale

Most rural populations living around Kompong 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 scarce, local communities will need to work together to assure that natural resources are being used sustainably. The opportunity for CBNRM approaches will be 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 Kompong Som bay.

Outcomes:

The country goal is supported by three outcomes:

Outcome 1

The community entrepreneurs use community-owned financial services to customize market-oriented products that enhance their business opportunities.



The main challenge of rural community producers in Kompong Som bay is to access to financial services in order to lower pressure from middlemen and brokers who, most of the time, are key players of complex market networks. The basic idea of the programme is to provide affordable goods and services targeted at low-income communities.

Weighing a meager daily catch of small fishes at Sre Ambel market

As a result, small local producers are enabled to participate in supply chains of bigger businesses so that independent profitable producer organizations earn a fair share of value chain benefits.

This inclusive business, by connecting people to value chains, leads to economic empowerment of the local communities, therefore playing a role in reducing the exclusion of the poor from economic growth.

Outcome 2

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



Community based organization leaders engaged in network in Chikor Leu commune, Sre Ambel

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 community based NRM. 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 Kompong Som Bay.

Outcome 3:

Institutionalized capacity and policy frameworks are necessarily improved to provide competent services.



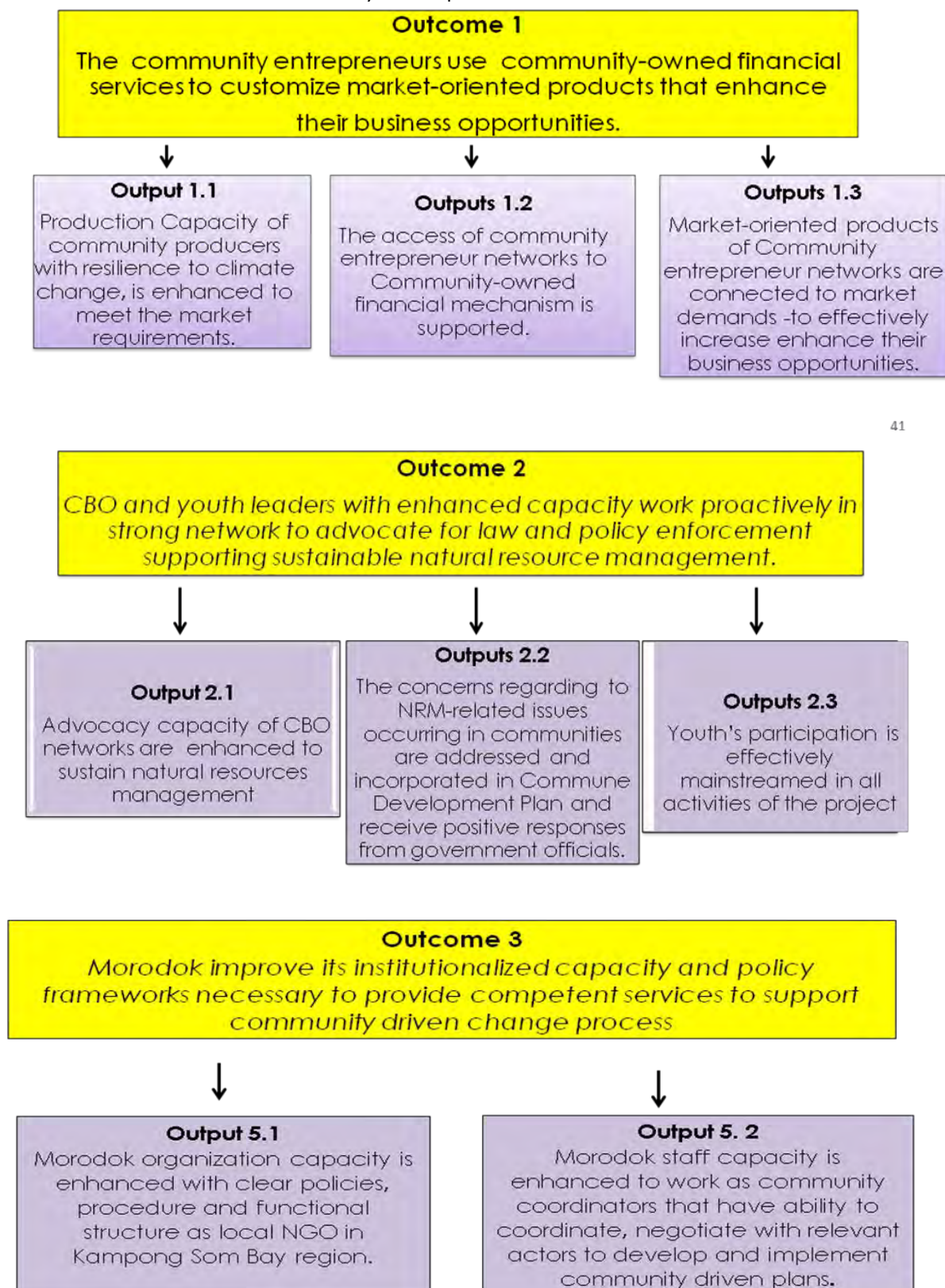
Morodok has concern to respond to demands of the local communities around Kompong Som Bay with quality and efficient services. To meet these challenges, and strengthen its institutionalized capacity, competent human resource and a strong policy are critical.

Continuous staff capacity building in Morodok office at Sre Ambel.

To become more effective and closer to the community beneficiaries, Morodok reformed its organizational structure by shifting from specialized project teams into 4 Community Based Working Groups (CBWG) covering 14 Commune Revolving Funds established in 5 districts.

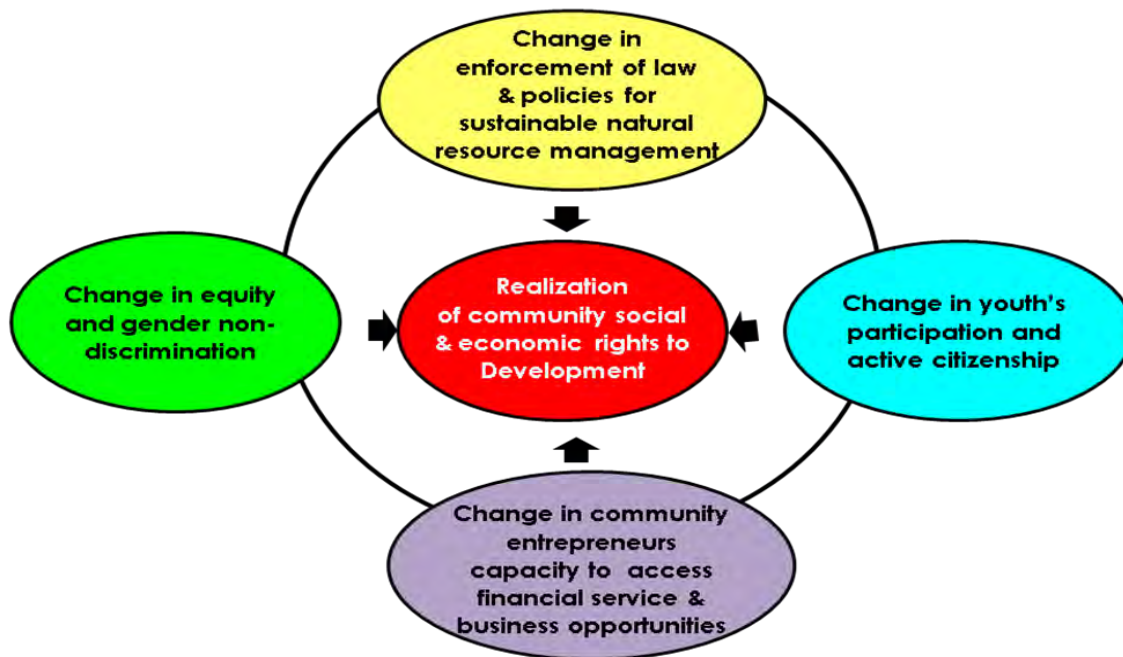
Outputs:

Each outcome is enabled by 3 outputs that are summarized as follows:



VIII. 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.

IX. Strategic Choices

The Organizational Strategy:

- Morodok continues to enhance its performing capacity with clear policies, procedures and functional structure to comply with minimum performance standards required by NGO-GPP. To maintain the quality of performance standards, Morodok is committed to develop and implement a system of tools to measure the implementation of improved policies and management procedures.
- Morodok is eager to proactively manage staff resources and make sure that a new generation of staff will receive ongoing capacity strengthening to keep carrying on their work as community facilitators (supporting the IG-CRF-AC/CBOs) by having the ability to coordinate and negotiate with relevant actors to develop and implement Community Based Economic Development Plans. To achieve this, Morodok capacity building shall be efficiently implemented.
- Before the beginning of this phase, Morodok's management team agreed that the re-organization of staff to work in specific target communes in various district to be the best option. The management team decided to assign groups of two staff to work in partnership (Field Officer and Field Assistant) responsible for the integrated implementation of all program activities in 3 to 4 specific commune communes as well as villages nearby. Each CBWG will take overall responsibility to coordinate and facilitate among/between community groups, technical officials and local authorities to prepare agenda for action raised by the community groups, consistent with Morodok's strategy and operational plan. The CBWG will report directly to the ED, with assistance from staff assigned the role of Monitoring & Reporting, to collect and collate all monitoring data/information presented by the CBWG and prepare draft reports for the ED.

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.

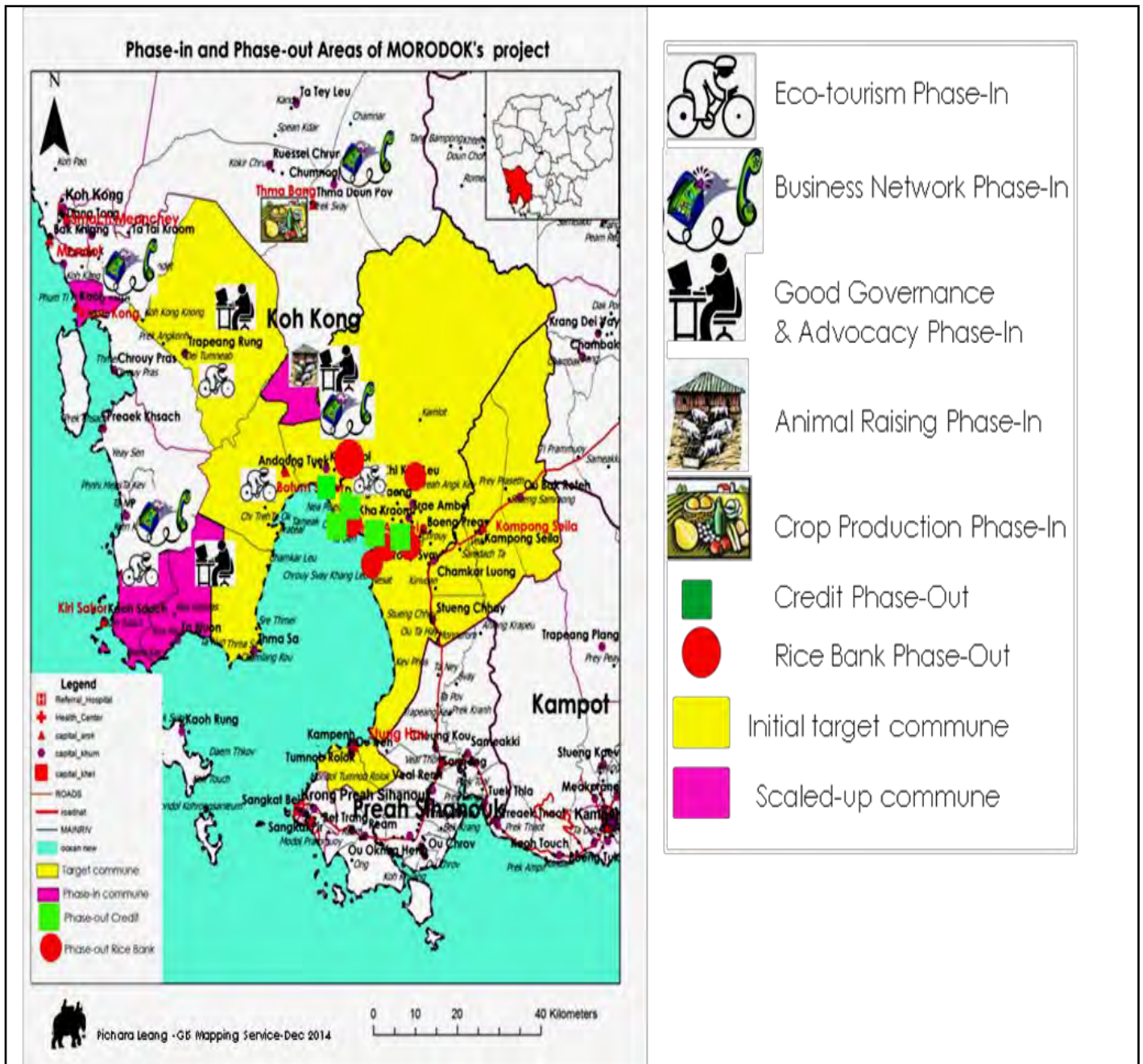
The local counterparts will help Morodok's Field Officers and Field Assistants to ensure effective implementation of outreach activities. The local counter parts will support Morodok with the following activities:

1. Monitor various interest groups and prepare reports on their work progress, problems, and needs, and raise concerns with regards to small business, credit, animal raising and other interventions;
2. Help connect leaders of each interest groups (IG) in various communes;
3. Inform CBO leaders in various communities about network meetings;
4. Work closely with interest groups (IG) and connect them to CRF (IG-CRF),
5. Help to bring messages to local authorities and technical officers in the communes and district about organizing any event.
6. Work closely with youth groups to initiate ideas on livelihood options and assist with the formation of youth self-help groups.

X. Geographical Choice

Morodok will continue to operate in the existing 5 rural districts through in Stung Hav, Kampong Seila, Sre Ambel, Botum Sakor, and Koh Kong. In addition Morodok will also cover other places nearby. Morodok will phasing-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. Morodok will also expanding inside Andong Toek commune to help establish an Eco-tourism pilot project in connection with Koh Sdach, Trapaing ROUNG and Ta Tai communes.

Morodok will be withdrawing its old projects related to Rice Bank, Credit, Buffalo Bank that were carried out in previous years from the old villages by handing them over to IG-CRF-AC/CBO monitoring committees. The below map displays the phase-in and phase-out areas of Morodok project.



XI. With whom Morodok wants to work?

All actors that Morodok foresees to closely working with are women and men leaders of youth, CBO leaders, CRF 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.

Main target groups

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.

XII. Resources Implication

Resources Implication includes fund raising strategy and human resources.

Fund raising

- Morodok will be maintaining existing donors.
- Morodok will attempt to become main contractor with new donors.
- Increasing visibility and communication with potential supporters and media especially with regard to the private sector.
- Investing time and resources for fund raising.
- Income generation based on social enterprise activities.
- Technical assistance from external human resources will be mobilized including local experts and foreigners.
- Donors coordinating meeting will be organized to present outcome of strategic planning 2016-2018.

Human resources

- Morodok will diversify the profile of the Board composition and encourage the reformed Board to play a more active role in guiding the organization.
- Encourage internal promotion to lead field teams.
- Strive for gender balance.
- Provide ongoing capacity building for staff to upgrade skills.
- Continuing to earn GPP (Governance & Professional Practice) certificate.
- Consider use of external human resources to carry out regular M&E reflection and to produce progress reports in search for effectiveness and efficiency.

XIII. Monitoring and Evaluation

Monitoring will follow the result-based management approach which strategy focuses on performance and achievement of outputs.

For this, a baseline consisting of an analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made, will be carried out. The Baseline is critical for change measurement. All Indicators, both qualitative and quantitative, developed by the project will be accompanied by baselines and targets and lend themselves to aggregation at all levels. Performance monitoring of the indicators will tell us about actual achievement or change against the original target.

The evaluation will consist of systematic and objective assessment of the on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. The evaluation will provide information that is credible and useful, enabling the incorporation of lessons learned into the decisionmaking process of both recipients and donors.