

# MORODOK

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**STRATEGIC PLAN – 2023-2028**



### *Acronyms Used in this Report:*

AC	Agricultural Cooperative
AFSC	American Friends Service Committee
BfdW	Brot für die Welt
CBC	Community business centre
CBET	Community-Based Eco-Tourism
CBN	Community Business Network
CBNRM	Community-Based Natural Resources Management
CBO	Community-based organization
CDMC	Commune Disaster Management Committee
CFi	Community Fishery
CFo	Community Forest
CPA	Community Protected Area
CRF	Community Revolving Fund
DRM	Disaster Risk Management
ELC	Economic Land Concession
FELM	Finnish Evangelical Lutheran Mission
GDP	Gross domestic product
ICT	Information and Communication Technology
IG	Interest Group
IOC	Issue of Concern
NGO	Non-government organization
NRM	Natural resources management
NTFP	Non-Timber Forest Product
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PwD	Person(s) with Disabilities
RGC	Royal Government of Cambodia
SME	Small and medium-sized enterprises
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNDP	United Nations Development Program
WWF	World-Wide Fund for Nature



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*Cover photo: Community forestry group collecting non-timber forest products (NTFPs) in Phnom Top Cheang.*

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.”

# 1. Introduction

## 1.1 Background

This Strategic Plan for the period 2023 to 2028 updates and supersedes the previous Strategic Plan for 2020 to 2024. In May 2022, this new plan was developed by staff with the help of a consultant and with funding from WWF. 57 stakeholders joined a consultative workshop, including community representatives, local authorities, and environmental and fisheries officials. Participants discussed issues of concern, ways to address the concerns, challenges and risks, and the role of Morodok. Staff worked on an analysis of strengths, weaknesses, opportunities, and threats; a situation analysis; a risk analysis; and “do no harm” analysis. Based on these discussions, staff developed the contents of this proposal.

Morodok’s vision, mission, objective and values remain unchanged:

### *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.

## 1.2 Governance of Morodok

### *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 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.

### *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.

## **2. 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 programmes. 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.

### 3. Analysis of Issues and Challenges

#### 3.1 PESTEL Analysis of the Situation in Cambodia

The following PESTEL analysis was developed by staff in consultation with the consultant. A PESTEL analysis examines the context in the project area with respect to Political, Economic, Social, Technological, Environmental, and Legal factors.

##### P: Politics

- **The Policy on Natural Resources Management** was passed in 1996. On paper, the policy promotes NRM. However, it is contradicted in practice. Intruders have continually grabbed the protected land and areas where natural resources are located or inhabited. The continual implementation of the economic land concession project has negatively and severely impacted NRM. Normally, the issuance of land to private owners and ELCs is not participatory, and community people are not consulted. The investment plans in protected areas have not been fully and publicly consulted with local communities and implemented in accordance with the sub-decree on environmental and social impact assessment. Sub-national policies incorporate three laws, namely the Forest Law, the Fisheries Law, and the Protected Areas Law, which require government officials and the general public to provide input to ensure that developments suit the real situation.
- **Eco-tourism promotion policy:** The management structures at the national and sub-national levels have existed, such as the line ministries and provincial departments (Tourism, Environment, Agriculture, Forestry and Fisheries). On paper, it seems that the communities have rights to manage eco-tourism in their jurisdiction. However, in practice, the communities have limited rights and powers to push the process forward. They are not able to manage their projects independently, while the level of support from government and local authorities is low. In addition, the bureaucracy of the government structure makes the process troublesome and hinders communities from submitting their requests or proposals for help from the relevant departments. It is observed that local authorities have very limited knowledge and capacity in relation to policies or plans of the government, planning and budgeting. They are not actively engaged in the community activities or plans. In general, they need greater empowerment to enable them to become active duty-bearers. The government does not yet have an ecotourism development fund for areas having potential for development of ecotourism sites, and even if the community requests an ecotourism development plan it is not a priority for a commune development plan.
- **Small and Medium Enterprise (SME) Policy:** the government has increasingly promoted the SME at all levels, including the rural and remote communities, in its effort to promote the local economy to contribute to the advancement of the Gross Domestic

Product (GDP). Despite the efforts of the government as mentioned above, the procedure and process of enterprise registration are so complicated for rural people who are far from specialized offices and do not know which institution is responsible for registration.

- **One Village One Product (OVOP) Policy and Program:** In 2013, OVOP National Committee was integrated into the Council for Agricultural and Rural Development. In 2017, the 2006 Royal Decree to establish the OVOP National Committee was reviewed and amended. The Deputy Prime Minister and Chairman of the Council for Agricultural and Rural Development has been appointed as Chairman of OVOP National Committee. However, the outreach and implementation are not widely reaching the rural communities. At the national and sub-national levels, including the commune level, there is no clear management structure, mechanisms and system. There is not any clear indication of budget allocated to run the program. The capacity of local leaders is limited to manage and reach out to community members.
- **The Policy on Disaster Management** was passed in 2015, and there are strategies and action plans. However, the implementation is not yet good. In general, disaster management is implemented only after a disaster strikes, so does not cover all three major stages of the DRM: preparedness and prevention; emergency response; and recovery, rehabilitation, and development. Structures for disaster management exist at different levels, from the national down to the village. However, there is a big gape in the collaboration and the implementation. There is no consultation with community people to identify challenges, needs and impacts as well as strategy. There is no clear budget planning and management at all levels. There are gaps in cooperation and implementation from both national and villages levels in preparing rehabilitation and development of structures for disaster management. There is also lack of consultation with community people to identify challenges / needs and impacts, as well as their input to strategic planning and budgeting at all levels.
- **Political instability:** In times of political instability, such as during electoral campaign periods, there is a negative impact on natural resource management. Perpetrators increase their land grabbing, illegal logging, clearing and deforestation. The relevant authorities, those who are seeking political support from the perpetrators, ignore such illegal acts. Lack of enforcement of the rule of law and poor governance continue to affect the provision of public services, regardless of political instability.
- **Huge relations gap between the local authorities and ordinary citizens:** This phenomenon has widened in Cambodia, including in the rural and remote communities. It has been caused by various factors, especially people losing trust in the performance of local authorities in protecting the interests of the communities and natural resources. There is insufficient provision of public services to the rights-holders, and allocation of budget to these services is not set by law.

## E: Economics

- **Diversification of rural economic activities:** Only a small proportion of community members diversify their income. Most farmers continue to produce agricultural products in traditional ways, volumes, and quality. Post-harvest processing, including in the fisheries sector, remains limited and poor. Only a small proportion of community members run small enterprises, typically with limited financial capital, enterprise skills, and business management proficiency. Farmers lack knowledge of and experience with

modern techniques. For example, “Climate Smart Agriculture” (CSA) has resulted in low yields and production, resulting in reduced incomes, and is not responding to the market demand, thus contributing to a lack of food security for local villagers.

- **Economic confidence:** Community people are not confident to attempt economic activities. They lose hope and trust over the local authorities due to the authorities’ poor performance and limited response to the challenges and needs of the people.
- **Vocational skills training** is helpful, as it contributes to increasing the amount and quality of the production. However, the training is typically not adequate and only a few community people receive it, potentially leading to a widening income disparity between those who received it and those who did not. Even though the government encourages and pays attention to vocational training in line with market demand, young people and couples who have just gotten married have earned low incomes. They suffer from their unskilled labour and inability to earn an income. Suggest adding
- **Market accessibility:** Getting access to the market for the community-produced products remains problematic in many cases. There are no proper and sustainable local markets. The knowledge of the community members on where to find the best markets is limited. Although an effort has been made by local communities to market their agricultural and non-agricultural products (food processing), the quality of the products is not very responsive to the market.
- **Food security:** In general, it is noted that there is not much promotion of home gardening or livestock raising to enable community families to meet their basic food security and nutrition needs. In some rural communities, government authorities provide humanitarian assistance, but through a political tie or patronage system. The quality of food intake in local communities is insufficient due to poor nutrition and traditional food consumption habits.
- **Policy/scheme on loan with low interest:** It is argued that sustainable loans with low or acceptable interest play a vital role to promote local economic activities and enterprises. While the level of accessibility of loans for the rural community members is high with the booming of the banking and MFI sector, it is challenging for those poor people who do not have any collateral to be eligible for loans.
- **High levels of debt:** Approximately 70% of the rural community have used loans from different sources and interest rates. About one third have continually used loans from local money lenders at interest rates as high as 10% per month. In some cases, the repayment is done daily. Amongst the community members using loans, only about 30% are successful in their businesses, while the other 70% fall into indebtedness. This is one of the major factors causing increased out-migration.
- **Income being lost due to repeated disasters:** The income that community members earn is often lost after being severely affected by repeated disasters. Drought is identified as a major disaster hazard in most of the communities.
- **Inflation (increased prices):** Inflation is increasing in Cambodia. This has negatively impacted local production and business activities.
- **Prize for outstanding CPA:** The program of the RGC to award USD 1,000 per annum to any Community Protected Area that is outstanding in protecting and managing the protected areas is an incentive for CPAs to better perform their mandate and roles. According to the scheme, it is required that the CPAs need to have good planning and management. The CPAs must have a monthly, quarterly, and annual plan, and coordinate their work on a regular basis. More importantly, it is required that the implementation of those plans be successful, such that the protected areas are well



protected and managed to provide sustainable benefits. Although this is a good scheme, it is noted that some CPAs have lost trust on the relevant local authorities, especially the commune councils, on the ways the prize is allocated, awarded and managed.

- **Contribution of the community to protect natural resources:** The contribution of the community members' time is vital to contribute to the protection of their natural resources. Community members share their time to patrol the protected areas in their respective jurisdictions.
- **Economic crisis negatively affects the local business and income:** This mainly refers to the recent COVID-19 pandemic. It is observed that generally the COVID-19 pandemic has negatively impacted business activities and transactions at all levels, and that local communities with limited resources and capital are affected the most. This has negatively affected the communities' hope and trust on their future livelihoods and businesses.

## S: Social

- **Social cohesion:** has deteriorated gradually in general, and traumatically in many cases. Community members try to keep themselves far away from one another. One of the influential factors is the political system, in which political affiliation and ties have been increasingly promoted. Getting a membership card for any a political party is common. Political membership and activism have separated the community people, and social solidarity and co-existence has been ruined. In addition to this, the COVID-19 pandemic has reduced the interaction amongst the community people and with the local authorities.
- **Social order and security:** Social problems have been increasing for decades, especially social problems related to drugs and violence.
- **Traditional lifestyles:** The community people are conservative and keep their traditional lifestyles. There is limited awareness or knowledge of how to adapt to social change, and people keep themselves in their comfort zone.
- **Local human capital and institution quality:** There are limits to building local human capital and strengthening local institutions. Most community people have very low educational backgrounds, general knowledge, and skills, including life skills. The local governance structure remains lacking and poor.
- **Schools and pagodas are used as a safe hill during floods:** It is generally observed that schools and pagodas are key social assets for the communities, as they can be used to host the community people who evacuate from any flooded areas, or if their houses get flooded.
- **Lack of support to people with disabilities, women and children:** Support to PwD, women and children is typically lacking in times of disaster. The government lacks specific schemes, programs, initiatives or plans to assist such vulnerable people. The most vulnerable or poor people are severely affected; some of them lose their lives or become poorer or more marginalized.
- **Social value:** This refers to the ways that the government and local authorities balance the challenges, interests and needs of community members against the power exerted by powerful or rich people. The powerful and rich people acquire huge areas of land, including land in the protected areas. The relevant government officials and authorities tend to take sides with the powerful elites, and do not provide any solutions to protect

the land, fisheries, or forests that they are mandated to protect. Such acts have led community members to lose trust and respect for the relevant government officials and authorities. Consequently, the community members are reluctant to actively engage in any activities or programs of the government, including in protecting their natural resources, fisheries, etc. In general, land grabbing and encroachment by powerful or rich people has led increased conflict between rich and poor.

- **Population increases:** Demographically, the increase in population has led to increased demand for natural resources consumption, which leads to increased land clearance and deforestation.
- **Migration:** In the targeted communities, it is estimated that the out-migration rate is around 20%, affecting about 170 households per village. One impact of this migration is the loss of local person-power to join in patrolling or protecting the environment and resources.
- **Limited knowledge of NRM:** Community people typically have very low knowledge on the value of the environment and natural resources for their lives and livelihoods. This causes a major problem for the protection of natural resources. The poor look at natural resources as opportunities for them to exploit for income or livelihoods. They go into the forests or protected areas for illegal logging, to acquire income to support their daily consumption. In contrast to the poor who do need money for their daily survival, it is also interesting to note that illegal logging is often committed by the powerful and rich.

#### T: Technology

- **Limited technology in food processing:** Knowledge of modern food processing techniques is lacking in the communities, and food is typically processed in traditional ways.
- **Limited ICT knowledge, facilities and devices amongst the community people and CBO leaders:** There is a need to build the knowledge and skills of community leaders to ensure that they are able to obtain relevant information and updates which are relevant and helpful for their businesses. Their knowledge about ICT devices is very limited. While a vast majority of community people have access to smartphones, most of them have no idea on how to install, update and use programs or applications.
- **Lack of processing equipment:** such as food dryers for quality preservation.
- **Limited media outreach or information sharing:** There might be some markets or small outlets, but the information is not widely shared. Especially, the remote communities have not often received information related to products and markets. Lack of information about weather forecasts has also negatively impacted the agricultural production and businesses of remote communities. The internet bandwidth is poor in many places.

#### E: Environment

- **Poor waste management:** Many health risks negatively affect rural communities due to poor government waste management, pollution by individual families, and by commercial production. Poor waste management has affected the physical environment and waterways. It is very rare to see garbage bins installed or functioning

in the communities. The poor knowledge of the community people and poor management of the relevant government officials are the main causes.

- **Fisheries management:** There is an urgent need to protect fisheries and mangroves to enable the communities to use them in sustainable ways, to promote their better living conditions. To do so, it is important to make sure the current relevant policies are fully implemented, especially with the engagement of and by the communities.
- **Lacking irrigation systems and poor water management:** The current capacity of the irrigation system is not adequate and does not meet the farming need. In addition, it is observed that the management of the existed system is poor.
- **Increased land clearance and deforestation due to increased land price:** The real estate sector has been dramatically boosted in Cambodia in the last few decades. This has caused a significant increase of land prices, including in rural areas. Land grabbing and encroachment has chronically increased everywhere, especially in areas with high potential, such as in cities and areas with beaches.
- **Climate Change and Disasters:** Reflecting the impact of global warming, extreme weather events have been increasingly observed in many places in Cambodia. High temperature days have increased compared with the previous decades and changes in rainfall patterns have been observed. For example, this year, the monsoon rains came earlier, in April, whereas it normally comes at the end of June. Drought is the most disastrous hazard that occurs in most of the targeted communities.

#### L: Law

- **Law on Agriculture Cooperatives (AC):** The law promotes food processing groups, cash crop production, livestock raising, farming activities, SMEs, and NTFPs (non-timber forest products) processing because it promotes the creation of and link to the markets from the local products. It also promotes knowledge and skill development and contract farming.
- **Unequal law execution:** An imbalance in law enforcement is often observed. If land encroachment and illegal logging are committed by the poor, the legal implication is different from the same crimes committed by the powerful or rich people. In other words, there is a double standard in law execution. Consequently, such acts have caused discrimination and divided the social fabric between the poor and the elite.
- **Law on Disaster Management, passed in 2015:** Although the law has existed for some years, it is not yet being fully executed. The law is not widely distributed or circulated. Most community people in remote communities have not heard about it.
- **Sub-Decree no. 30 for land clearance in protected areas:** This legal proclamation provides a chance for the landless to get land for their agricultural and/or residential purposes. But at the same time, it has negatively affected the protected areas and NRM. Opportunists, especially powerful and rich people, have taken advantage of the sub-decree to grab land and forest areas and to get official land titles on this land.

## 3.2 SWOT Analysis

A “SWOT” Analysis analyses the (internal) strengths and weaknesses and (external) opportunities and threats facing a group or institution. Morodok staff carried out the following SWOT analysis with respect to Community Protected Areas (CPAs), Community Fisheries (CFis), and Community Forests (CFos) within the target project areas.

### Community Protected Areas (CPA)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>● There is a structure.</li> <li>● The CPAs are recognised by the local authorities.</li> <li>● There are monthly, quarterly, semi-annual, and annual work plans.</li> <li>● There is community mobilization to engage in the CPA management</li> <li>● There is a clear division and distribution of tasks amongst the CPA leaders.</li> <li>● The CPAs' by-laws and internal regulations are clear.</li> <li>● There is a good relationship between CPA leaders and their members.</li> </ul>	<ul style="list-style-type: none"> <li>● There is a management structure at all levels (national to local).</li> <li>● There is a strategic plan from the Ministry of Environment.</li> <li>● The national policy empowers the community to protect their protected areas.</li> <li>● The community people have rights to collect non-timber forest products from their projected areas.</li> <li>● The national program to promote outstanding CPAs and connection to the national network.</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>● There is limited capacity of the CPA leaders in managing their work and implementing their plan.</li> <li>● Some CPA leaders resigned while some others are not active in performing their roles and responsibilities.</li> <li>● The CPA leaders have very limited knowledge and capacity to raise awareness of community people on related laws, regulations, or actions.</li> <li>● The community members are losing their income and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>● Sub-decree on land clearance, and economic land concessions.</li> <li>● Inappropriate implementation of relevant regulations or programs.</li> <li>● The powerful and elite people are always committing wrongful acts or violations. Most of the perpetrators are powerful or elite people.</li> <li>● Unsolved violations or wrongful acts discourage people to engage in the management of the protected areas.</li> </ul>

### Community Fisheries (CFi)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>● There is a structure, clearly defining the position of the chair and members.</li> <li>● There is a monthly, quarterly, semi-annual, and annual work plan.</li> <li>● The CFi by-laws and internal regulations are clear.</li> <li>● There are good relations between the CFi leaders and members.</li> </ul>	<ul style="list-style-type: none"> <li>● The management system.</li> <li>● Planning and policy of the government.</li> <li>● The Fishery Administration allows fishery communities to create businesses in the forested areas (crab rearing, variety of fish rearing)</li> <li>● The national program and budget to promote community fisheries.</li> </ul>

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>● Planning: Limited capacity in developing and implementing the plans.</li> <li>● Structure: There is a limit to how much CFI leaders will sacrifice themselves to perform their roles and responsibilities as CFI leaders.</li> <li>● Relations: There is a lack of close relations between key actors.</li> <li>● There is no power to manage the community fisheries on their own.</li> </ul>	<ul style="list-style-type: none"> <li>● Related policies of the government to prohibit some fishery areas.</li> <li>● The management system at all levels are not supportive to the protection of CFI and the benefits of community members.</li> <li>● The powerful and elite people are always committed to violate the community fisheries and the communities.</li> <li>● There are very limited livelihood alternatives for the community members, which is an influential factor leading some of the poor to commit wrongful acts or violate the CFI.</li> <li>● Chronic indebtedness encourages the community people to migrate to look for job in other places.</li> </ul>

### Community Forestry (CFo)

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>● There is a structure, clearly defining the position of the chair and members.</li> <li>● There are monthly, quarterly, semi-annual, and annual work plans.</li> <li>● The CFo by-laws and internal regulations are clear.</li> <li>● There is a good relationship between the CFo leaders and members.</li> </ul>	<ul style="list-style-type: none"> <li>● The management system.</li> <li>● Forestry laws and policy of the government.</li> <li>● The Forest Administration supports and empower of the community people.</li> <li>● The national program and budget to promote community forestry.</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>● Planning: Limited capacity in developing and implementing the plans.</li> <li>● Structure: There is a limit to how much CFo leaders will sacrifice themselves to perform their roles and responsibilities as CFo leaders.</li> <li>● Relations: lack of close relations with key actors.</li> <li>● There is no power to manage the community fisheries on their own.</li> </ul>	<ul style="list-style-type: none"> <li>● Economic land concession.</li> <li>● Powerful people in the background violate the community forestry.</li> <li>● There are very limited livelihood alternatives and businesses for the community members, which is an influential factor leading some of the poor to commit wrongful acts or violate the CFo.</li> </ul>

### 3.3 Issues of Concern for Key Stakeholders

With the assistance of the consultant, Morodok staff organised a consultative workshop with stakeholders from the community fisheries committees, district environmental

officials, food processing groups and community business centre members, community protected area committees, community forestry committees, and community revolving funds. Each stakeholder group discussed a key issue of concern related to their area of responsibility. Results of the consultation are provided below.

**Issue of Concern: Protection and development of Fisheries Protected Areas**

Participants: 9 (1 female)

Institution or Group: Community Fisheries (CFi) committees

Key Questions	Response
<p><b>How do you describe the current situation of the Issue of Concern (IOC)?</b></p>	<ul style="list-style-type: none"> <li>● Dramatically increasing violations (outside fishers come to fish in the protected fisheries, leading to a decrease in fish in the area).</li> <li>● Poor management in the community (limited knowledge of the CFi leaders and members, on related laws, regulations, policies).</li> <li>● Limited knowledge and capacity of the CFi leaders and members in implementing the plan.</li> </ul>
<p><b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b></p>	<ul style="list-style-type: none"> <li>● It is anticipated that if the community people get increased awareness about relevant laws and regulations, then this would contribute to reducing the number of violations.</li> </ul>
<p><b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b></p>	<ul style="list-style-type: none"> <li>● The management plan (monthly, quarterly, semi-annual and annual planning).</li> <li>● Monthly patrol planning.</li> <li>● Awareness raising of the community people.</li> </ul>
<p><b>What challenges or risks have you perceived to continue and/or happen in the next 6 years hindering addressing the above IOC?</b></p>	<ul style="list-style-type: none"> <li>● Violations committed by outsiders, the powerful and elite people who have the strong back-up support from other powerful government institutions or people.</li> </ul>
<p><b>What and how can your institution or group do to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Protect and conserve by carrying out regular site patrols.</li> <li>● Conduct meetings with local authorities or relevant government officials to prepare planning or bring the issues or concerns from the communities to share with them.</li> </ul>
<p><b>What is needed to ensure that your institution or group is capable to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Financial support and materials or equipment for the site patrols.</li> <li>● Skills development on how to raise community awareness on relevant laws and regulations.</li> </ul>

	<ul style="list-style-type: none"> <li>● Technical support on site and border demarcation and measurement, appropriately and according to the legal recognition.</li> </ul>
<p><b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b></p>	<ul style="list-style-type: none"> <li>● Facilitate the capacity development and provide materials or equipment for fish and crab raising.</li> <li>● Financial support and materials and equipment for site patrols.</li> <li>● Support the repair of the office and install pillars at the demarcated border.</li> <li>● Support the plantation of mangroves.</li> <li>● Develop a policy on loan provision to the fisheries community and its management.</li> </ul>

**Issue of Concern: Protection of CPA and NRM**

Participants: 4 people

Institution or Group: District Environment Officials

Key Questions	Response
<p><b>How do you describe the current situation of the Issue of Concern (IOC)?</b></p>	<ul style="list-style-type: none"> <li>● The community members have limited knowledge on NRM and conservation.</li> <li>● Sub-decree 30 on protected area clearance, border adjustment and site identification, does not identify the areas that can be utilised or conserved; and there is no directive from the province to inform the local authorities on this.</li> <li>● There is an increase of middlemen or powerful people inciting or encouraging community members to cut down forests in the protected areas to sell out.</li> <li>● There is no mechanism to manage waste locally.</li> <li>● There is a limited engagement from the community people in waste management; people are following their traditional practices which are harmful to the environment.</li> </ul>
<p><b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b></p>	<ul style="list-style-type: none"> <li>● It is severely anticipated that there won't be any CPA left in the community.</li> <li>● Different types of diseases would be incurred.</li> <li>● There will be a dramatic increase of air or environmental pollution.</li> </ul>
<p><b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b></p>	<ul style="list-style-type: none"> <li>● Community awareness on NRM.</li> <li>● Join the site patrol with the CPA or community people or groups.</li> <li>● Integrate the waste management plan or program at any meeting with the village, commune and district authorities.</li> </ul>

<p><b>What challenges or risks have you perceived to continue and/or happen in the next 6 years hindering addressing the above IOC?</b></p>	<ul style="list-style-type: none"> <li>● Limited law awareness raising.</li> <li>● Limited cooperation and collaboration of the provincial and local authorities in the community awareness raising in particular the sub-decree 30 on area clearance, site and border demarcation and adjustment.</li> <li>● Poverty or poor livelihoods of community people, with limited livelihoods alternatives, encourage the community people to do illegal logging or hunting.</li> </ul>
<p><b>What and how can your institution or group do to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Continue the awareness raising in communities on NRM and conservation.</li> <li>● Cooperate with the relevant provincial authorities or line departments to demarcate areas for utilisation and conservation in accordance with the sub-decree 30.</li> <li>● Strengthen the joint patrols with the CPAs and communities.</li> <li>● Produce signboards on NRM and conservation to be installed in the CPA and community public places.</li> </ul>
<p><b>What is needed to ensure that your institution or group is capable to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Need NGO partners, relevant government institutions and communities to cooperate in managing and developing the communities.</li> </ul>
<p><b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b></p>	<ul style="list-style-type: none"> <li>● Help facilitate community awareness raising on laws and regulations.</li> <li>● Help facilitate or support the organization and operation of CBET in areas or communities with high potential.</li> <li>● Support the formation and function of tree nurseries to provide tree seedlings to communities for plantation.</li> <li>● Support communities in the construction or maintenance of their community offices.</li> <li>● Support agriculture training, NTFP processing, and NTFP utilisation.</li> <li>● Organize exposure visits or exchange visits for CPAs for knowledge and experience exchange or learning, especially the exchange visits amongst the communities.</li> <li>● Support or coordinate training on GIS for Environmental Conservative Officials.</li> <li>● Support the community site patrol activities.</li> <li>● Cooperate with the relevant government officials for all meetings with CPAs or communities.</li> <li>● Strengthen the CPAs in all communes.</li> </ul>



**Issue of Concern: Economy, Business and Market Linkages**

Participant: 7 people (6 female)

Institution or group: Seafood Processing Group and CBC

Key Questions	Response
<p><b>How do you describe the current situation of the Issue of Concern (IOC)?</b></p>	<ul style="list-style-type: none"> <li>● Generating income of members has great challenges, due to decreased fisheries resources and decreased price of the product. For instance, 1kg of fresh shrimp cost 15,000-30,000 Riel in 2021 but 10,000 - 25,000 Riels in 2022.</li> <li>● Imbalance of higher expenditure and lower income. Daily fishing provides around 60,000 Riels (15 USD), compared to daily consumption costs, like paying for education of the children, health care or treatment, social events, and especially repayment of loans of approximately 80,000 Riel/day.</li> <li>● The price is set by middlemen: if the captured fish are not sold, then there is no money to support income generation, or to pay for expenses.</li> </ul>
<p><b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b></p>	<ul style="list-style-type: none"> <li>● There is a dramatic increase of out-migration.</li> <li>● Most of the school-age children dropout of school to help their parents.</li> <li>● Increased indebtedness.</li> <li>● Children could be forced to work.</li> </ul>
<p><b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b></p>	<ul style="list-style-type: none"> <li>● There is no indication of the commitment or solutions from any government authorities.</li> </ul>
<p><b>What challenges or risks have you perceived to continue and/or happen in the next 6 years hindering addressing the above IOC?</b></p>	<ul style="list-style-type: none"> <li>● Community people have no idea how to develop and submit any proposal to relevant government authorities for their intervention.</li> <li>● Local authorities do not have any plans to go down and support communities in market linkages.</li> </ul>
<p><b>What and how can your institution or group do to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Put much more effort to buy products of members and community members for processing (to make dried shrimp, dried fish, fish sauce).</li> <li>● Advise members to increase their seafood processing.</li> <li>● Create networks with outsiders to look for market linkages to sell the products purchased from members.</li> </ul>

<p><b>What is needed to ensure that your institution or group is capable to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Techniques in seafood processing.</li> <li>● Seafood drying machine.</li> <li>● Seed capital to increase the purchasing power to purchase more products from members.</li> </ul>
<p><b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b></p>	<ul style="list-style-type: none"> <li>● Support/facilitate training on seafood or NTFP processing.</li> <li>● Create or support market linkages, especially with outsiders.</li> <li>● Training on how to do social media promotion of the products to reach more clients and potential markets.</li> <li>● Facilitate/support the installation or operation of the drying machines.</li> <li>● Provide seed capital to the CBCs and CBN.</li> </ul>

**Issue of Concern: Protecting CPA and environment**

Participant: 10 people (2 female)

Institution or group: Community Protected Area (CPA) committees

Key Questions	Response
<p><b>How do you describe the current situation of the Issue of Concern (IOC)?</b></p>	<ul style="list-style-type: none"> <li>● Limited cooperation and collaboration with local authorities and government officials.</li> <li>● Chronic land grabbing or encroachment.</li> <li>● Negative impact of the sub-decree 30 on land clearance and economic land concession scheme.</li> <li>● Limited knowledge on relevant laws and regulations and poverty of community people.</li> <li>● There are laws and regulations to protect CPAs and natural resources, but there is no power to implement in reality.</li> </ul>
<p><b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b></p>	<ul style="list-style-type: none"> <li>● Huge land grabbing, encroachment or illegal logging might decrease, while the small cases might increase because the community people have no livelihoods alternatives for their income generation or businesses.</li> </ul>
<p><b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b></p>	<ul style="list-style-type: none"> <li>● Increase tree plantation in specific areas.</li> <li>● Community people increase knowledge/skills and information exchange/share.</li> </ul>
<p><b>What challenges or risks have you perceived to continue and/or happen in the next 6</b></p>	<ul style="list-style-type: none"> <li>● Powerful and elite people continue to use their power, wealth or background influence (intervention</li> </ul>

<b>years hindering addressing the above IOC?</b>	<p>culture) for wrong acts or violation on CPAs and natural resources.</p> <ul style="list-style-type: none"> <li>● Lacking materials or equipment for the CPAs to perform their roles and tasks.</li> <li>● Limited capacity of CPA leaders.</li> <li>● There is an absence of work plan and budget.</li> <li>● Nepotism, political affiliation.</li> </ul>
<b>What and how can your institution or group do to address this IOC?</b>	<ul style="list-style-type: none"> <li>● Raise awareness and explain well to the community members on the benefits and consequences of the sub-decree 30.</li> <li>● Circulate or disseminate relevant laws or regulations to community members.</li> <li>● Reactivate and strengthen CPAs to advocate (seek for support) for/from relevant government agencies or local authorities to address concerns and challenges raised by the community members.</li> </ul>
<b>What is needed to ensure that your institution or group is capable to address this IOC?</b>	<ul style="list-style-type: none"> <li>● Need cooperation and support from relevant government agencies and local authorities in community awareness raising on laws and regulations.</li> <li>● Set up principles and implementation guide on the importance of tree plantation.</li> <li>● Need the support from all relevant government agencies and local authorities to provide a hard title to officially recognize the CPAs.</li> </ul>
<b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b>	<ul style="list-style-type: none"> <li>● Provide financial support for training sessions and meetings of the communities organized by the CPA committees.</li> <li>● Support the establishment and operation of CBET.</li> </ul>

### Issue of Concern: Protecting CPA and environment

Respondents: 5 people (1 female)

Institution or group: Community Forestry (CFo) committees

<b>Key Questions</b>	<b>Response</b>
<b>How do you describe the current situation of the Issue of Concern (IOC)?</b>	<ul style="list-style-type: none"> <li>● Limited cooperation with and support of governments and local authorities.</li> <li>● Poverty/poor livelihoods of community members.</li> </ul>
<b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b>	<ul style="list-style-type: none"> <li>● Huge land grabbing, encroachment or illegal logging might decrease, while the small cases might increase because the community people have no livelihoods alternatives for their income generation or businesses.</li> </ul>

<p><b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b></p>	<ul style="list-style-type: none"> <li>● Increase the support to community to have more businesses.</li> <li>● Support the protection of forests and CPAs.</li> <li>● Promote awareness raising and capacity development to community members.</li> </ul>
<p><b>What challenges or risks have you perceived to continue and/or happen in the next 6 years hindering addressing the above IOC?</b></p>	<ul style="list-style-type: none"> <li>● Lack of materials or equipment for the CFos to perform their roles and tasks.</li> <li>● Limited capacity of CFo leaders.</li> <li>● There is an absence of work plan and budget.</li> <li>● Lacking management system at the community level.</li> </ul>
<p><b>What and how can your institution or group do to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Community awareness on laws and regulations relating to forestry.</li> <li>● Reactivate and strengthen CFos to advocate (seek for support) to relevant government agencies or local authorities to address concerns and challenges raised by the community members.</li> </ul>
<p><b>What is needed to ensure that your institution or group is capable to address this IOC?</b></p>	<ul style="list-style-type: none"> <li>● Need cooperation and support from relevant government agencies and local authorities in community awareness raising on laws and regulations.</li> <li>● Set up principles and implementation guide on the importance of tree plantation.</li> <li>● Need the support from all relevant government agencies and local authorities to provide a hard title to officially recognize the CPAs.</li> </ul>
<p><b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b></p>	<ul style="list-style-type: none"> <li>● Provide financial support for training sessions and meetings of the communities organized by the CPA committees.</li> <li>● Support the establishment and operation of CBET.</li> </ul>

**Issue of Concern: Economy, Business and Market Linkages**

Respondents: 9 people (5 female)

Institution or Group: Community Revolving Fund (CRF)

Key Questions	Response
<p><b>How do you describe the current situation of the Issue of Concern (IOC)?</b></p>	<ul style="list-style-type: none"> <li>● Members do not have specific and stable businesses or income generation (just sell daily labour).</li> <li>● Members have unstable income generation.</li> <li>● Members have very limited skill or techniques in farming activities or cash crop production and there is no knowledge and skill in business planning.</li> <li>● Members are in debt – needing to repay loans to different sources.</li> </ul>

	<ul style="list-style-type: none"> <li>● Inflation, especially the price of fuel dramatically increased since the Russian invasion of Ukraine, while the agricultural production declines.</li> </ul>
<b>How do you describe the trend of the Issue of Concern (IOC) in the next 6 years?</b>	<ul style="list-style-type: none"> <li>● If there is a support from the project in agricultural production activities, cash crop production, the livelihoods of the community members might be better. But most of the migrant families might not be better off.</li> </ul>
<b>Is there any commitment (law, policy, plan, program, budget, initiative, etc.) of the relevant (IOC) governments (and key relevant actors) to address the IOC (existing and in the next 6 years)?</b>	<ul style="list-style-type: none"> <li>● It is suggested that the government should promote the political stability and certainty, promote the application of ID Poor scheme, reduce the price of electricity, and promote infrastructure to implement government policy.</li> </ul>
<b>What challenges or risks have you perceived to continue and/or happen in the next 6 years hindering addressing the above IOC?</b>	<ul style="list-style-type: none"> <li>● It's extremely difficult to change mindset, attitude and behaviour of community members.</li> <li>● Limited knowledge and skills of members.</li> </ul>
<b>What and how can your institution or group do to address this IOC?</b>	<ul style="list-style-type: none"> <li>● Provide advice to and consult with members on needs and how to promote business activities.</li> <li>● Create businesses and model leaders at the community level.</li> </ul>
<b>What is needed to ensure that your institution or group is capable to address this IOC?</b>	<ul style="list-style-type: none"> <li>● Increase loan/capital to expand or increase businesses of members.</li> <li>● Increase knowledge and skills relating to the business sectors of members.</li> </ul>
<b>What roles and how should Morodok act to address the IOC in cooperative and empowering ways?</b>	<ul style="list-style-type: none"> <li>● Facilitate trainings for CRF and poor families.</li> <li>● Cooperate with relevant government agencies and authorities to support the communities.</li> </ul>

### 3.4 Stakeholder Analysis

Morodok staff rated key stakeholders in terms of influence, interest, enabler, divider, and capacity on a scale of 1 to 5. Based on this analysis and further discussion, staff decided whether Morodok's strategy towards each of these stakeholders should be to advocate to, cooperate with, support or strengthen the stakeholder. "Advocate" here means to respectfully raise issues in order to seek solutions from those with sufficient influence to address the issue.

### Stakeholders Analysis

Stakeholders	Influence	Interest	Enabler (Pushing Actor)	Divider (Pulling Actor)	Capacity	Morodok's Strategy
National Gov't	5	4	4	3	5	Advocate
Provincial	4	5	4	4	2	Advocate
District	3	4	3	4	2	Cooperate
Commune	5	5	4	2	3	Support
Forest Official	4	5	4	3	3	Cooperate
Fisheries Official	4	5	4	3	3	Cooperate
Environment Official	4	5	4	3	3	Cooperate
CFi	5	5	4	2	3	Support
CFO	5	5	4	2	3	Support
CPA	4	5	4	2	3	Support
IG/CBC/CBN/AC	4	4	4	1	3	Strengthen
CRF	4	4	4	1	3	Strengthen
<b>Morodok's Strategy</b>	<b>Cooperate</b>	<b>Convince</b>	<b>Cooperate</b>	<b>Convince</b>	<b>Build</b>	

Rank: 1 = Lowest, 5 = Highest

### 3.5 Do No Harm Analysis

A “Do No Harm” approach to development work recognises that all communities and societies contain internal conflicts. All development interventions are a part of the local context and therefore contribute to the conflict dynamics in positive or negative ways. The resources introduced to the community and the behaviour and actions of the staff all have potential to increase or decrease the existing connectors and dividers in the community. To ensure the program does no harm, the Morodok staff considered the four questions below:

#### What resources does Morodok plan to provide to the community?

- Knowledge (training sessions, workshops, meetings).
- Materials and equipment (animal species, crop varieties/seeds, fishing equipment, cooking stoves, site patrol materials/equipment), food dryers, border demarcation poles).

- Financial support (site patrol activities, tree planting, promoting relevant investment activities in the annual District Integration Workshop).

**In what ways could these resources or program activities lead to disagreements within the community?**

- Jealousy from better-off families: financial assistance to the ID Poor or poor families could lead to jealousy from the better-off families, or they might pretend to be a poor family and in need of assistance from the program.
- The program assistance is lower than the need: The number of poor families is far higher than the support/assistance of the program.
- If the target group selection is not widely shared, or applied through an exclusive process, or the evaluation/assessment process is not clear or comprehensive enough.

**How can such conflicts be avoided?**

- Make sure that an inclusive process is applied for target group identification and selection.
- Set up a Feedback and Response Mechanism (generally called Complaint and Response Mechanism) to promote accountability of Morodok and engagement of the community members who are the subject of the development/intervention.
- Ensure that relevant community members are engaged at different stages of the program, rotating the location of the activities to enable community members from different parts of the village/commune to join.
- Keep raising awareness on policies and decisions of Morodok to community members and relevant stakeholders.

**How can the program treat the community with respect, accountability, fairness, and transparency?**

- Set up a mechanism for program information disclosure to community members or concerned people, such as the work plan, budget plan and resources utilisation report (The type of the information to be disclosed will be discussed and agreed).
- Build up a role model of behaviour and characteristics of Morodok's staff, especially while working with/in the community.
- Build up the honesty of staff (punctuality, resources utilisation)
- As noted above, set up a Feedback and Response Mechanism (generally called Complaint and Response Mechanism) to promote accountability of Morodok and engagement of the community members who are the subject of the development/intervention.
- Consultative/reflection workshops with target groups on a regular basis, including semi-annual reflection.

### **3.6 Risk Analysis**

Morodok staff considered a list of potential risks and rated their likelihood and potential impact. For each risk, an action to prevent or mitigate the risk was devised. The results of the risk analysis are provided below.

Type of risk	A.	B.	Total A x B	Actions to prevent or mitigate the risk
	Likelihood	Impact		
	1 - low 2 - medium 3 - high	1 - low 2 - medium 3 - high		
<b>A. Project Internal Risks:</b>				
Technical skills required by the program are not available in the organisation.	2	2	4	Morodok hires trainers to deliver training for which staff are not competent to lead.
Organisation's program management capacity is not sufficient for the scale of the program.	2	2	4	As soon as FELM's funding is confirmed, Morodok will recruit a Program/M&E Manager to improve Morodok's M&E capacity.
Organisation's administrative and financial capacities are not sufficient for the scale of the program.	2	2	4	Morodok has hired a financial consultant to build the capacity of financial staff, and the technical adviser provides additional support.
Misuse of program's resources (financial resources, assets) will slow down the program implementation.	1	3	3	Morodok has strict financial regulations and code of conduct, and educates all staff regarding their responsibilities.
Key positions in the program or organisation's management are not filled.	2	2	4	Morodok has recruitment procedure which allows it to replace staff when they leave the organisation.
Local fundraising is not taking place.	2	1	2	Morodok currently receives funds from 3 donors, which is sufficient to meet its budgetary needs.
Organisation has only 1 donor.	1	3	3	Morodok currently receives funds from 3 donors, which is sufficient to meet its budgetary needs.
Harassment towards program beneficiaries or program personnel will have a negative impact on program implementation.	2	3	6	The community fisheries and protected area committees are encouraged to work cooperatively with district officials, so that violence against their members is less likely.
Community meetings are not allowed or not advisable during election campaign periods in 2022 & 2023.	3	2	6	Morodok will not schedule community meetings during those times, focusing instead on staff training or report writing.



Beneficiaries abandon their program activities and migrate to other regions in search of wage employment.	2	2	4	The livelihood activities are intended to provide an alternative to emigration, and interest groups rules enforce collective responsibility, but some may still choose to emigrate for financial reasons.
<b>B. Project External Risks:</b>				
Negative change in country's political situation.	2	3	6	Morodok maintains good relationships with local officials, so even when the political situation is poor at national level, cooperation may be maintained at local level.
Negative change in legislation concerning the civil society.	2	2	4	If bureaucratic requirements increase, Morodok will need to devote more resources to meeting government requirements.
Financial crises or downturn in national or global economy.	2	1	2	Morodok's program is unlikely to change as a result of financial downturns, provided that project funding continues.
Natural disaster or environmental catastrophe happens in the project area.	2	3	6	Beneficiaries will be introduced to climate adaptive livelihoods and disaster management planning.
Covid-19 or other pandemic hits the population in the project area.	2	3	6	Morodok strictly follows the advice of the Ministry of Health, and will need to postpone community activities if advised to do so.
Cooperation from stakeholder groups is not available.	1	3	3	Morodok maintains cooperative relationships with all stakeholders.

### 3.7 Achievements of Previous Phase

The most recent independent evaluation of Morodok's program was conducted in 2019. The evaluation found that the "Morodok project is highly relevant to, and appreciated by, the target communities. The program has made a significant contribution to the goal of improved livelihoods" and "future phases should keep same focus."

The current phase of Morodok's work began in April 2020. During this phase Morodok has focused on providing training to local producer groups, community revolving funds (CRFs), and community-based organisations (CBOs) tasked with protecting local forests, fisheries, and environment protected areas. The program was challenged by the Covid-19 epidemic, which limited the project's ability to meet with the community, reduced the involvement of local officials, and caused economic hardships in the community. Nevertheless, by March 2022, Morodok had achieved the following results:

- 1,144 poor households had received loans from the commune revolving fund (up from baseline of 932 households).
- 60% of the 1,144 poor households supported by the program had diversified their livelihoods through profit-making livelihood projects. 76% of the livelihood interest group members were women.
- 12 of the 19 CBOs had their management plans and annual action plans approved. The remaining 7 CBOs' management plans are in the process of being prepared, but still face some obstacles.

During this phase, Morodok has also succeeded in helping 2 CBOs to initiate community-based ecotourism (CBET) projects, in order to help increase the value of natural resources in the eyes of both community members and officials. In addition, Morodok helped the community groups create 5 community business centres (CBCs) to facilitate and coordinate the packaging and marketing of community products.

Morodok has been successful in developing autonomous community structures, but these community committees need continual training and encouragement, as their membership often changes or face new challenges. One step towards greater sustainability is the idea of bringing together the various community structures into agricultural cooperatives (ACs). ACs are a structure recognised, approved and supported by the Department of Agriculture. During the current phase, progress has been made towards initiating 3 agricultural cooperatives (in Dang Peng, Kampong Seila and Sre Ambel), but these efforts will not come to fruition until the next phase.

Morodok has also begun to discuss how to reduce vulnerability, through a greater focus on people with disabilities, food security (through home gardening), disaster management, and climate change adaptation.

## 4. New Five-Year Plan

Based on the analysis of issues and challenges presented in the last chapter, Morodok has prepared a new five-year plan.

### 4.1 Target Area and Target Groups

Morodok's target area remains unchanged and consists of 14 communes in 5 districts of 2 provinces (Koh Kong and Preah Sihanouk). These 14 communes have a combined population of around 82,000 (2019 Census). The following table provides the name, location, number of households, and population of each target commune, based on the 2019 Census. The final column indicates the percentage of the population that is poor and hold ID Poor cards issued by the government (according to the database <https://www.idpoor.gov.kh>).

### Population of Morodok target communes and number of ID Poor

Province	District	Commune	No. of households	Population	% ID Poor Levels 1 + 2
Koh Kong	Botum Sakor	Thma Sa	1,915	8,396	20.14%
Koh Kong	Botum Sakor	Kandaol	861	3,623	41.21%
Koh Kong	Botum Sakor	Andoung Tuek	1,267	5,470	32.52%
Koh Kong	Kaoh Kong	Trapeang Rung	583	2,288	28.11%
Koh Kong	Srae Ambel	Chi Kha Kraom	685	2,867	32.52%
Koh Kong	Srae Ambel	Chi Kha Leu	979	4,139	39.84%
Koh Kong	Srae Ambel	Chrouy Svay	1,214	5,078	40.44%
Koh Kong	Srae Ambel	Dang Peaeng	1,922	8,384	29.03%
Koh Kong	Srae Ambel	Srae Ambel	2,455	11,500	25.02%
Preah Sihanouk	Kampong Seila	Ou Bak Roteh	716	2,943	5.80%
Preah Sihanouk	Kampong Seila	Kampong Seila	1,784	8,080	36.41%
Preah Sihanouk	Stueng Hav	Tumnob Rolok	2,257	10,571	27.79%
Preah Sihanouk	Stueng Hav	Ou Treh	1,308	5,976	21.91%
Preah Sihanouk	Stueng Hav	Kampenh	536	2,810	18.57%
			<b>18,482</b>	<b>82,125</b>	<b>30.85%</b>

A map of the project area is provided in Section 4.9 below.

Morodok is supporting community-based groups within the project area, including:

1. Over 100 interest groups (IGs), consisting of over 1,000 members (of which at least 70% are women). Interest groups are self-help groups of poor family representatives that work together on a common interest, such as chicken or pig raising, seafood processing, planting cash crops, or running a small grocery shop.
2. 14 community-owned revolving fund (CRF) committees, existing in each of the 14 communes, which provide capital to the interest groups. Morodok does not provide capital directly to the CRFs but supports them through capacity building and mentoring.
3. 5 community business centre (CBC) committees, in Thma Sa, Andaung Teuk, Chroy Svay, Chi Kha Krom and Tumnob Rolok communes, that facilitate and coordinate the packaging and marketing of community products.
4. Community-based organisations (CBOs) tasked with protecting local forests, fisheries, and environment protected areas, as shown in the table below.

Morodok is also working with commune councils and technical officials (mainly from district level) in the fisheries, forestry, environmental, and agricultural sectors in support of the above-mentioned community groups.

## CBOs involved in CBNRM

CBOs by District & Commune Legend: CFi = community fishery; CFo = community forest; CPA = community protected area.	# Village	Member		Committee		Protected area (hectares)	Year of creation
		Total	Female	Total	Female		
<b>CBOs in Botum Sakor district:</b>							
CFi Thma Sa	5	845	400	9	-	11,200	2005
CFi Andaung Teuk	3	274	150	7	1	9,394	2005
CPA Andaung Teuk	5	2,702	1,335	11	3	2876	2011
CPA Kandaol	4	426	219	7	1	1,440	2010
CFi Kandaol	4	1,197	617	9	2	2,560	2010
<b>Botum Sakor District Totals:</b>	<b>21</b>	<b>5,444</b>	<b>2,721</b>	<b>43</b>	<b>7</b>	<b>27,470</b>	
<b>CBOs in Sre Ambel district:</b>							
Chi Kha Kraom /An Chhaeut CFi	6	953	760	11	2	6,462	2002
Chi Kha Kraom / Prek Chik CPA	2	329	201	11	4	350	2010
Chi Kha Kraom / Chambok CPA	2	130	69	5	1	408	2002
Chi Kha Kraom / Nea Pisei CPA	1	285	26	5	1	521	2003
Chi Kha Leu / Chhuk CPA	3	327	101	15	3	550	2010
Srae Ambel / Prang Chamkar Kraom CPA	2	253	116	15	4	859	2009
Srae Ambel / Dang Peaeng CPA	2	583	196	7	1	3,046	2003
Chroy Svay CFi	6	1,926	960	11	-	13,443	2005
Chroy Svay CPA	6	2,792	1,448	12	3	522	2010
<b>Sre Ambel District Totals:</b>	<b>30</b>	<b>7,578</b>	<b>3,877</b>	<b>92</b>	<b>19</b>	<b>26,161</b>	
<b>CBOs in Kampong Seila district:</b>							
Kampong Seila / Neak Ta Thmar Prung CFo	1	1,326	665	9	2	744	2000
Ou Bak Roteh / Thmor Rung + Krang At CFo	2	253	175	11	1	682	2007
<b>Kampong Seila District Totals:</b>	<b>3</b>	<b>1,579</b>	<b>840</b>	<b>20</b>	<b>3</b>	<b>1,426</b>	
<b>Communes in Steung Hav district</b>							
Ou Treh CFi	3	174	90	9	1	496	2005
Tumnob Rolok CFi	3	330	135	11	1	1,198	2005
Kampenh CFi	2	94	42	7	2	2,198	2006
<b>Stung Hav District Totals:</b>	<b>8</b>	<b>598</b>	<b>267</b>	<b>27</b>	<b>4</b>	<b>3,892</b>	
<b>Grand Total</b>	<b>62</b>	<b>15,199</b>	<b>7,705</b>	<b>182</b>	<b>33</b>	<b>58,949</b>	

## 4.2 Current Context

In the 2023 to 2028 phase, Morodok will be responding to the current context described below in terms of social and cultural, political and legal, ecological and economic factors.

## *Social and Cultural*

In Cambodia, men are usually given more decision-making roles than women and work outside the home. However, women also play many roles, including managing home finances and small businesses, agricultural activities such as transplanting rice, and collecting non-timber forest products (NTFPs). Morodok observes in its programmes that men predominate in natural resource management while women predominate in livelihood activities.

Due to its past history of war, genocide and conflict, there are probably a more than average number of people with disabilities in Cambodia. In March 2022, Morodok conducted a study in 8 communes which found that 24% of Morodok's target beneficiaries had a disability, not including mental disabilities, which in Cambodia usually remain hidden as they are a source of stigma and shame. This past history and current political realities also result in mistrust of public officials, community divisions, low education levels, poor self-help skills, and a lack of social capital.

In Morodok's project area, there has been a large out-migration of youth who seek employment in factories or across the nearby border in Thailand. It is therefore largely the older generation that continues to farm, run small businesses, care for young children, and protect natural resources in the project area.

## *Political and Legal*

Cambodia is a unitary state but has been undergoing decentralisation since the early 2000s. There are sub-national administrations at provincial, district, and commune (sub-district) levels. Commune councils are elected by the general populace, while district and provincial councils are elected by the commune councillors. Effective development work requires close cooperation with commune councils and district-level technical officials. In Morodok's target area, the ruling party dominates and there is not much presence of opposition parties, media, or civil society organisations other than Morodok itself. Morodok maintains cooperative working relations with local authorities but must be extremely careful in what it says and does in order to maintain this cooperation. Cambodia is rated "not free" on the Freedom House 2022 index.<sup>1</sup>

Cambodians right to manage local natural resources is described in the Fishery Law (2006), Forestry Law (2002), Protected Areas Law (2008), and related sub-decrees such as the Sub-decree on Community Forestry Management (2003). In practice, however, communities with limited legal awareness are often deterred by the complex technicalities of preparing management plans and of following the related guidelines, resulting in dispossession and loss of the community's rights over the natural resources on which their livelihoods depend.

There are two other laws which Morodok may seek to utilise in the new program phase. One is the Law on Agriculture Cooperatives, passed in 2013, which gives farmers the rights to form cooperatives and to seek recognition and technical assistance from the Department of Agriculture, and tax exemption. The other is the Law on Disaster Management, passed in 2015, which defines responsibilities for disaster management from national level down to the level of Commune Committees for Disaster Management.

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<sup>1</sup> <https://freedomhouse.org/country/cambodia/freedom-world/2022> (accessed Aug 2022)

A concerning recent legal development for communities in Koh Kong province is Sub-decree No 30 on land reclassification in protected areas, promulgated in March 2021, which is affecting the ability of Community Protected Areas (CPAs) to obtain approval and implement their management plans. The sub-decree reclassifies environmental protected areas as private land, supposedly for the benefit of communities living in those areas. However, many reports suggest that more powerful people are the main ones to benefit.<sup>2</sup>

### *Ecological*

The coastal areas around Kampong Som Bay now face significant new threats due to climate change. The latest sea-level projections (see [www.coastal.climatecentral.org](http://www.coastal.climatecentral.org)) predict that significant areas will be under the annual sea flood level by 2030, affecting most people in coastal villages. Already, sea water intrusion is affecting the salinity of soils in some rice growing areas. So far, the Cambodian government has not announced any specific plans to deal with sea level rise in the Kampong Som Bay area. Like elsewhere in Cambodia, the area is also affected by other climate change impacts such as changing rainfall patterns, increased intensity of storms, reduced agricultural yields as temperatures rise, and increased frequency of lightning strikes. (See, Cambodia Climate Change Strategic Plan 2014-2023; and [www.unescap.org/sites/default/files/S3a1\\_Cambodia.pdf](http://www.unescap.org/sites/default/files/S3a1_Cambodia.pdf)).

The living conditions of rural people in the project area depend significantly on the ecological integrity of the natural environment. Traditional fishing villages around Kampong Som Bay continue to face pressure from mechanized trawlers that fish illegally in shallow waters, and from illegal and destructive fishing practices. The population is increasing, and new developments are putting additional pressures on natural resources. Despite some successes in increasing fish stocks through community fisheries, increasing competition for fishery resources has forced some families to seek alternative ways to generate income and maintain their livelihoods, such as charcoal making from mangrove timber and clearing mangrove forests to plant rice fields. Increasingly, commercial developments also threaten the access of rural people to natural resources.

### *Economic*

The population in the region consists of both long-term residents of coastal villages and newer residents who came from land-scarce provinces since 1993. Approximately 32% of the population in the target communes are considered poor and are issued “ID Poor” cards by the government, compared to 20% nationally (<https://www.idpoor.gov.kh>). In March 2022, Morodok’s study in 8 communes found that Morodok’s target communities experienced shortages of food or shortage of money to buy food an average of 4.6 months in the past 12 months. The Covid-19 pandemic impacted people’s ability to pursue their livelihoods and rising prices have continued to exacerbate the situation.

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<sup>2</sup> See 1. [The great Koh Kong land rush: Areas stripped of protection by Cambodian gov’t being bought up \(mongabay.com\)](http://mongabay.com); 2. [Carving up the Cardamoms: Conservationists fear massive land grab in Cambodia \(mongabay.com\)](http://mongabay.com); 3. [Sub-decree No. 30 on the land reclassification of 126 928.39 hectares in 8 natural protected areas in Koh Kong province](http://www.unescap.org/sites/default/files/S3a1_Cambodia.pdf) (accessed 1 July 2022).

### 4.3 Problem Statement

In this phase, Morodok's work on livelihoods and community-based natural resource management will be deepened, and new work will commence on climate change and disaster risk management, as described below. Gender considerations are also described below.

#### *Livelihoods*

During previous phases of the program, Morodok has earned a reputation for effective community facilitation and cooperative relations with local authorities. This has resulted in creation of community-based structures that are truly community owned and led. Now the challenge is to make these community-based structures truly sustainable. An important part of the strategy will be seeking the approval of agricultural cooperatives that are recognised and supported by the Cambodian government. Additionally, in the new phase the program will introduce a stronger focus on food security and nutrition, and a new emphasis on inclusion of people with disabilities (PwD).

According to a survey Morodok conducted in 2022, the communities supported by Morodok typically face food shortages or insufficient income to buy food for around 5 months each year. In order to help the poorest community members to escape poverty, and to reduce the incentive to destroy natural resources, alternative livelihood means must be promoted. Morodok has been facilitating community interest groups (IGs) to pursue alternative livelihood pursuits, to manage community-owned revolving funds (CRFs), and to create community business centres (CBCs) to market the community's products, with a strong focus on women's involvement and empowerment.

Staff have observed that out of the 14 CRFs in 14 communes, only 5 CRFs can increase their capital 10% per year. The others are properly functioning but are not yet able to increase their income and still have weaknesses in manage their loans and affiliated members (interest groups). In order for the 14 CRF communes to better function, Morodok must continue to strengthen their management skills.

Most of the producer interest groups, the community business centres (CBCs) and community business network (CBN) now have the ability to generate income, including through processing of NTFP and seafoods, but they need new technologies to update their production standards, to adapt to climate change, and to connect them to a wider range of external markets.

Morodok now needs to further build sustainable community structures and to deepen its approach. In the coming phase, the program will strengthen the community structures already formed in order to help poor people diversify their livelihoods, increase their incomes, and improve their food security. The community revolving funds, community business centres, and interest group representatives will be provided training and brought together to form agricultural cooperatives (ACs). ACs are an official structure eligible for direct support from the Department of Agriculture, enhancing community ownership and sustainability. Demonstration farms will be established to promote climate adaptive techniques, and low emission solar dryers will be constructed with simple materials for the agricultural cooperatives. Food security will be enhanced through initiating home gardens

in poor households, women-headed households, and households with people with disabilities. In addition, staff will seek out households with people with disabilities (PwDs), discuss with them their needs, and identify appropriate livelihood options.

### *Natural Resources Management*

Facilitating the active participation of local communities and their interactions with duty bearers and local government is an integral aspect of Morodok's work. A notable past achievement has been the successful registration of community fisheries (CFis), community protected areas (CPAs), and community forests (CFos) with provincial authorities and the positive cooperation of technical officials. The CPAs protect mangrove wetlands which are important for fish breeding, fish nutrients, and coastline protection. However, all these community-based organisations face challenges. Some of the CBOs, although registered, have struggled to get their management plans approved and become discouraged. Others face challenges when committee members fail to fulfil their duties. Most of the CBOs have been active in patrolling and taking action against those who violate the law; but without official approval of their boundaries they are unable to protect powerful people from grabbing forest land. The CBOs require further assistance to be able to protect the natural resources effectively, with support for patrolling being high on their list of needs. In addition, some of the CBOs are turning to community-based ecotourism (CBET) to incentivise natural resources management but need technical support to do so successfully.

The CBO committee members are elected from the community and are subject to change. Some leaders with good performance go on to become commune councillors or village chiefs, or to take up other tasks so need to be replaced. As observed, the remaining CBO committee members still have limited capacity in leading and managing to mobilize resources to implement their annual plans to conserve natural resources sustainably. Current training needs are in the areas of communication, negotiation, management, problem solving skills and knowledge of laws.

Regarding CBET development, as observed so far, 5 communes have potential to organize CBET projects. Of these, 2 have already received tourism skills training from the Ministry of Tourism. In the future Morodok will assist villagers in 3 more communes to organize CBET. Morodok will help the villagers in the 5 communes to prepare document dossiers for registration, will provide technical skills training in various topics and will help to organize services provider groups. In addition, Morodok needs to provide budget to support the CBET development process and to get cooperation from relevant stakeholders.

### *Climate Change and Disaster Management*

The coastal areas around Kampong Som Bay now face significant new threats due to climate change. The latest sea-level projections (see [www.coastal.climatecentral.org](http://www.coastal.climatecentral.org)) predict that much of the area will be under the annual sea flood level by 2030, affecting most of the 45,000 people in the target area (See attached Sea Rise Prediction map). Already, sea water intrusion is affecting the salinity of soils in some rice growing areas. Like elsewhere in Cambodia, the area is also affected by other climate change impacts such as changing rainfall patterns, increased intensity of storms, reduced agricultural yields as temperatures rise, and increased frequency of lightning strikes. (See, [Cambodia Climate Change Strategic Plan 2014-2023](#); and [S3a1\\_Cambodia.pdf \(unescap.org\)](#)).



Disaster management is the responsibility of commune councils, but so far none of the commune councils in the area have developed disaster management plans. Morodok's skills in facilitating cooperation between authorities and local communities will be needed to ensure an inclusive and participatory planning process.

### *Gender Considerations*

Morodok carefully observes the gender division of labour within the community, and whether Morodok's support is focussed on men's activities or women's activities. For example, in the fisheries sector, Morodok observes that it is mainly men traveling out to sea to do the fishing, while women process and market the seafood products on land. Therefore, Morodok focuses not only on the community fisheries patrol groups, but also on assisting and improving the processing and marketing of fisheries products - and in empowering women in the process. More generally, Morodok's program aims to support both community-based natural resource management (where men predominate) and livelihood activities (where women predominate).

## **4.4 Objectives, Outcomes and Outputs**

The Development Goal to which the new program phase will contribute is that "Communities in the coastal area of south-western Cambodia are more resilient through improved livelihoods, natural resources management, and disaster risk reduction." In support of this goal, the program focuses on 3 Outcomes and 7 related Outputs as listed below.

OUTCOME 1: The food security of poor village families targeted by the program is improved.

Output 1.1: Community groups in 14 communes have strengthened livelihood interest groups, community revolving funds, and community business centres and joined together in submitting applications for Agricultural Cooperative status to the Department of Agriculture.

Output 1.2: Food security has been enhanced through initiating 120 home gardens per year in poor households, women-headed households, or households with PwDs.

Output 1.3: The rights of PwDs to a livelihood, participation, and involvement in decision-making are understood by PwDs and community groups, and appropriate livelihood opportunities for at least 40 PwDs and their care-givers have been created.

OUTCOME 2: Communities in 14 communes surrounding Kampong Som Bay have protected fisheries, forests and other natural resources in cooperation with government authorities.

Output 2.1: 11 community-based organisations (CBOs) have planned and implemented management plans to protect forests and mangroves in their area in cooperation with government authorities.

Output 2.2: 8 community fisheries (CFi) groups have planned and implemented management plans to protect fisheries in their area in cooperation with government authorities.

OUTCOME 3: Communities in 14 communes surrounding Kampong Som Bay have devised measures for Climate Adaptation and Disaster Risk Management in cooperation with commune councils.

Output 3.1: Disaster Risk Management (DRM) plans in 14 communes have been developed and submitted to district level for approval.

Output 3.2: Communities and 14 commune councils have participated in climate adaptation research, awareness raising, and dialogue to reduce the impacts of climate change in coastal areas.

## 4.5 Theory of Change

Morodok's theory of change is that:

**“If** Morodok provides community leaders with appropriate training and resources and facilitates cooperation between community leaders and local officials,

**then** community leaders will use this training and resources to facilitate community action for better livelihood development, natural resource management, disaster management and climate adaptation in cooperation with local authorities;

**because** the community leaders are people who devote their time and effort to improving the situation of their community and environment and will be keen to apply the training and resources received.

Although there are negative economic, political and environmental forces that may affect these efforts, the communities themselves are the ones most motivated and best able to identify and implement solutions to their problems.

Local authorities have a legal duty to assist the community's efforts, based on the relevant laws and regulations, and need to be involved in the process.

## 4.6 Tentative Activity Plan

Morodok's activity plan will remain flexible, consultative and responsive to the expressed needs of the target groups. The following tentative activity plan will be regularly updated, as needed to achieve the desired outcomes.

**OUTCOME 1:** The food security of poor village families targeted by the project is improved.

**Output 1.1:** Community groups in 14 communes have strengthened livelihood interest groups, community revolving funds, and community business centres and joined together in submitting applications for Agricultural Cooperative status to the Department of Agriculture.

**Activity 1.1.1: Improving production & processing methods of interest groups**

30 interest group representatives will be provided a 3-day livelihoods technical training each year. 24 persons per year will be invited to a 1-day seafood processing training, and the Community Business Centres will be provided equipment for labelling and packaging. A larger group will be invited to participate in annual business forums and trade exhibitions. ID Poor, women-headed & PwD households will be provided access to start-up materials to start up their small businesses. Start-up materials depend on the type of interest group. Examples of start-up materials include seeds, piglets, chickens, fish processing equipment, etc.

**Activity 1.1.2: Improving marketing of agricultural coops / CBCs**

42 CBC representatives will be provided 1-day marketing training per year. 14 CBCs will hold annual business planning meetings. The CBCs will be provided advertising materials and banners and helped to advertise over Facebook.

**Activity 1.1.3: Capacity building of revolving funds**

42 CRF representatives will be provided 1-day CRF management training twice per year and will be invited to annual strategy development meetings. CRF policy development meetings will be held every 6 months.

**Activity 1.1.4: Establishment of 6 agricultural cooperatives**

Morodok will assist the establishment of 6 agricultural cooperatives, following Ministry requirements, based on the existing CRFs and CBCs. Initial running costs (rent, etc) will be supported for (at most) the first 3 years of the cooperatives while they are not yet self-sufficient. Solar driers using simple materials shall be constructed in 8 communes for agricultural cooperative members to assist their food processing.

**Activity 1.1.5: Establishment of 8 demo farms**

Morodok will support the establishment of 8 demonstration farms/sites (one in each commune), each of which will demonstrate a variety of technologies (e.g. hand-made solar dryer, tube irrigation, food processing techniques, home-gardens, etc). 8 demonstration meetings per year will be held.

**Output 1.2:** Food security has been enhanced through initiating 120 home gardens per year in poor households, women-headed households, or households with PwDs.

**Activity 1.2.1: Training on home gardening & nutrition**

120 persons per year will be given training in home gardening (3 trainings with 40 people each per year). 20 villages per year will be provided awareness raising in nutrition, and nutrition awareness materials will be widely distributed.

**Activity 1.2.2: Mentoring & provision of materials**

The focus of the above training will be on assisting ID Poor and PwDs, who will be provided home gardening materials. 140 persons per year will be provided simple materials. Staff will regularly visit the recipients to provide advice and assistance.

**Output 1.3:** The rights of PwDs to a livelihood, participation, and involvement in decision-making are understood by PwDs and community groups, and appropriate livelihood opportunities for at least 40 PwDs and their care-givers have been created.

<p><b><u>Activity 1.3.1: Training to community groups</u></b>  4 trainings on disability awareness will be provided (25 persons per time) to representatives of the community groups with which Morodok is working. A consultant will assist the process over the first 2 years. Outreach meetings and reflection meetings will be held iwth community leaders and authorities (15 persons per time).</p>
<p><b><u>Activity 1.3.2: Mentoring of PwDs</u></b>  Staff will seek out PwDs, discuss with them their needs, and identify appropriate livelihood activities, such that at least 70 PwDs join the livelihood (and/or home gardening) activities each year, and households with PwDs have suitable livelihood options.</p>
<p><b><u>OUTCOME 2:</u></b> Communities in 14 communes surrounding Kampong Som Bay have protected fisheries, forests and other natural resources in cooperation with government authorities.</p>
<p><b><u>Output 2.1:</u></b> 11 community-based organisations (CBOs) have planned and implemented management plans to protect forests and mangroves in their area in cooperation with government authorities.</p>
<p><b><u>Activity 2.1.1: CBO capacity building &amp; management plans</u></b>  Morodok will support the 11 CBOs in the preparation of their management plans and annual action plans. The steps of plan development include: inventory and boundary demarcation; agreement preparation; preparation of management plans (plus submission and approval); preparation of annual action plans; implementation; monitoring; and evaluation of progress. These 11 CBOs were part of the previous phase, but progress was slow due to the impact of the Covid-19 epidemic, changes in government jurisdiction, changes created by Sub-decree 30, and possibly by officials deliberately slowing down the process. 4 of the CBOs have approved management plans, while the other 7 are still in process. In the new phase, the CBOs will need to continue to assert their right to manage natural resources with the support of Morodok. Morodok will also facilitate new CBO elections when required. Each year, 14 CBO leaders will attend a CBO leaders’ forum and an annual reflection meeting to discuss their experiences and learn from each other. A study tour will be organised for 22 participants.</p>
<p><b><u>Activity 2.1.2: NRM awareness raising</u></b>  Village-level awareness raising events on NRM and CPA responsibilities (including fee collection) will be held each year in 20 villages.</p>
<p><b><u>Activity 2.1.3: Strengthening CBO network</u></b>  Representatives of each CBO will hold a network meeting with technical officials once a year to raise and discuss NRM challenges. Before the network meeting, each CBO will hold preparatory meetings to prepare their list of issues to bring to the discussion.</p>
<p><b><u>Activity 2.1.4: Support to patrolling</u></b>  Morodok will support monthly patrols of each CBO, covering fuel costs. The CBOs will record the number of the violations detected and the action taken. Morodok will purchase for each CBO equipment needed for patrolling, including life jackets, two-way radios, GPS, and camera. Morodok will also support the provision and placement of boundary demarcation posts.</p>
<p><b><u>Activity 2.1.5: Support to Community-Based Eco-Tourism</u></b>  Morodok will introduce the concept of CBET to the 11 CBOs and support any initiatives arising, through training and purchase of signboards, etc, and study and promote potential eco-tourism products.</p>
<p><b><u>Output 2.2:</u></b> 8 community fisheries (CFi) groups have planned and implemented management plans to protect fisheries in their area in cooperation with government authorities.</p>

<p><b><u>Activity 2.2.1: CFi capacity building &amp; management plans</u></b>  Morodok will support the 8 CFIs in the preparation of their management plans and annual action plans. The steps of plan development include: inventory and boundary demarcation; agreement preparation; preparation of management plans (plus submission and approval); preparation of annual action plans; implementation; monitoring; and evaluation of progress. These 8 CFIs were part of the previous phase but need continued support in the current phase for reasons similar to those stated in Activity 2.1.1 above. All 8 CFIs already have approved management plans, but some have officially expired, and their action plans need to be updated annually. Morodok will also facilitate new CFI elections when required. Each year, 16 CFI leaders will attend a CBO leaders’ forum and an annual reflection meeting to discuss their experiences and learn from each other.</p>
<p><b><u>Activity 2.2.2: NRM awareness raising</u></b>  Village-level awareness raising events on NRM and CFI responsibilities (including fee collection) will be held each year in 20 villages.</p>
<p><b><u>Activity 2.2.3: Strengthening CBO network</u></b>  Representatives of each CFI will hold a network meeting with technical officials once a year to raise and discuss NRM challenges. Before the network meeting, each CFI will hold preparatory meetings to prepare their list of issues to bring to the discussion.</p>
<p><b><u>Activity 2.2.4: Support to patrolling</u></b>  Morodok will support monthly patrols of each CFI, covering fuel costs. The CFIs will record the number of the violations detected and the action taken. Morodok will purchase for each CFI equipment needed for patrolling, including life jackets, two-way radios, GPS, and camera.</p>
<p><b><u>Activity 2.2.5: Support to Community-Based Eco-Tourism</u></b>  Morodok will introduce the concept of CBET to 5 of the Cfis and support any initiatives arising, through training and purchase of signboards, etc.</p>
<p><b><u>OUTCOME 3: Communities in 14 communes surrounding Kampong Som Bay have devised measures for Climate Change Adaptation and Disaster Risk Management in cooperation with commune councils.</u></b></p>
<p><b><u>Output 3.1: Disaster Risk Management (DRM) plans in 14 communes have been developed and submitted to district level for approval.</u></b></p>
<p><b><u>Activity 3.1.1: Training and workshops</u></b>  44 persons from 14 commune councils will attend a 1-day workshop each year on Disaster Risk Management and will be provided support for the preparation of Disaster Risk Management plans. In 2023, an exposure visit to another location will help the commune councils see how other councils prepare and implement their plans.</p>
<p><b><u>Activity 3.1.2: Piloting mitigation measures</u></b>  Morodok will provide support to the piloting of disaster mitigation measures, based on the DRM plans developed and the advice of the Climate Change students and researchers mentioned below.</p>
<p><b><u>Output 3.2: Communities and 14 commune councils have participated in climate adaptation research, awareness raising, and dialogue to reduce the impacts of climate change in coastal areas.</u></b></p>
<p><b><u>Activity 3.2.1: Training and workshops</u></b>  25 persons per year from the CPAs, CFIs and commune councils will attend a 1-day training each year to understand the basics of climate adaptation in coastal regions.</p>

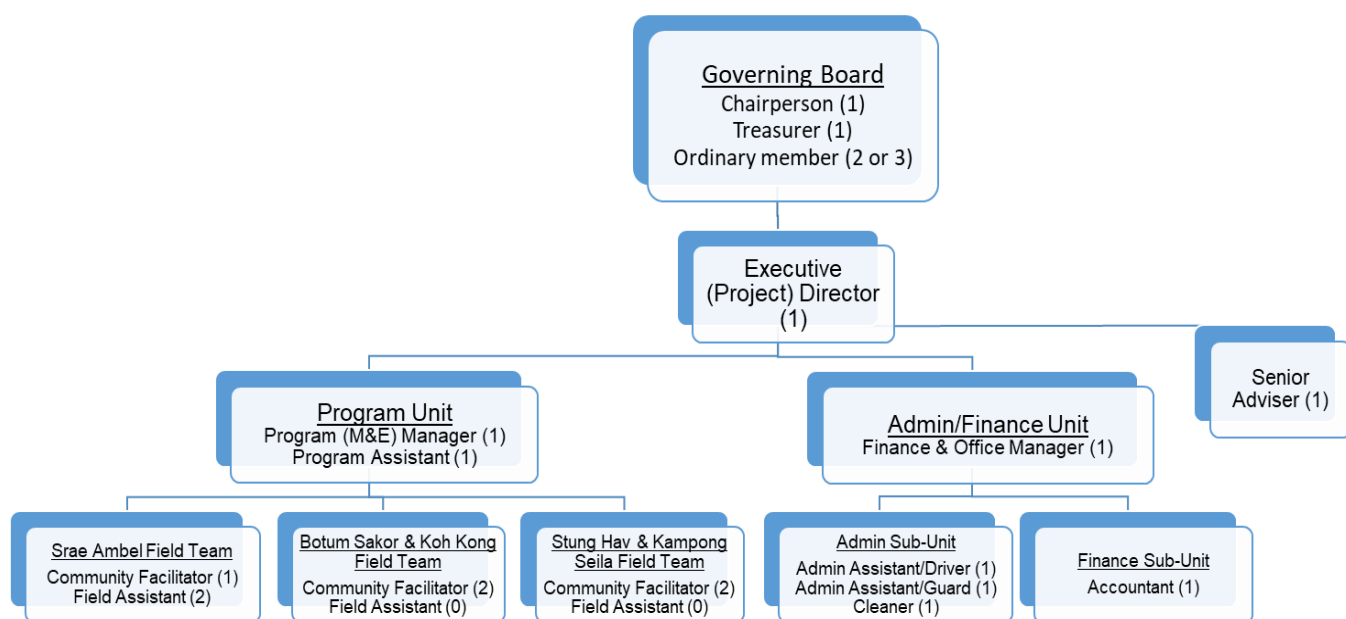
<p><b><u>Activity 3.2.2: Support to Master's students assisting training &amp; community activities</u></b> Up to 2 students doing a Masters of Climate Change each year will be invited to do field work around Kampong Som Bay and provide input to the Climate Change and DRM training.</p>
<p><b><u>Activity 3.2.3: Consultant research work for DRR and Climate Adaptation plans</u></b> The research will be carried out by a consultant, commissioned by Morodok, working approximately 20 days during Year 2024. The Department of Climate Change, General Secretariat of the National Council for Sustainable Development (GNSCSD) may be approached for advice. The research will entail: 1) Desk study on climate change and sea level rise in coastal areas, including predictions for the Kampong Som Bay area; 2) Investigation into the situation on the ground – meeting with communities and local officials, and observing the landscape – and discussing possible measures to mitigate effects of climate change; 3) Producing community awareness materials on climate change and disaster risk management, and piloting these with communities in cooperation with Morodok staff; and 4) Piloting actual climate change and disaster risk management measures in communities (in cooperation with commune councils and technical officials) to see what works and recommend for scaling up.</p>
<p><b><u>Activity 3.2.4: Research Workshop</u></b> The Workshop will be held in Sre Ambel in Year 2024. It is expected that around 44 people will attend the event, including community representatives &amp; local officials from the target area. The research report will be distributed to participants, commune councils, technical officials, and the Department of Climate Change.</p>
<p><b><u>Activity 3.2.5: Piloting mitigation measures</u></b> Morodok will pilot climate change mitigation measures in cooperation with commune councils and CBOs based on the recommendations of the researchers. Mitigation measures may include tree planting (at least 3,200 trees) and provision of fuel-saving stoves for at least 300 poor families.</p>

## 4.7 Staffing Plan

In order to implement the program, Morodok intends to employ 16 persons, most of whom are already working for Morodok. These include:

1. Executive Director
2. Program Manager (responsible for M&E)
3. Senior Adviser (part-time)
4. Program Assistant
5. Community Facilitators (5)
6. Field Assistants (2)
7. Finance and Office Manager
8. Accountant
9. Admin Assistant/Driver
10. Admin Assistant/Guard
11. Cleaner

An Organogram of the staffing plan is provided below:



## 4.8 Funding Plan

Morodok will continue to seek funding from existing sources as per the table below:

### Morodok Funding Sources

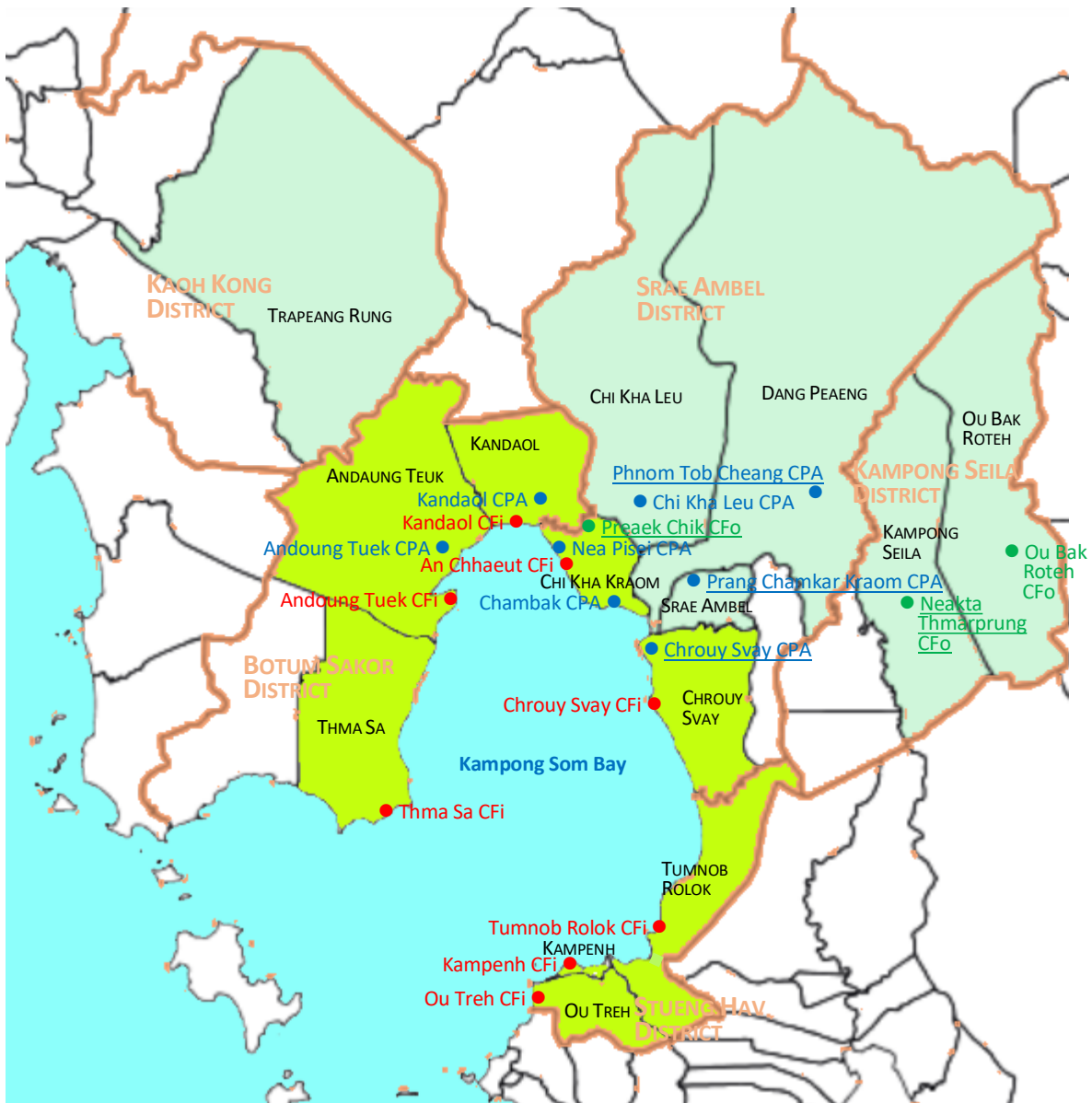
Funder	Focus of Funding	Annual Amount Requested (approx.)	Status (as of September 2022)
Brot für die Welt (BfdW)	Basket-funding for entire program in 14 communes	USD 120,000	Proposal for 2023-2025 already submitted for approval.
Finnish Evangelical Lutheran Mission (FELM)	All activities in 8 coastal communes (if not covered by WWF)	USD 115,000	Proposal for 2022-2025 already approved.
World-Wide Fund for Nature (WWF)	Activities in 5 or 6 CFos/CPAs, focusing on CBNRM.*	USD 50,000	Proposal not yet submitted.

\* WWF will be requested to continue its support to the Prang Chamkar, Phnom Top Cheang and Chroy Svay CPAs and the Neakta Thmarprung and Preaek Chik CFos. Support to the Chi Kha Leu CPA may also be considered.

BfdW and FELM are both expected to support at least 40% of personnel and administrative costs, while WWF will be requested to cover the remaining 20%.

In the next section is a map showing Morodok's target areas and community-based organisations, with the funding sources indicated.

## 4.9 Map of Morodok's Target Areas and CBOs



### Legend

- Communes funded only by Bread for the World
- Communes with co-funding from FELM
- CFI Community Fisheries
- CFo Community Forest
- CPA Community Protected Area
- CPA Community-based organisations with co-funding from WWF are underlined





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**MORODOK ORGANIZATION**