

MORODOK

ANNUAL REPORT 2022



VISION

The Morodok organization envisions peaceful rural communities in Cambodia where people have equal rights and opportunity to manage and utilize natural resources in a sustainable fashion for the improvement of their quality of life.

MISSION

To improve living conditions, strengthen solidarity and create ownership for the poor people in the coastal communities of Cambodia through building their capacity, supporting their initiatives and facilitating dialogue between relevant actors.

OBJECTIVE

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

VALUES

The MORODOK organization believes:

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



The Staff of Morodok



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Printed in Phnom Penh
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Cover photo: Activities of the fishery processing group, drying fish in Otres commune.

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

A Short History of Morodok

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

By 2003, the ISLP was completely staffed by Cambodians; and in 2004, the ISLP adopted financial monitoring tools to enable staff to manage their own budget. In order to prepare for full localization, in 2008, AFSC organized a number of internal workshops and meetings for the ISLP staff to explore ideas on how to become a local organization. A three-year localization plan was prepared. Staff developed their future vision and mission, and began a transition process in which the program developed its identity, policies, By-Laws, governance structures, and organizational capacity. In April 2011, the ISLP program team registered as a local NGO under the name "Morodok."

AFSC handed over the program to Morodok as of 1 October 2011. A Handover Ceremony was held in Sre Ambel on 5th October 2011. Since then, Morodok continues to work in the region, encouraging community groups to assert their rights over the use of natural resources and livelihood improvement. Morodok staff work closely with leaders of community groups, helping them to promote community ownership in social enterprise development and claiming their community rights for sustainable natural resource management. Morodok continues to bring together community groups with local government officials and technical officers to help the community groups prepare applications and proposals which are then submitted to high-level government institutions to provide the community official rights over resource tenure, helping to create ownership for coastal communities in the Kampong Som Bay region of Cambodia.



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

Message from the Executive Director



In 2022, Morodok developed a new strategic plan and commenced a major new project with support from FELM. These developments marked both a continuation of Morodok's current approach and the introduction of some new elements.

Morodok continues to support poor villagers' business initiatives and to strengthen community networks on natural resource management. Morodok continues to strengthen the existing livelihood activities through providing training to the community revolving funds, community business centres, and interest group representatives. Morodok continues to support 8 community fisheries, 8 community protected areas, and 3 community forests to develop their management plans and to protect natural resources under their jurisdiction. Some of these groups are also involved in organising community-based ecotourism activities.

The new elements of Morodok's strategy involve efforts to reduce vulnerability through a greater focus on people with disabilities, food security (through home gardening), disaster risk management, and climate change adaptation. People with disabilities will be assisted to join development activities such as home gardening. Communities in all 14 communes will be provided the opportunity to take part in the development of disaster risk management plans.

In 2022, Morodok also developed a proposal for the next phase of its work supported by Bread for the World (Germany), to begin April 2023. These new approaches have been incorporated into the new project plans. Similarly, a new phase of WWF's support will begin in July 2023.

Morodok would like to thank all its donor partners, local authorities, and especially the local communities with whom we work for their sustained cooperation and commitment to our common development goals.

A handwritten signature in blue ink, appearing to read 'H. Brest', written over a light blue horizontal line.

Executive Director

Acronyms used in this report

CBET Community-based ecotourism
CBO Community-based organization
CPA Community protected area
CRF Community revolving fund
NTFP Non-timber forest product

Project Achievements in 2022

Strengthening Community Livelihoods and Natural Resource Management around Kampong Som Bay

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

Although Cambodia is rapidly developing, in some rural areas poverty is becoming more entrenched as inequities in asset ownership and access to common property become more problematic, populations grow, traditional income activities decline, and ecosystems fall into disrepair. Effective approaches to socio-economic development and conservation are needed.

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

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

The project's objective is that

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

Morodok works with over 1,000 poor people, organized into over 160 interest groups, the majority (76%) of which are women. The interest groups are typically crop growing, small business and fisheries producer groups or savings groups, with a shared interest and living in the same location. In each of the 14 target communes, the interest groups can access community-owned revolving funds to start-up, scale-up or restart their entrepreneur projects. Each group is required to develop internal rules, regulations and business plans.

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



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

Morodok also works with 19 community-based organisations (CBOs) working on natural resource management covering 58,922 ha, including: 8 community fisheries, 3 community forests, and 8 community protected areas. These groups operate in accordance with the requirements of the Fisheries Administration, Forestry Administration and Environment Ministry, respectively. The groups include around 180 elected



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

leaders (of which around 20% are women). About 24,200 people (including 12,200 women and girls) are members of the CBOs and indirectly or directly benefit from sustainable use of natural resources, eco-tourism, fisheries, and collection of non-timber forest products.

The project, for which the current phase will finish on 31 March 2023, has three intended outcomes:

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

As of December 2022, the project has achieved the following results:

- ✓ 67% of participating poor families (762 families) out of a total of 1,144 families diversified their sources of livelihood through implementing successful livelihood projects that made a profit. 77% of the profit-making interest group members were women.
- ✓ 13 CBOs received official approval for their plans to protect and utilize natural resources. This includes all 8 community fisheries, 2 out of 3 community forests (Samaki Prek Chik and Neakta Thma Prung), and 3 out of 8 community protected areas (Andoung Tuek, Chi Kha Leu and Phnom Toap Cheang).
- ✓ Even though the management plans and annual action plans of some CBOs are not yet fully approved by authorities, the program staff of Morodok have been supporting all 19 CBOs to implement activities such as patrolling and preventing illegal acts, so as to protect and sustainably benefit from the natural resources.

During the next project phase, starting 1 April 2023, Morodok intends to sharpen its focus on food security and nutrition, support people with disabilities, and start new work on disaster risk management and climate change adaptation.

Resilient Communities around Kampong Som Bay

In January 2022, Morodok commenced a four-year project, funded by FELM, which aims to strengthen Morodok's work on food security, natural resources management, climate change adaptation and disaster risk management in 8 communes. FELM is an agency of the Evangelical Lutheran Church of Finland which works to promote human dignity and justice around the world.

The project "Resilient Communities around Kampong Som Bay" focuses on the 8 communes that form the coastline of Kampong Som Bay, and has 3 intended Outcomes:

- Poor people have diversified their livelihoods, increased their incomes, and improved their food security in 8 communes surrounding Kampong Som Bay.
- Communities in 8 communes surrounding Kampong Som Bay have protected fisheries, mangroves and other natural resources in cooperation with government authorities.
- Communities in 8 communes surrounding Kampong Som Bay have devised measures for Climate Adaptation and Disaster Risk Management in cooperation with academic and government institutions.

Diversifying livelihoods is intended to reduce reliance on the over-exploitation of natural resources and improve food security. This will be done, firstly by promoting secondary agricultural activities (apart from rice farming) such as pig and poultry breeding and initiating home vegetable gardens, secondly by promoting non-agricultural small businesses, and thirdly by adding value to sustainably harvested products (for example producing fish paste, fish sauce, rattan products, and wild honey) through improving processing techniques, standardizing packaging, and identifying markets.

The project is improving the capacity of the 8 community fisheries and 4 community protected area (CPA) committees to protect fisheries areas and mangrove areas respectively. This includes preparation of management plans, village-level awareness raising, and support for patrols and provision of patrolling equipment to protect the natural resources.

Highlights of the project in 2022 included:

- ✓ 8 community fisheries received capacity building on NRM laws and on how to manage their annual plans, and conducted regular patrols to prevent illegal fishing.
- ✓ Community fisheries groups planted 2,000 mangrove trees in Chrouy Svay and 3,500 mangrove trees in Thma Sa.
- ✓ The 4 CPAs conducted patrols at least twice per month to prevent forest and mangrove destruction.
- ✓ 101 people received training and attended an exchange visit on processing of seafood products such as shrimp paste, salted fish, and dry fish.

In future years, the project will also cooperate with 8 commune councils and related communities to develop disaster risk reduction plans, and cooperate with a consultant and university students to undertake research into climate change mitigation needs in coastal areas. The project will pilot various mitigation measures recommended by the research.

Strengthening Community Based Organizations for Natural Resource Management & Sustainable Livelihoods

This project, funded by the World Wide Fund for Nature (WWF), aims to strengthen Morodok's work with 2 community forests and 3 community protected areas. It is part of WWF's project on "Leading the Change: Civil Society, Rights & Environment."

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

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



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

The project aims to build the organizational and technical capacities of the 5 CBOs for effective forest management and to increase household income through processing non-timber forest products (NTFP) and other livelihood activities. 1,550 households belong to the CBOs and stand to benefit from the project while protecting 5,506 hectares of forest.

The project has two intended outcomes:

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

The following are some of the project's achievements in 2022:

- ✓ The Samiki Prekchik community forest in Chhikhor Krom commune obtained official approval from national level. So far, the Phnom Tobcheang CPA and Neakta Thmar Prung community forest have received approval from the provincial level, while two other CPAs, Chroy Svay and Prang Chamkar Krom, reached Step 6 of the 8-step planning process.
- ✓ The Phnom Tobcheang CPA is now allocating revenues from the selling of NTFPs and Community-Based Eco-Tourism (CBET) services to the conservation and sustainable management of natural resources.
- ✓ 80 households in Phnom Tobcheang CPA and Krang Art village (in 2 communes) earned an average of 387 USD per household from the sale of NTFPs in 2022.

Morodok will begin a new phase of WWF's support in July 2023, based on the new Strategic Plan for the period 2023-2028 (See page 11).

Case Study in Livelihood Improvement

Based on a community interview conducted in February 2023

“I am a housewife with four children” says Ms KOUY Sothea. “In the past, we were poor with not enough food to eat, since my husband and I did not have enough skills to earn a good income.

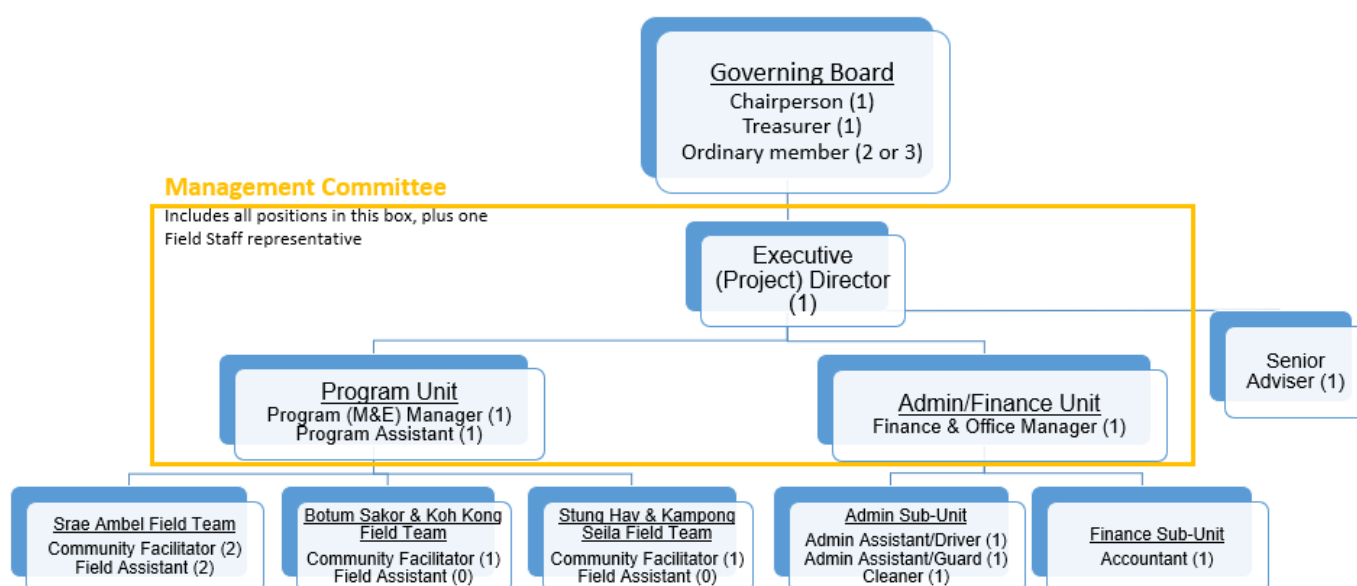
“Later, I became a member of the community revolving fund supported by Morodok. I could access loans for my small business and my livelihood improved. I was elected by the community to be a leader of the community revolving fund in my commune. Morodok trained me on how to manage the income and expenditure ledgers, how to develop a business plan, and how to improve my leadership skills.



Ms. KOUY Sothea, examining the community revolving fund's business records.

“More recently, Morodok helped us start a community business centre. In the centre, we process seafood products and coordinate marketing of the products in a transparent and accountable manner. I have managed to lead the group and to distribute income to all 43 members, most of them women.

Morodok Organisational Chart



Strategic Plan 2023-2028

In 2022, Morodok developed a new Strategic Plan for the period 2023 to 2028. 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:

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

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

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,

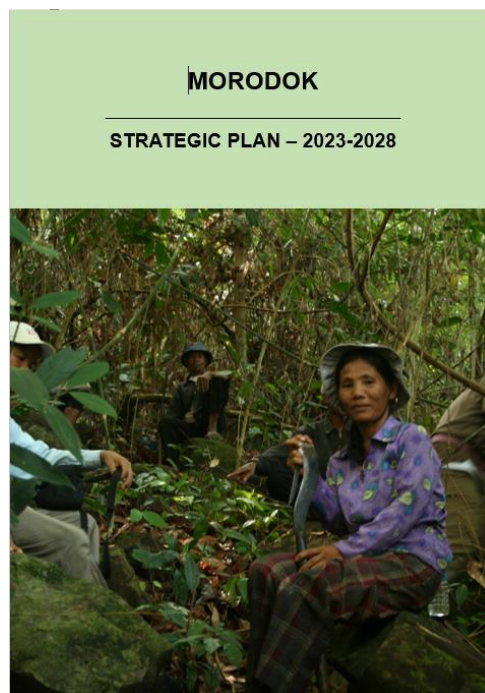
then community leaders will use this training and resources to facilitate community action for better livelihood development, natural resource management, disaster management and climate adaptation in cooperation with local authorities;

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, institutional 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.

The project areas for the new phase are unchanged and are shown on the following map:



Morodok Target Areas and Community-Based Organisations



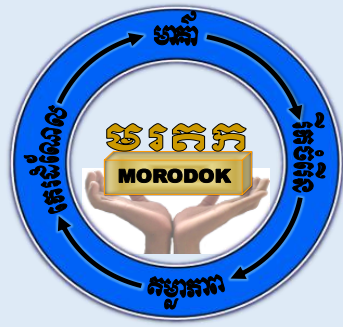
Legend

- 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

Financial Report

STATEMENTS OF FUND RECEIPTS, DISBURSEMENTS AND FUND BALANCE For the Year 2022

	USD	KHR'000
FUND RECEIPTS		
Grants income	265,870	1,086,612
Total receipts	265,870	1,086,612
DISBURSEMENTS		
Operation disbursements		
Livelihoods & food security	20,216	82,624
Natural resource management	33,925	138,650
Project direct cost	31,514	128,797
Field personnel salaries & benefits	65,226	266,581
Monitoring & evaluation	13,200	53,949
Administration costs	4,447	18,174
Oversight of admin/finance	9,926	40,569
Admin/Finance personnel salaries	24,342	99,485
Admin/Finance personnel benefits	2,145	8,768
Climate Adaptation & Disaster risk	784	3,206
Total Operation disbursements	205,726	840,802
Deficit receipts for the year	60,144	245,810
Funds balance brought forward	34,531	138,125
Difference on currency translation		5,845
FUNDS BALANCE	94,676	389,780
<i>Represented by:</i>		
Cash and cash equivalents	94,676	389,780
	94,676	389,780



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