

MORODOK

ANNUAL REPORT 2020



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.

VALUES

The MORODOK organization believes:

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



The Staff of Morodok



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Cover photo: Activities of fishery processing group drying fish in Otres commune.

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.”

A Short History of Morodok

Morodok is a local NGO working with rural communities around Kampong Som Bay, Cambodia. It was previously a program of an international NGO, the American Friends Service Committee (AFSC). AFSC's Integrated Sustainable Livelihoods Program (ISLP), commenced its work in Sre Ambel district, Koh Kong, in September 1997. At that time, the area was remote and insecure. The AFSC/ISLP originally provided a full range of services, including agriculture, irrigation, credit, health and educational programs. In 2001, the program narrowed its focus to concentrate on helping communities manage and protect their natural resources and improve their livelihood options.

By 2003, the ISLP 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 organized a number of internal workshops and meetings for the ISLP staff to explore ideas on how to become a local organization. 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. Since then, Morodok continues to work in the region, encouraging community groups to assert their rights over the use of natural resources and livelihood improvement. Morodok staff work closely with leaders of community groups, helping them to promote community ownership in social enterprise development and claiming their community rights for sustainable natural resource management. Morodok continues to bring together community groups with local government officials and technical officers to help the community groups prepare applications and proposals which are then submitted to high-level government institutions to provide the community official rights over resource tenure, helping to create ownership for coastal communities in the Kampong Som Bay region of Cambodia.



In October 2011, AFSC officially handed over the project to the staff, who formed a new local NGO named "Morodok."

Message from the Executive Director



The year 2020 provided new challenges and new opportunities for Morodok. We began a new three-year project phase supported by our main donor, Bread for the World. And we began new partnerships with World Wide Fund for Nature (WWF) and FELM (an agency of the Evangelical Lutheran Church of Finland).

In this project phase, Morodok aims to establish farmer cooperatives, to continue to support poor villagers' business initiatives, and to further strengthen community networks on natural resource management. This work helps to ensure enhanced income-generation and improves people's abilities to feed their families. Across all its project activities, Morodok places attention on empowering women through leadership roles and actively involving them in the decision-making process.

Our new partnerships with WWF and FELM will help strengthen our work on community-based natural resource management, an important part of Morodok's current Strategic Plan. Together with FELM, this year we also prepared a Concept Note for our cooperation in the period 2022 to 2025, focusing on improving livelihoods, natural resources management, disaster risk reduction and climate change preparedness in coastal areas.

The main challenge facing Morodok in 2020 has been the restrictions imposed by the growing menace of COVID-19. Large gatherings were cancelled, and staff carefully followed the sanitation requirements of the Ministry of Health. Luckily for Morodok, almost all the staff come from the local area, so many activities were able to continue, unlike those of many Phnom Penh-based NGOs who had to cancel visits to the provinces.

A handwritten signature in blue ink, appearing to read 'H. Brest'.

Executive Director

Acronyms used in this report

CBC	Community business center
CBO	Community-based organization
CPA	Community protected area
CRF	Community revolving fund
NRM	Natural resource management

Project Achievements in 2020

Strengthening Community Livelihoods and Natural Resource Management around Kampong Som Bay

Much of the rural population living around Kampong Som Bay depend on natural resources to supplement their livelihoods. Most subsist on traditional farming, but rely also on fish and other aquatic resources and a range of forest products.

Although Cambodia is rapidly developing, in some rural areas 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. Effective approaches to socio-economic development and conservation are needed.

Morodok promotes community-based natural resource management and livelihood development as ways to increase local empowerment, to improve the sustainability of rural livelihoods, and to achieve both environmental and development objectives.

The "Strengthening Community Livelihoods and Natural Resource Management around Kampong Som Bay" project encompasses all Morodok's work under the current program phase. It is funded primarily by Bread for the World, based in Germany, with other funders covering the cost of smaller project elements within the larger project.

The project's objective is that

"Poor people in 14 communes around Kampong Som Bay have improved food security through improved natural resource management practices, access to community finance, and diversification of their sources of livelihood."

Morodok works with over 1,000 poor people, organized into around 150 interest groups, the majority (70%) of which are women. The interest groups are typically crop growing, small business and fisheries producer groups or savings groups, with a shared interest and living in the same location. In each of the 14 target communes, the interest groups can access community-owned revolving funds to start-up, scale-up or restart their entrepreneur projects. Each group is required to develop internal rules, regulations and business plans.

Marketing of the community products is assisted by a community business network, which helps producers to follow common production standards and standardized packaging and to find markets for their products. Morodok is now assisting the business network to gain official status as an agricultural cooperative.



Meeting to reflect on the work of 14 community revolving fund committees and prepare plans for 2021.

Morodok also works with 19 community-based organizations (CBOs) working on natural resource management covering 56,239 ha, including: 8 community fisheries, 4 community forests, and 7 community protected areas. These groups operate in accordance with the requirements of the Fisheries Administration, Forestry Administration and Environment Ministry, respectively. The groups include around 180 elected



Meeting to elect the Phnom Top Cheang Community Protected Area Committee for 2020 to 2024

leaders (of which around 30% are women). About 14,340 people (including 7,670 women and girls) are members of the CBOs and indirectly or directly benefit from sustainable use of natural resources, eco-tourism, fisheries, and collection of non-timber forest products.

A new three-year phase of the project began in April 2020. The project has three intended outcomes:

- Entrepreneurial capacities of smallholder producers to produce and trade market-oriented products are enhanced.
- The ability of smallholder producers to access community finance is improved.
- The sustainable natural resource management practices of 19 CBOs in 14 communes around Kampong Som Bay are improved

As of December 2020, the project has so far achieved the following results:

- ✓ 618 of the 1,023 families belonging to the producer groups (i.e. 60%) have already diversified their sources of livelihoods through successful livelihood projects. These 618 families belong to 86 producer groups, all of which had completed their projects and financial reports and made a profit, totaling USD 376,297 (or average of USD 609 per family). 75% of the producer group members are women.
- ✓ 1,023 members from 148 producer groups received loans from the community revolving funds (CRFs) to expand their businesses, through loans averaging USD 104 per member. 42 CRF committee members, including 30 women, received training.
- ✓ 13 CBOs have had their management plans approved by the authorities and are implementing annual action plans to protect the natural resources in their area.

During this project phase, Morodok intends to help further develop the community structures, bringing together the livelihood interest groups, community revolving funds, and community business network to form agricultural cooperatives. The agricultural cooperatives will be set up in collaboration with the Provincial Department of Agriculture, Forestry and Fishery, and will be eligible for government support and tax exemption, thereby ensuring the sustainability of the cooperatives.

Strengthening Community Based Organizations for Natural Resource Management & Sustainable Livelihoods

In April 2020, Morodok began a new project, with funding renewed annually by World Wide Fund for Nature (WWF), which aims to strengthen Morodok's work with 3 community forests and 2 community protected areas. It is part of WWF's project on "Leading the Change: Civil Society, Rights & Environment."

Community forests are registered with the Forestry Administration, whereas community protected areas are registered with the Ministry of Environment. The community-based organizations (CBOs) administering these areas sustainably manage the natural resources for the good of the community.

The project objective is that "Rural communities of 5 community-based organizations (CBOs) around Kampong Som Bay sustainably manage forests and reduce human pressure on natural resources through climate-adaptive livelihood initiatives."



Members of the bamboo rattan processing team shape rattan for building a water tank stand.

The project aims to build the organizational and technical capacities of the 5 CBOs for effective forest management and to increase household income through processing non-timber forest products (NTFP) and other livelihood activities. 1,057 households belong to the CBOs and stand to benefit from the project while protecting 5,521 hectares of forest.

The project has two intended outcomes:

- firstly, that the 5 CBOs have used their improved capacities to improve the implementation of management plans regarding the protection and sustainable natural resource management;
- secondly, that the community forest and community protected area members have increased household income through participation in value-addition NTFP processing to access greater markets and agricultural production value chains.

By the end of the first nine months of the project:

- ✓ The 5 CBO committees have improved their leadership and management structures and practices and increased their knowledge of NRM laws and regulations.
- ✓ As result of the capacity building, the relationships between the 5 CBO committees, local authorities and technical officials have improved, in terms of patrolling activities, CBO monthly meetings, CBOs raising issues with authorities, and annual reflection meetings.
- ✓ As a result of the Negotiation and Conflict Resolution Training, the community members have understood their role and duty in protecting natural resources, which has helped the CBOs' efforts to improve patrolling practices and to bring more illegal cases to the authorities for conflict solving following legal procedures.

Community Wetlands & Mangrove Management around Kampong Som Bay

In April 2020, Morodok began a 21-month project, funded by FELM, which aims to strengthen Morodok's work with 5 community protected areas (CPAs) and to reduce the destruction of mangrove forests. FELM is an agency of the Evangelical Lutheran Church of Finland which works to promote human dignity and justice around the world.

The CPAs are under the jurisdiction of the Ministry of Environment and are managed by local communities. The CPAs consist mainly of mangroves, which are important for carbon sequestration, fish breeding, fish nutrients, and coastline protection. The 5 CPAs supported by the project cover 4,205 hectares, and are managed by 777 households



CPA members participate in study tour on eco-tourism management at Chrak Leang Waterfall Resort Community in Pursat Province.

(consisting of 3,890 family members) from 15 villages. The communities are poor, and rely on small-scale agriculture and collection of non-timber forest products for survival.

The project helps to build the capacity of the CPA committees to protect the natural environment, to help the CPAs to network with the authorities and each other, and to build awareness of natural resource management in the wider community.

The project has three intended outcomes:

- firstly, that the 5 CPA communities have used their improved capacities to prepare and implement management plans regarding the protection and sustainable management of natural resources;
- secondly, that community members have used their increased awareness to become actively involved in sustainable management of natural resources; and
- thirdly, that CPA community leaders have improved coordination with environment officials, local authorities, and other CBOs for better law enforcement.

By the end of the first nine months of the project:

- ✓ The CPAs have updated their internal rules and regulations and produced management plans during regular meetings among their members;
- ✓ The CPA committees have improved their leadership, planning and management practices, and community members have started to pay fees to the committees.
- ✓ The CPAs have improved patrolling practices and brought more illegal cases to the authorities for conflict solving following legal procedures;
- ✓ Relationships among and between the CPA committee members, local authorities and technical officials have improved as a result of the network meetings, annual reflection meetings and leader forums.

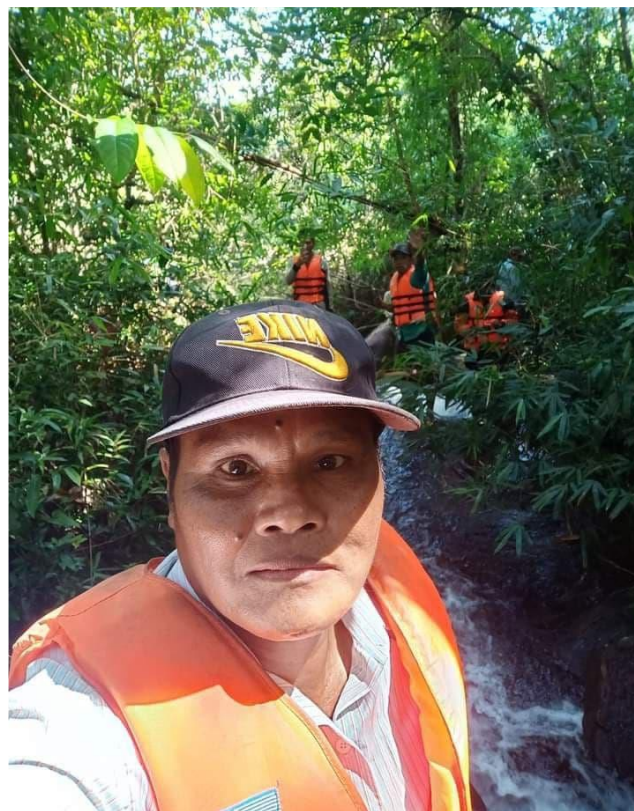
Case Study in Sustainable Natural Resource Management

Morodok has been cooperating with the community and officials in Andong Teuk commune, Botum Sakor district, Koh Kong province, since 2009. Andong Teuk commune covers 5 villages: Ta Meak, Proteal, Ta Ok, Chi Treh, and Prey villages.

In 2011, a Community Protected Area was established in this commune to sustainably protect natural resources for the benefit of current and future generations. Most people in this community depend on natural resources for their livelihoods. The community protected area was officially recognized in 2016 with a total protected area of 2,876 hectares. There are 2,702 community members (including 1,335 women). They elected a committee of 11 members (of which four are women), to lead the protection of mangroves and natural resources in the area.

Previously, people in the community lacked awareness of the sustainable use of natural resources. Mangrove forests were cut down, and the land had been encroached upon. Some local resources had been lost, such as flooded forests which are home to spawning fish. Other resources have been lost due to local climate change, as there is not as much rain as before and the weather is hotter.

Mr. Dy Channara is a community leader elected by community members to lead the sustainable protection of natural resources in the Community Protected Area. He says:



Mr. Dy Channara with a patrol in the community protected area.

“When I first led the community it was difficult for me, as I lacked knowledge in leadership, management skills, and ability to communicate with relevant actors. I faced lack of cooperation and criticism of my leadership from community members.

“But due to my love of natural resources, I strived to lead the Community Protected Area committee. With the encouragement and support of the Morodok Organization, I attended various training seminars which increased my knowledge and boosted my confidence. After the training, I was able to organize meetings with the committee, local authorities and technical officials, and explain the community statutes to community members. Moreover, I am now able to seek support from these stakeholders to help solve various problems that occur in the community, such as acts of deforestation, encroachment on community land, illegal hunting, illegal fishing, and so on.”

Although community leaders such as Mr. Dy Channara are now better able to lead the community, their capacity is still limited, and they still struggle to educate community members about the protection of natural resources. Mr. Dy Channara added that he still needed to increase his knowledge, and requested assistance in the implementation of

various activities to achieve the Community Protected Area goals. He requested the committee receive funding for planting trees in degraded areas, patrol equipment, border posts, training on ecotourism and CPA legal requirements, and suggestions on how to raise funds within the community.

"If in the future natural resources are conserved, maintained, and restored, and members are aware of the need to protect and sustainably use natural resources, then there will be increased resources, reduced disaster risk, and increased community income. People can make a living."

Finally, Mr. Dy Channara expressed his determination and excitement to think of the day when the big goal will be achieved, to make the natural resources beautiful, and the community members to fully understand the importance of protecting natural resources for future generations.



The patrol team consists of community members and a technical official from the Ministry of Environment.



Mr. Dy Channara addresses the community at their six-monthly meeting.

Strategic Plan 2020-2024

The Goal of Morodok for the period 2020 to 2024 is that:

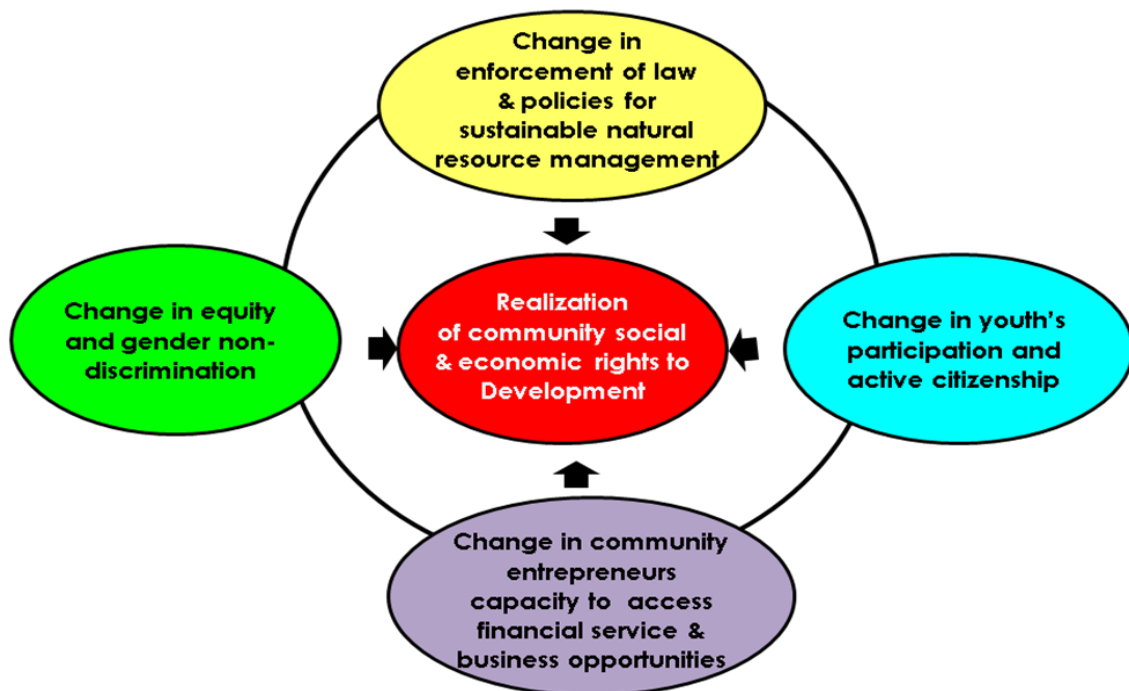
“Rural communities improve their sustainable use of natural resources and engage in climate-adaptive livelihoods in order to increase their income.”

The program has 3 intended outcomes:

1. Entrepreneurial capacities of smallholder producers to produce and trade market-oriented products are enhanced.
2. The ability of smallholder producers to access to community finance is improved.
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.

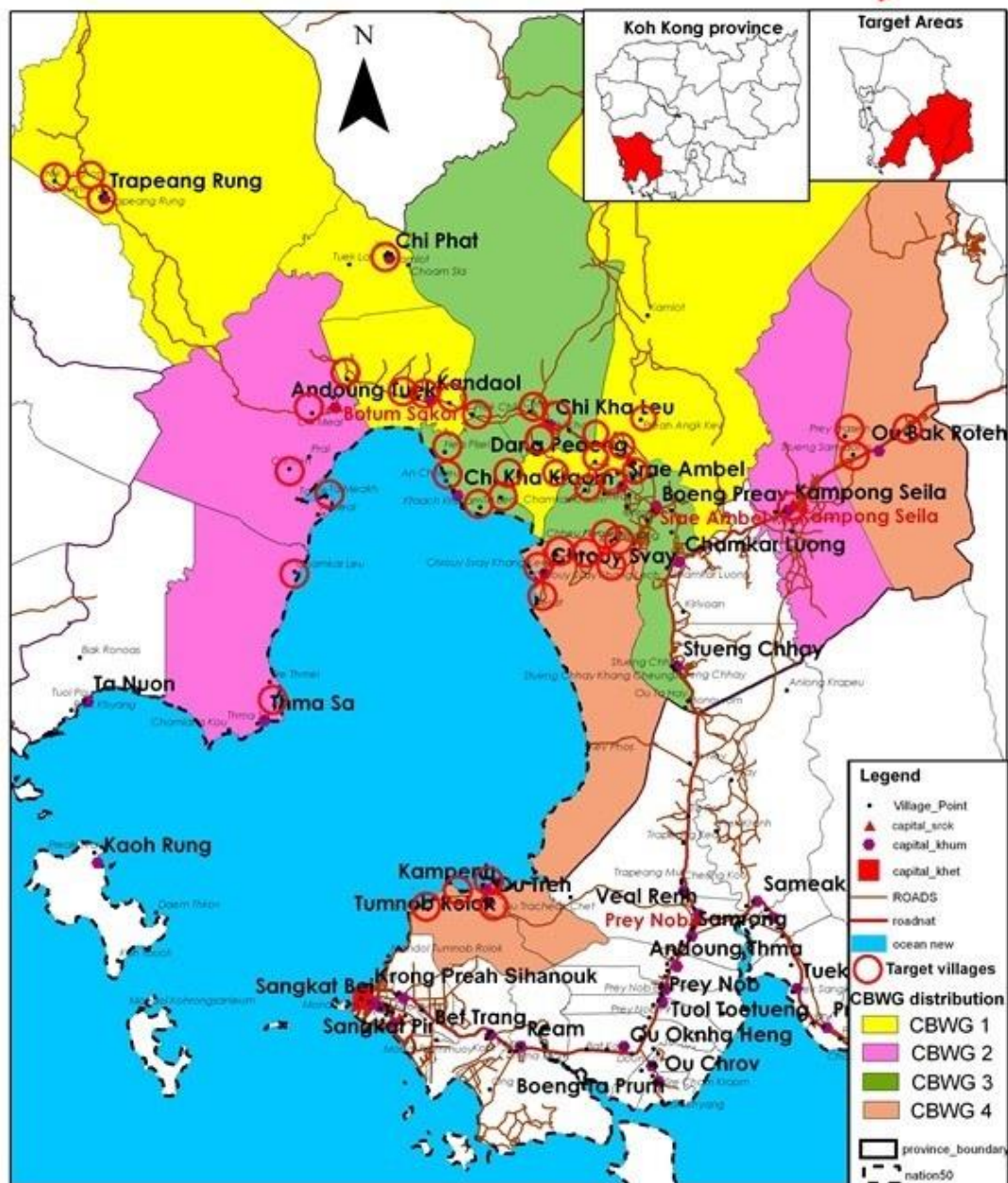
To achieve the above intended outcomes, Morodok will build its capacity to bring about five interrelated dimensions of change, as described in the diagram below.

The Five Dimensions of Change



Morodok continues to operate in 14 communes in 5 districts: Stung Hav, Kampong Seila, Sre Ambel, Botum Sakor, and Koh Kong. Morodok has withdrawn support from well-established projects such as rice banks, buffalo banks, and has phased in new communes. The project areas are shown on the following map:

Map of Morodok Target Villages and
Community Based Working Group
Areas Around Kampong Som Bay



Pichara Leang-GIS Mapping Service

0 5 10 20 Kilometers

Financial Report

Statement of Income and Expenses

For the Years Ending 31 December 2020 & 31 December 2019

	2020	2019
	USD	USD
INCOME		
Grants income	165,193	218,567
Interest & other income	42	1,167
	165,236	219,734
EXPENSES		
Personnel costs	85,963	98,041
Program costs	54,124	85,988
Coordination costs	18,187	18,024
Evaluation costs	-	15,063
Equipment & other expenses	6,920	1,496
	165,194	218,612
SURPLUS (DEFICIT) FOR THE YEAR	42	1,122

Statement of financial position

As at 31 December 2020 & 31 December 2019

	2020	2019
	USD	USD
ASSETS		
Current assets		
Cash	103,215	77,520
Other receivables	-	-
TOTAL ASSETS	103,215	77,520
LIABILITIES		
Current liabilities		
Deferred grants	68,681	38,358
Accrued expenses	-	4,170
Taxes payable	251	751
TOTAL FUND BALANCES	68,932	43,279
FUND BALANCE		
Fund balance, beginning	34,241	33,119
Excess of income over expenses	42	1,122
	34,283	34,241
TOTAL LIABILITIES & NET ASSETS	103,215	77,520

