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Rural Community and Environment Development
Organization (R C E D O)

ផែនការយុទ្ធសាស្ត្រ ឆ្នាំ២០១៣-២០១៥
RCEDO's Strategic plan 2013-2015



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Acronyms

BoD	Board of Director
BMC	Banteay Meanchey Province
CBO	Community Based Organization
CC	Commune Council
CCA	Climate Change Adaption
CDC	Cambodian Development Council
CNGO	Cambodian Non-Governmental Organization
CDMC	Commune Disaster Risk Management Committee
CFC	Community Forestry Committee
CNGON	Cambodian Non-Government Organization Networks
CDP	Commune Development Plan
CIP	Commune Investment Plan
CMDG	Cambodia Millennium Development Goal
CFC	Community Forestry Committee
D &D	Decentralization and Democratic
DRR	Disaster Risk Reduction
FAC	Local Forestry Administration Commission
FFS	Farmer Field School
HRD	Human Resource Development
IT	Information Technology
MC	Management Committee
MRD	Ministry of Rural Development
NPRSP	National Poverty Reduction Strategy Paper
NGO	Non-Governmental Organization
NFP	Nutrition Focal Point
NRME	Natural Resource Management and Environment
ODH	Operational District Hospital
OSC/Y	Out of School Children and Youth
OMC	Oddar Meanchey Province
PCDM	Provincial Committee of Disaster Risk Management
PLHIV	People Living with HIV/AIDS
PDRP	Provincial Department of Rural Development
PD _o A	Provincial Department of Agriculture
PD _o H	Provincial Department of Health
PDWA	Provincial Department of Woman Affair
PLAU	Provincial Local Administration Unit
PSDD	Programme Support Decentralization and Democratic
PRA	Participatory Rural Appraisal,
RBA	Right Base Approach.
RGC	Royal Government of Cambodia
RBM	Result Base Management
SEDP	Socio-Economic Development Plan.
SHG	Self –Help- Group
SWOT	Strength, Weaknesses, Opportunities and Threats
VDA	Village Development Actor
VDC	Village Development Committee
VHV	Village Health Volunteer

1. Introduction

1.1. Organizational Background

RCEDO is an independent Cambodian Local Non-Government Organization registered with the Ministry of Interior of Kingdom of Cambodia since 13 July 1998. RCEDO was formed by a volunteer group of 12 Cambodians, three of which were women, in October 1997. RCEDO is willing and committed to work with the rural poor and poorest people of isolated areas in Cambodia.

In April 23, 2003, RCEDO signed a Memorandum of Understanding with the Ministry of Rural Development (MRD) of the Royal Government of Cambodia. This agreement means that RCEDO is complying with the legal requirement and is properly registered to work as a development partner in Kingdom of Cambodia for humanitarian assistance and the public benefit. RCEDO also officially registered with the Cambodian Development Council (CDC) of the Royal Government of Cambodia in 22 April 2003. RCEDO has been implementing development work since 1999 in order to support rural people in two North-East provinces called Banteay Meanchey (BMC) and Oddar Meanchey (OMC) of Cambodia.

Since 1999 to present, RCEDO has been working to support rural communities through agriculture production skills, community rice/cow banks, credit schemes through self-help group system, water/ sanitation, health care and HIV/AIDS prevention education, vocational skills training, literacy education, decentralization & peace democracy, civic engagement through the Citizen's Rating Report (CRR), family violence awareness and community forestry organizing.

RCEDO has received funds from The Netherlands Embassy, Canada Fund, Ockenden International, AusAID, the Embassy of Japan, New Zealand Embassy, The Embassy of Japan, ZOA Refugee Care, World Bank, the Asia Foundation and Diakonia.

Strategic Plan 2013 – 2015 provides a policy and strategic guidelines for RCEDO's programs during the three year period, outlining the overall vision, mission, values, goals and strategic objectives, strategies of programs, main activities and resource needs. It also lays out the priority objective indicators for the different programs and projects for the period and the country development context.

1.2. Strategic Planning Process.

The strategic plan 2013–2015 evolved through a participatory process involving staff members from different levels, representatives of Commune Councils, CBOs from 6 difference communes from Svay Check and Chongkal district of Banteay Meanchey and Oddar Meanchey province (Northwest of Cambodia), the Advisory Boards, community members and 1 technical advisor. It was based on the annual progress report from December 2011, an external evaluation report done by an external consultant in December and strategic planning workshop in September 2012. The strategic planning workshop focused on the introduction of strategic planning concepts, reviewing existing strategic

plans and annual progress reports of achievements in order to ensure all participants understand the process. Organizational vision, mission and values were discussed and finalized. The strength, weaknesses, opportunities and threats (SWOT) were analyzed. Based on SWOT analysis, strategic issues, goals and objectives were identified and strategies to achieve the strategic goals and objective were discussed.

The strategic plan for 2013–2015 was then submitted to the Governing Boards for comments and finalizing in October 2012.

1.3. The Strategic Plan—A Living Document

The aim has been to make the Strategic Plan a living document. RCEDO was new in strategic development plan and staffs have limited capacity in organizational development.

In addition, RCEDO will reflect on annual achievements, strengths and weaknesses during the staff annual meeting at the end of each year. This will provide the opportunity for staff members to reflect on their implementation of the strategic plan and find alternative solutions to overcome constraints and weaknesses for the following year, while updating the strategic plan for the next years.

2. Cambodia and Operational Context

2.1. Cambodian Context

Cambodia is one of the poorest countries in South East Asia and the world however it is rich in natural resources, due to decades of war and internal conflict in the country. It is ranked 139 out of 187 countries in the Human Development Index (HDI) 2011.¹ Cambodia's poor people number almost 4.8 million and 90 per cent of them are in rural areas. Most of them depend on agriculture for their livelihood and income resources, but at least 12 per cent of poor people are landless.² Small-scale farmers practice agriculture at the subsistence level, using traditional methods. Productivity is low and an estimated two thirds of the country's 1.6 million rural households face seasonal food shortages each year.³ Rural households are subject to chronic food insecurity as they rely on rice and other stretched resources such as fish and forest products. Factors fuelling poverty include, limited government resources, resource exploitation by international business & local elites, inadequate health/education facilities and lack of awareness/opportunities for those in poverty to claim their rights. The country's poor people include subsistence farmers, members of poor fishing communities, landless people and rural youth, as well as internally displaced persons and mine victims. Women are generally the most disadvantaged. Women in particular do not have equal access to education, paid employment and land ownership and other property rights. For many women, reproductive health services are inadequate or non-existent.

¹ Human Development Index rankings 2011

² Rural Poverty in Cambodia, IFAD, 2010

³ IFAD, *IBID*

Poverty is also greater among Cambodian women than men, with some of the lowest level of gender equity and Asia⁴. Women comprise 54% of the skill agriculture and fisheries workers. Apart from agriculture and the 300,000 young women garment workers, women are primarily self-employed in small, informal enterprises and comprise 49% of self-employed retail traders. There are significant gender inequalities in cases to education and level of female literacy, higher rates of girls and child labor, access to public services, access to justice and low representation of women in decision-making positions. Only 21.95 percent of National Assembly members are women (2008 election). The percentage of women in the commune council position is increased if compared to the two commune council elections (8.5 percent of women commune councilors were elected in 2002 and 14.64 percent of women commune councilors were elected in 2007).

2.2. Operational Context

Local Governance and decentralization:

Since the commune elections in February, 2002, the Royal Government of Cambodia (RGC) has made committed efforts to facilitate and expedite decentralization reform implementation by mobilizing efforts at all levels and among all stakeholders. However, some critical issues are still remaining, particularly at grass-roots level.

Decentralization and people's participation in commune administration are still relatively weak. The functioning of Commune Council Planning and Budget Committees (PBC) are weak: only a little more than half of Cambodians are aware of the PBC members from their village, and a third of the councilors indicate that only a few of the PBC members perform their jobs well. Another issue is partisan politics: nearly a third of councilors (30 percent) believe that party orders come before public interest.⁵ People also see corruption, nepotism and partiality as important problems in commune councilors' conflict mediation. Despite the introduction of formally participatory governance structures, traditional authoritarian decision-making processes continue to prevail at the commune level, with many decisions taken unilaterally by Commune chiefs or commune councils without input from those affected by them. Transparency and accountability have remained limited despite the introduction of Accountability Teams at provincial and municipal levels.

More critically, the Ministry of the Interior issued 'Guideline to Support Commune Councils No. 010', which contradicts the principle of decentralization and affects the efforts and plans of NGOs to work in collaboration with councils. The guideline requires all missions of commune councils, both inside and outside the country, to obtain advance permission from the provincial governor.

⁴ The gender development index is 0.427 and the gender empowerment index is 0.283. Source CMDG (Cambodia Millennium Development Goal)

⁵ Kim Ninh & Roger Henke, *Commune Councils in Cambodia: A National Survey on their Function and Performance, with a Special Focus on Conflict Resolution*, The Asia Foundation, May 2005.

Contributing to the effective implementation of CCs, CNGOs need to play a critical role in addressing all feedbacks from its target beneficiaries to the performance of CCs, continue to upgrade the capacity of Village Development Committees (VDCs), VDAs and target beneficiaries, help building confidence of youths and women community leaders so that they can stand for CC candidates, improving relationship and interaction between NGOs, CCs, and government actors. In addition, CNGOs should be closely working with the provincial accountability team in order to help improve transparency and encourage their VDCs and CBOs to joint their plans with CC in joined implementation. Because of civil society movement are very young of working experience with CCs, DCCs, they should be encouraged to attend CC meetings, provide capacity building to lead them on decentralization, social accountability and good governance and support them to incorporate their Village Development Plans into the plans of CCs.

Food security:

Though poverty is clearly experienced by both men and women⁶, evidence suggests that gender impacts the way in which different populations experience poverty. Poverty is greater among Cambodian women than among men in all economic groups; women have fewer resources, decreased access to healthcare and education, and less food security.

Agriculture remains the backbone of the Cambodian economy, with 75% of the labour force earning their livelihood from farming. Rural women are responsible for 80% of food production, and more than 65% of women are farmers.

Nearly 80% of farmers are primarily engaged in subsistence agriculture, and just over half (56%) of women engaged in agriculture are subsistence farmers.

Women are more likely than men to be landless or have significantly smaller plots of land. The average rural landholding is one hectare, but in female-headed households this number dips to 0.5 hectares. Few farmers have access to extension services, high quality inputs, credit, or information on farming techniques and markets. This is especially true for female farmers. Access to productive land and the accompanying land titles is a critical issue. Land liberalization in 1989 (and the confusion that followed) negatively impacted women's land rights, particularly for female-headed households.

Cambodian women are participating in the workforce and are equally responsible for earning a living and providing for their families, especially in poor households. This creates a double burden because women have a wider range of domestic and non-domestic roles than men, and tend to work longer hours.

Empowering communities to have access to natural resources and to public services are critical issues in Cambodia today. Progress will require the communities to obtain the knowledge and practice of rights-based approach and community organizing as a vehicle to claim and protect their rights. It will also require ongoing advocacy efforts and strategies to respond to the myriad issues that these women face.

⁶ Gender Analysis & Assessment, Vol.1: Gender Analysis, USAID/Cambodia, March 2006

Health:

Improving the health status of the people is a top priority of the government. Improving nutritional status as well as reproductive health, maternal and child health, removing causes of diseases and illnesses, taking preventative measures and providing medical care where needed are crucial to improving the health status of people at large, especially the vulnerable with no means to access such care. However, there are many cross-sectorial and other factors that impinge on health status of the population. To mention a few: poverty as a cause and consequence of poor health; financial constraints of the poor preventing their easy access to public sector health care services; limited access to water and sanitation; low education and higher illiteracy rate as well as poor access to information and awareness; gender inequity; weak social safety nets for the poor and disadvantaged; poor nutrition interventions.

Natural resource management

Access to land is a contentious issue nationally and conflicts over land are commonplace in Cambodia. A number of factors contribute to the emergence of land as the dominant political issue: land speculation and land grabbing by ‘informal networks’ has been fuelled by several factors: a large ‘black economy’; a lack of transparency in the allocation of land for agricultural, forestry, industrial and other purposes; the lack of an agreed basis and authority for land claims (even between Government Ministries and Departments); and the lack of awareness and information about the laws and regulation governing land administration and management.

Overexploitation and illegal practices are depleting forest resources resulting in worsening poverty in rural communities. Illegal practices are sometimes organized by the police or military in collusion with other government officials by taking advantage of weak law enforcement.

Poor stakeholder participation also weakens community based management. Efforts to formalize community access rights to forests are in their infancy. Further strengthening of the regulatory framework and local capacity to ensure that communities can enjoy the benefits of community forests is required.

3. Organizational Vision, Mission and Values**3.1. Vision**

“Cambodian people live in equity and have healthy lives full of education, peace and democracy”.

3.2. Mission

“RCEDO is working to support the rural communities and line government departments in their effort to improve the living conditions of rural communities and achieve peace and democracy”.

3.3. Values

- **Partnership** with Rural Communities and line government departments.
- **Transparency and Accountability** at program, organizational and Cambodian society levels.
- **Gender Equality** in all types of work at both organizational and program levels.
- **Morality** consideration of staff, community and line government departments.
- **Honesty** with staff, community and line government departments.
- **Environmental preservation** in all kinds of work.

4. SWOT Analysis and current issues encountered

4.1. SWOT Analysis

Strengths	Weaknesses
<p>Organization level</p> <ul style="list-style-type: none"> • Clear vision, mission, values, program’s and organization’s objectives and organizational structure • High reputation and credibility in BTC • Strong cooperation with related agencies, • Development plan is consistent with the strategy of the Royal Government of Cambodia • The board members are active • The management team is functioning well • Staffs motivation • Good communication and cooperation in all levels <p>Project level</p> <ul style="list-style-type: none"> • Good cooperation with local authorities • Provide relevant training to target groups • RCEDO staff strengthened the target group for mobilizing resources • Citizens have a history of showing improvement 	<p>Organization level</p> <ul style="list-style-type: none"> • Lack of funding for implementing projects • RCEDO staff has low knowledge to facilitate with authorities • RCEDO staff has staff with little knowledge of agriculture skills • Don’t have system of monitoring and evaluation • Lack of the knowledge of documentation management <p>Project level</p> <ul style="list-style-type: none"> • Project implementation during busy time for the people • Lack of community solidarity • Weak communication with community authorities

Opportunities	Threats
<ul style="list-style-type: none"> • Peace and security prevailing in target communities. • Good co-operation and supports from the government and its institutions, authorities, partner communities, development partners and related agencies • Institutional structure of community exists and functions • The RGC's strategy is open for development partners to contribute to poverty alleviation and sustainable development • Increased young Cambodian graduated offer more qualified human resources • Existing resources such as materials, vehicles and a budget • RCEDO has many programs and there are no other NGO's to compete with • RCEDO projects respond to the citizens needs and follow the strategy of the Cambodian government • RCEDO is member of NGO network at national and provincial level 	<ul style="list-style-type: none"> • Symptom of dependency of community on outsiders • Poor law enforcement of the government • New NGO laws might hinder freedom of NGO work, especially on human rights • Many administrative requirements of donors. • Climate change – weather, natural disasters • Unsteady political situation and corruption

4.2. Key issues to be addressed:

1.1.1. Poor Local governance and decentralization

- Inefficient law practices
- Limited law enforcement on land dispute.
- Partisan and corruption
- Capacity of local authority, CBOs and other stakeholders are limited in local governance and decentralization
- Lack of networks in local governance and decentralization
- Limited people's participation in local governance and decentralization
- Limited awareness on law related topics
- Unawareness of the people rights and others' rights.
- Lack of community media delivery.

2. Food insecurity

- Low family income
- Low crop yield
- Lack of income generation skills
- Lack of irrigation system and farming facilities.
- Lack of farmland.

- Lack of capital for additional small scale businesses
- Unorganized community
- Limited knowledge on community organizing
- Inappropriate use of chemical fertilizer and pesticide
- Lack of knowledge and skills on agricultural production

3. High rate of incident diseases (Poor Health)

- Lack of safe water use in the family.
- Lack of household sanitation.
- Far from water source.
- Lack of knowledge on prevention and health care
- Limited understanding on the importance of health care.
- Poor public health service delivery
- Low awareness on health care and hygiene facilities.

4. Insufficient Natural Resource Management

- Illegal logging, fishing and hunting
- Limited understanding on the importance of natural resources
- Lack of CBO, VDAs, NGOs network on natural resource management.
- Illegal deforestation.
- Atmosphere pollution.
- Lack of capacity on Natural Resource Management and Environment (NRME).
- Lack of capacity on community NRME knowledge
- Poor mechanism on NRME and lobby advocacy.
- Lack of community organization to manage natural resources.

5. Organizational development

- Low staff capacity and skills on project management, monitoring and evaluation and organizational development
- Lack of fundraising and report writing skills.
- Lack of fund secure and donors.
- Lack of organizational policies enforcement.

5. Intervention Strategies

5.1. Target group and target Areas

In this strategy, RCEDO will be working in the provinces of Banteay Meanchey and Oddar Meanchey. The direct target beneficiaries will be youth, out of school children (Y/OSC), disabled people, Village Development Committee (VDCs), CBOs and the poorest of the poor. Approximately 3,500 families (Approx: 15,000 individual people; 7,800 females) to cover approximately 36 villages, 9 communes, 3 districts in Banteay Meanchey (Svay Check, Preah Net Preah, Phnom Srok) and 2 districts in Oddar Meanchey (Chongkal and Samroang) (see list of target villages in annex 3). The total population of these communes is 7,099 families with consisting 33,239 people (female:

16,943). Secondary beneficiaries will be those that were previously targeted in on-going projects.

During the civil war in 1975-1995, all target communes were a frontline of fighting between government and Khmer Rouge (KR). These target areas have undergone major social and political changes over the last decades. During that period, the people suffered from the war and lost their lives, confidence, sense of community solidarity and education opportunities. During this time many social infrastructures and social economic were broken down. The war caused major difficulties for rural people due to destruction of infrastructures such as roads, schools, water supplies and market services. The lack of social services created new problems such as domestic violence, deforestation for farm land, limited of human rights and land dispute issues. Following all of this destruction and the rise of new burdens, the rural people are eager to change and are in need of assistance of rebuild and to reestablish family economic status and self- confidence.

Our strategic approach

Our approach starts with recognition that increasing civic participation and improving accountability in government is largely about changing attitudes and behaviors. In our target communities, people are typically unaware of their rights and lack the confidence to express opinions. State actors rarely provide citizens with the information and opportunities to engage and influence. Pervasive attitudes of deference towards authority and paternalistic views of government present challenges, as do strong traditions of upwards accountability within the state. For both citizens and state actors the notion of communities holding the state accountable is likely to be very new.

There are two other key aspects of our strategic approach. Firstly, we work in partnership with both citizens (CBOs/VDAs/SHGs) and the government institution (PCDM, PDRD, PDA, PDoWA, PDoE, CDVs, CCs and public services, etc) because building the citizen voice is not effective unless the government is willing and able to respond. At the community level we bring together community advocates and the Commune Council, actively involving them and fostering a sense of joint ownership throughout the project development activities.

Secondly, we emphasize community empowerment. All research is conducted by village representatives who we develop as community advocates so that these skills stay in the community. We ensure that the poorest, youths or women and most marginalized people in the community have their voices heard. Our role is facilitating the opportunity and the process – it is the community who brings about the change. They will be mobilized to participate and work together for improving the quality of local governance and benefits to the target community.

Our strategy aims to work and build up the capacity of target beneficiaries to access sustainable agriculture production techniques for generating household income as well as improved health care/ hygiene practices and nutrition.

5.2. Program Goal Objectives, Strategies and Main Activities

Program Goal: Improve the quality of life of the poor, the youth and marginalized through participation in local governance, improving food security, access to better health practice and natural resource management.

Program Objectives and its indicators

By the end of 2015:

- **Objective 1:** The poor and vulnerable groups' food security will be increased and the time of food shortages will be decreased by 50%.
 - **Objective 1.1:** Poor farmers and vulnerable families, including those with Youths & OSC, in the project areas are empowered to achieve sustainable development activities by their own initiatives through the increase of agro-technical knowledge as well as the formation of and participation in Self Help Groups (SHG).
- **Objective 2:** Village Development Committees (VDCs), CCs, target beneficiaries and other relevant stakeholders within the target communities will improve their effectiveness and awareness of good governance practices for sustainable development.
- **Objective 3:** The poor and vulnerable group within target communities will improve their health, sanitation and nutrition practices.
- **Objective 4:** The target communities, Youth and relevant stakeholders will improve their effectiveness in natural resource management and Climate Change resilience.
 - **Objective 4.1:** The target communities and authorities will build capacity related to climate change adaptation and disaster preparedness related to the negative impacts of global climate change.
- **Objective 5:** RCEDO organizational and human resources and skills will be improved in order to ensure the effectiveness of financial management and sustainable project implementation.

Indicator 1:

The poor and vulnerable groups' food security will be increased and the time of food shortages will be decreased by 50%.

By the end of 2015:

- At least 60% of target beneficiaries will reduce food shortages by 50%.
- At least 60% of attendees will increase 50% of household income through agriculture productivity and other social business activities

Indicator 1.1:

Poor farmers, vulnerable families and OSC/Youths in the project areas are empowered to achieve sustainable development activities by their own initiatives through the increase of agro-technical knowledge as well the formation of and participation in Self Help Groups (SHG) and /or Village Development Alliance.

By end of 2015:

- At least 70% of target beneficiaries increase knowledge on agro-technical practices through Farmer Field School activities (FFS).
- At least 60% of attendees are able to establish and maintain sustainable agriculture and social business SHG's.
- At least 50% of voluntary SHG's and youth's group will become farmer cooperatives that will be recognized by the local authority.

Indicator 2:

VDCs, CC members, and other relevant stakeholders within the target communities will improve their effectiveness and awareness of local good governance and social accountabilities (SA) practices for sustainable development.

By the end of 2015:

- At least 70 % of attendees (CCs, VDCs & CBOs) will gain better understanding of their roles and responsibilities, decentralization process, CC laws and are actively participating in their communities' development activities.
- At least 70% of CCs, VDCs, and CBOs are actively participating in decentralization and good governance and SA practices within their target communities.
- Funds have been allocated into the commune investment plan (CIP) to support development activities and disaster risk management committee at the village and commune levels.

Indicator 3:

The poor and vulnerable groups within target communities will improve their health, sanitation and nutrition practices.

By the end of 2015:

- At least 70% of target beneficiaries will be trained and adopt preventive strategies to address health and sanitation issues.
- At least 60% of attendees will gain nutritional knowledge and regularly practice proper nutrition activities.

Indicator 4:

Target communities, CBOs, VDCs and relevant stakeholders will improve their effectiveness in community natural resource management and climate change adaptation (CCA).

By the end of 2015:

- At least 70% of target youth groups and relevant stakeholders will gain better understanding of natural resource management practices.
- At least 50% of target beneficiaries actively participate in natural resource conservation and CCA.

Indicator 4.1:

Youth groups and relevant and authorities will build capacity related to climate change adaptation and increase preparedness and resilience related to the negative impacts of climate change.

By the end of 2015

- At least 70% of target communities and relevant stakeholders will gain better understanding of climate change.
- At least 30% of target beneficiaries show behavior changes that increase preparedness and resilience to climate change.
- CCA Funds have been allocated into the commune investment plan (CIP) to support disaster risk management committees at the village and commune levels.

Indicator 5:

RCEDO organizational and staff's capacity and skills will be improved in order to ensure the effectiveness of sustainable project implementation.

By the end of 2015:

- RCEDO staffs will gain new skills and experiences for improving their works and become experts in management and implementation.
- Number of donors will be increased and financial sustainability will be achieved.
- Monitoring and evaluation and documentation management systems will be established and implemented

Strategies and Activities

Objective 1: The poor and vulnerable groups' food security will be increased and the time of food shortages will be decreased by 50%.

Strategy 1.1:

Target beneficiaries have gained the knowledge to increase food security

Activity:

- 1.1.1: Conduct survey assessment of target beneficiaries.
- 1.1.2: Establish Farmer Field Schools (FFS) on vegetable production, rice, livestock and fishery production.
- 1.1.3: Establish village rice seed and animal banks (cows & pigs) in target villages of the 2 provinces through inputs delivered.
- 1.1.4: Conduct annual reflection workshop and/or exchange visit among SHGs for sharing skills and experiences on sustainable agriculture production.
- 1.1.5: Build the capacity of Y/OSC, CBOs, ACs, CCs and target beneficiaries in sustainable agriculture, farming techniques, animal raising and social business practices.
- 1.1.6: Facilitate CBOs or farmer cooperatives (AC) to rehabilitate and maintain small-scale irrigation systems for supporting agriculture products.

Objective 1.1: Poor farmers and vulnerable families, including those with OSC/Y, in the project areas are empowered to achieve sustainable development activities by their own initiatives through the increase of agro-technical knowledge as well as the formation of and participation in Self-Help-Groups (SHG).

Strategy 1.2:

Target beneficiaries have increased knowledge in social business practices to help them obtain a better and more sustainable livelihood

Activity:

- 1.2.1: Form Self-Help Groups (SHG) comprised of youth and adults and provide them training on group rules, group financial management & agro-technical skills.
- 1.2.2: Provide farming facilities and small scale business initiatives through revolving fund delivery to youth's SHGs for startup practices.
- 1.2.3: Establish and provide the funds to support local sub-marketing collectors or sellers within their community.
- 1.2.4: Create farmer cooperatives of SHGs for agriculture activities and social business services in selected communes.
- 1.2.5: Provide training to farmer cooperatives on group rules, book recording, group loan management, technical skills, developing statutes and group registration.
- 1.2.6: Annual progress conference for farmer co-operative to review achievements and share information at the district level.

1.2.7: Provide financial support to cooperatives to start up their small scale business activities.

1.2.8: Support target beneficiaries to access market information and business plan.

Objective 2: Village Development Committee, CCs, and other relevant stakeholders within the target communities will improve their effectiveness and awareness of local good governance and SA practices for sustainable development.

Strategy 2.1:

VDC, CCs, and relevant stakeholders gain better understanding of their roles and responsibilities, and actively participating in good governance and SA practices.

Activity:

2.1.1: Build the capacity of roles and responsibilities of VDCs and CCs through data collection, community participation and field monitoring.

2.1.2: Conduct training course to VDCs, CCs and CBOs on village development plan, people's mobilization and its implementation for sustainable development.

2.1.3: Conduct workshop on decentralization process, good governance and SAs.

2.1.5: Assist and facilitate VDCs, CBOs and target beneficiaries to participate in Commune Investment Plan (CIP) development process and its implementation.

2.1.6: Encourage VDC and CBO participation in monthly CC meetings and public improvement.

2.1.7: Facilitate quarterly forums for discussions between local actors both within the province as well as among different provinces.

2.1.8: Meetings and reflection workshops between RCEDO, CCs and state actors.

Objective 3: By the end of 2015, the poor and vulnerable group within target communities will improve their health, sanitation and nutrition practices

Strategy 3.1:

Target beneficiaries have gained knowledge of basic health care and hygiene practices.

Activity:

3.1.1: Conduct formal and informal education workshops on awareness of general health /hygiene issues including WASH, family planning & other diseases.

3.1.2: Provide training course and workshops on social health issues including gender equality, domestic violence awareness, illegal migration, etc. to target beneficiaries of the 2 provinces.

3.1.3: Facilitate and build capacity of local authorities, health center officers and village health volunteers to deliver better services to target group through CC monthly meeting.

Strategy 3.2:

Target beneficiaries have increased knowledge about basic nutrition practices and are able to prepare nutritious meals for family consumption.

Activity:

- 3.2.1: Conduct and facilitate meeting with PDWA to select voluntary member and or VHV to be Nutrition Focal Point (NFP) person at the village level.
- 3.2.2: Conduct training of trainers for voluntary NFPs of youth's SHG on how to prepare nutrition food and hygiene practices.
- 3.2.3: Distribute IEC materials, equipment/utensils to Nutrition Focal Point (NFP) for conducting the training to their target group.
- 3.2.4: Facilitate and engage NFP trainer to aid in demonstrating proper techniques on nutritional food preparation to the domestic women headed within their group.
- 3.2.5: Facilitate with Health Center staff and NFP members to disseminate nutrition information and distribute to primary school students.
- 3.2.6: Establish community and family gardens at voluntary sites that focus on growing nutritional foods.

Strategy 3.3:

Target beneficiaries have increased access to safe water and sanitation facilities.

Activity:

- 3.3.1: Facilitate target beneficiaries in building household latrines and hygiene facilities and their proper use and upkeep
- 3.3.2: Establish a water user group committee for maintaining community wells and community ponds.
- 3.3.3: Educate one the importance of consuming clean water and the proper techniques to prepare it.
- 3.3.4: Conduct village clean up days and other hygiene events in the target areas.
- 3.3.5. Engage CBOs or target beneficiaries' access to potable water and its self-management.

Objective 4: The target communities, youth groups, VDCs and relevant stakeholders will improve their effectiveness in participating in natural resource management and climate change adaption strategies.

Strategy 4.1:

The target beneficiaries and relevant stakeholders have gained a better understanding of natural resource management and actively participate in the conservation of natural resources.

Activity:

- 4.1.1: Disseminate basic knowledge on conservation of natural resources, world climate change issues and forestry laws.
- 4.1.2: Form and build capacity of Community Forestry, fishery within target areas.
- 4.1.3: Provide training & workshops on awareness of forestry laws, forestry management and peace advocacy.
- 4.1.4: Join in participation with state actors and NGOs network to host public events focusing on natural resource management and climate change.

Strategy 4.2:

The target beneficiaries have built capacity related to climate change adaptation and increased preparedness and resilience.

Activity:

- 4.2.1: Organize community events on awareness on natural resource management, climate change, tree planting and World Environment Day.
- 4.2.2: During disasters move families to safe places and provide them with social support
- 4.2.3: After disasters assist in rehabilitation activities
- 4.2.4: Facilitate with Provincial Disaster Management Committee (PCDM) to provide training and workshops for the Commune Disaster Risk Management Committee (CDMC) on climate change impact and intervention and preparedness strategies.
- 4.2.5: Organize provincial and district participatory natural resource management and climate change adaption workshops

Objective 5: RCEDO organizational and staff capacity and skills will be improved in order to ensure the effectiveness of sustainable project implementation.

Strategy 5.1:

RCEDO will improve its governance and organizational management.

Activity:

- 5.1.1: Conduct board meeting every 3 months to ensure organization acts by laws, policies, strategic plan and organizational goals
- 5.1.2: Organize annual staff retreat for reviewing strategic plan and project achievements.

- 5.1.3: Coaching on financial system and Quick Book use.
- 5.1.4: Apply for CCC Good Practice Project accreditation.
- 5.1.5: Create a system for monitoring and evaluating current programs.
- 5.1.6: Create a system to manage documents and have training on database management.
- 5.1.7: Create organizational fund raising and human resource development unit.

Strategy 5.2:

RCEDO's staff will improve their knowledge, skills and behaviour in order to be effective in their work.

Activity:

- 5.2.1: Provide staff training courses and workshops on Result Base Management (RBM), and community facilitation skills.
- 5.2.2: Provide staff training courses and workshops on general office management, and financial management and documentation.
- 5.2.3: Provide staff training on sustainable agriculture skills through farmer field school and Farmer Business School (FBS) and marketing linkage.
- 5.2.4: Conduct internal mid-term review and external end of project evaluation.
- 5.2.5: Annual exchange visit for leaning and sharing experiences with other NGOs outside the province.

6. Supporting and enabling objectives

6.1. Supporting Team

Supporting Goal

To provide effective and efficient financial, administrative and capacity building support to all projects in order to achieve the organizational and program goals of RCEDO.

Supporting Objectives:

By the end of 2015:

1. All projects will have achieved their objectives through receiving financial, technical and logistical support.
2. RCEDO will have proper finance, personnel, gender and administrative policies and procedures.
3. All staff members will have developed their capacity in order to implement their project effectively.

4. RCEDO will have a proper staff management system in order to achieve its organizational and program goals.

Indicators:

1. All departments and units will have achieved their respective objectives through receiving financial, technical and logistical supports.

By the end of 2015:

- Project funds will be effectively and efficiently spent based on the Project Implementation Plan and budget lines.
 - Availability and inventory of fixed assets and other supplies will be progressively monitored and ensured.
 - Filing, storage and retrieval of documents will be progressively improved.
2. RCEDO will have proper finance and administrative policies, procedures, and manuals.

By the end of 2015:

- Financial, administration, personnel and gender policies and procedures will be reviewed and enforced.
3. All staff members will have built their capacity in order to implement their programs effectively.

By the end of 2015:

- An annual staff capacity building plan will be developed and progressively updated.
 - All staff, based on the staff capacity building plan will be able to attend relevant training courses, workshops, exposure visits and other capacity building events within and outside RCEDO and are able to report on and apply what they have learned from these events.
4. RCEDO will have a proper staff management system in order to achieve the organizational and program goals.

By the end of 2015:

- A mid-term review of the organizational structure and systems as well as relevant environmental factors will be undertaken to ensure that the strategic plan is implemented effectively and efficiently.
- Recruitment process will be conducted according to the Personnel Policy
- Job descriptions for all positions will be updated at the mid-term of the strategic plan.
- Confidentiality and controlled access to personnel files will be ensured.
- Staff performance appraisal will be undertaken annually.

Supporting Objective 1:

By the end of 2015, all projects will have achieved their goals through receiving financial and technical support.

Strategy 1.1

Liaise with donors and process funds available for project implementation.

Main Activities

- 1.1.1- Communicate directly with donors on fund requests and transfers.
- 1.1.2- Manage cash flow and disbursement to ensure RCEDO has ability to function at all times.
- 1.1.3- Prepare and submit six-month and annual financial reports to donors or on request.
- 1.1.4- Prepare annual project and master budget with relevant projects; then submit to board for approval and donors for contribution at the end of each year.
- 1.1.5- Assist executive director (ED), management committee Team (MC) and Governing Board to coordinate with donors to raise funds.

Strategy 1.2

Support RCEDO management in managing and using funds effectively and efficiently.

Main Activities

- 1.2.1 Prepare financial information (income statement, balance sheet, budget variance monitor, budget variance analysis, cash flow forecast and recommendations) to projects, ED, MC and board for management decision making.
- 1.2.2 Assist ED and MC in promoting cost effectiveness and implementing cost-saving measures.
- 1.2.3 Conduct spot checks and internal audits of all projects
- 1.2.4 Arrange annual external audit of the whole organization specific projects.

Strategy 1.3

Support effective logistical arrangements as needed/requested.

Main Activities

- 1.3.1- Coordinate and arrange schedules for meeting, workshops, field visits and training.
- 1.3.2- Organize events such as governing board meeting, Women's Day, Khmer New Year party, partner meetings and staff assembly meetings.

1.3.3- Build relationships with relevant government line departments and stakeholders.

Strategy 1.4

Maintain good filing of documentation, information and assets

Main Activities

- 1.4.1- Conduct annual inventories of assets and stock registers.
- 1.4.2- Facilitate access to telephone and email.
- 1.4.3- Disseminate information within the organization and outside.
- 1.4.4- Maintain chronological files, books, memos, letters and reports for organization.

Strategy 1.5

Support good environment and security in the office.

Main Activities

- 1.5.1 Keep office clean, well lit and well ventilated.
- 1.5.2 Provide office security (fire extinguishers, security guards).
- 1.5.3 Provide adequate office equipment and IT support to staff.
- 1.5.4 Ensure all office equipment is well maintained and properly used.

Supporting Objective 2:

By the end of 2015, RCEDO will have proper finance, personnel, administrative and gender policies and procedures

Strategy 2.1

Personnel, administrative and gender policies and procedures will be reviewed and revised regularly.

Main Activities

- 2.1.1 Assist ED and MC in reviewing personnel, administrative and gender policies and procedures and distribute updated policies and procedures to staff for comments.
- 2.1.2 Assist ED and MC to submit updated policies and procedures to governing board for approval.

Strategy 2.2

All organizational policies and procedures will be well understood and implemented by all staff.

Main Activities

- 2.2.1 Explain approved policies, procedures to all staff during staff meetings, workshops and annual reflection.
- 2.2.2 Monitor implementation by all staff to ensure consistency with organizational policies and procedures.

Supporting Objective 3:

By the end of 2015, all staff members will have developed their capacity in order to implement their programs effectively for sustainable economic development.

Strategy 3.1

Support departments and units in implementing staff development plan and be involved in other activities.

Main Activities

- 3.1.1 Conduct capacity needs assessment for all staff.
- 3.1.2 Prepare capacity-building plan.
- 3.1.3 Facilitate training courses for relevant staff according to capacity-building plan.

Strategy 3.2

Facilitate opportunities for staff to be involved in other events.

Main Activities

- 3.2.1 Ensure staffs are aware of all internal and external commitments.
- 3.2.2 Organize exposure visit for relevant staff inside and outside country.
- 3.2.3 Organize annual reflection workshop.

Supporting Objective 4:

By the end of 2015, RCEDO will have proper staff management system in order to achieve its organizational and program goals.

Strategy 4.1

Strengthen staff management and allocate human resources based on the needs of programs and the organization.

Main Activities

- 4.1.1 Maintain and regularly update staff personnel files.
- 4.1.2 Arrange effective and efficiency recruitment.
- 4.1.3 Ensure annual staff performance appraisal.

6.2. Enabling Objective:

RCEDO Enabling Goal:

By the end of 2015, RCEDO will become a sustainable and professional organization in Cambodia.

Enabling Objectives

By the end of 2015,

1. RCEDO will have increased capacity in ensuring financial sustainability of the organization.
2. RCEDO will have improved program quality through organizational strengthening and institutional development.

Indicators:

1. RCEDO will have increased capacity in ensuring financial sustainability of the organization.

By the end of 2015:

- At least 80% of RCEDO leadership staff will be upgraded in strategic planning, developing proposal and report writing.
- The organizational Fundraising Plan will be developed and implemented.

2. RCEDO will have improved program quality through organizational strengthening and institutional development.

By the end of 2015:

Staff capacity on relevant topics will be increased and applied in order to improve the program quality.

Enabling Objective 1: By the end of 2015, RCEDO will have increased capacity in ensuring the financial sustainability of the organization.

Strategy 1.1: Increase capacity of leadership staff on fundraising

Main Activities

- 1.1.1. Provide training and mentoring in fundraising, proposal and report writing to leadership staff
- 1.1.2. Assist and coach to develop a fundraising plan regularly for the organization.
- 1.1.3. Continue to be proactive, open to and honestly receive feedback from funding partners and take corrective actions

Enabling Objective 2: By the end of 2015, RCEDO will have improved program quality through organizational development.

Strategy 2.1: Increase capacity of organizational and program management

Main Activities

- 2.1.1. Build capacity of staff and management on NGO Board and governance
- 2.1.2. Build capacity of staff and management on fundraising and proposal development,
- 2.1.3. Build capacity of staff and management on small enterprise development and management.
- 2.1.4. Build capacity of staff and management on gender mainstreaming and empowerment.
- 2.1.5. Build capacity of staff and management on community facilitation and Right Base Approach for Development (RBAD).
- 2.1.6. Build capacity of staff and management on Participatory Rural Appraisal and Result Base Management (RBM).
- 2.1.7. Build capacity of staff and management on cooperative development and business management.
- 2.1.8. Build capacity of staff and management on small scale business management
- 2.1.9. Build capacity of staff and management on Climate Change and Disaster Risk Reduction management (DRR).

Appendix 1 – Objective and Activity Matrices		
Project objective	Indicators	Source of verification
<i>What is the desired situation at the end of the project</i>	<i>What are the indicators verifying that the desired situation has been achieved</i>	<i>From where is the information regarding each indicator collected.</i>
Goal: The quality of equity life of the poor and the youth and vulnerable groups will be Improved through participation in local governance, improved food security, access to better health practices and improved natural resource management.	By end of 2015: <ul style="list-style-type: none"> • At least 35% of 3500 target households will have increased food security • At least 30% of target beneficiaries will have improved awareness and active participation in local good governance • At least 50% of target beneficiaries are able to live an active and healthy life. • At least 35 % of target beneficiaries will have improved knowledge of natural resource management and the impacts of climate change. 	<ul style="list-style-type: none"> • End of project evaluation report. • Focus Group interview. • Baseline survey
Objective 1: The poor and vulnerable groups’ food security will be increased and the time of food shortages will be decreased by 50%.	By end of 2015 <ul style="list-style-type: none"> • At least 60% of target beneficiaries will reduce food shortages by 50% through participation of SHGs. • At least 60% of target beneficiaries will increase 50% of household income through agriculture productivities and other social business. 	<ul style="list-style-type: none"> • Baseline survey report. • Annual evaluation report. • Project monitoring report.
Objective 1.1 Poor farmers and vulnerable families, including those with OSC/Youth, in the project areas are empowered to achieve sustainable development activities by their own initiatives through the increase of agro-technical knowledge as well the formation of and participation	By end of 2015 <ul style="list-style-type: none"> • At least 70% of target beneficiaries increase knowledge on agro-technical practices. • At least 60% of attendees are able to establish and maintain sustainable agriculture and social business SHG’s. • At least 50% of voluntary SHG’s and youth groups will become 	<ul style="list-style-type: none"> • Baseline survey report • Annual evaluation of SHG report

in Self Help Groups (SHG).	farmer co-operatives that will be recognized by the local authority.	
<p>Objective 2:</p> <p>Village Development Committees, target beneficiaries and other relevant stakeholders within the target communities will improve their effectiveness and awareness of local good governance activities for sustainable development.</p>	<p>By the end of 2015:</p> <ul style="list-style-type: none"> • At least 70 % of attendees (CCs, VDCs & CBOs,ACs) will gain better understanding of their roles and responsibilities, decentralization process, CC laws, and actively participating in their community development activities. • At least 70% of CCs, VDCs are actively participating in decentralization and good governance practices. • Funds have been allocated into the commune investment plan (CIP) to support development activities and disaster risk management committee at the village and commune levels. 	<ul style="list-style-type: none"> • Baseline survey report • Annual evaluation report • Project monitoring report
<p>Objective 3:</p> <p>The poor and Vulnerable group within target communities will improve their health, sanitation and nutrition practices.</p>	<p>By end of 2015</p> <ul style="list-style-type: none"> • At least 70% of target beneficiaries will be trained and adopt preventive strategies to address health care and sanitation issues. • At least 60% of attendees will gain nutritional knowledge and regularly practice proper nutrition activities. 	<ul style="list-style-type: none"> • Annual evaluation report • Staff field observation • Project monitoring report.
<p>Objective 4:</p> <p>Target communities and relevant stakeholders and youth will improve their effectiveness in community natural resource management and Climate Change adaption.</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • At least 70% of target communities and relevant stakeholders will gain better understanding of natural resource management practices. • At least 50% of target beneficiaries actively participate in natural resource conservation. 	<ul style="list-style-type: none"> • Annual evaluation report. • Staff field observation. • Local authorities report.
<p>Objective 4.1</p> <p>Youth groups and relevant and authorities will build capacity related to climate change adaptation and increase preparedness and resilience related to the</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • At least 70% of target communities and relevant stakeholders will gain better understanding of climate change. • At least 30% of target beneficiaries show behaviour changes 	<ul style="list-style-type: none"> • Baseline survey report • Annual evaluation report • Local authorities report

negative impacts of climate change.	<p>that increase preparedness and resilience to climate change.</p> <ul style="list-style-type: none"> • The commune council has allocated funds into the commune investment plan (CIP) to support the disaster risk management committee at the village and commune level. 	
<p>Objective 5:</p> <p>RCEDO organizational and staff's capacity and skills will be improved in order to ensure the effectiveness of sustainable project implementation.</p>	<p>By end of 2015</p> <ul style="list-style-type: none"> • RCEDO staffs will gain new skills and experiences for improving their works and become experts in project management and implementation. • Number of donors will be increased and financial sustainability will be achieved. • Monitoring and evaluation and documentation management systems will be established and implemented. 	<ul style="list-style-type: none"> • Annual staffs appraisal • Organization assessment report. • Personnel interview with staffs. • Annual financial reports

Strategy	Indicators	Sources of verification	Activities
<i>On a lower lever, what are the expected results leading up to the project objective</i>	<i>What are the indicators verifying that the result has been achieved</i>	<i>From where will the information regarding each indicator be collected</i>	<i>What are the core strategies/main activities leading to the expected result</i>
<p>Food Security Component</p> <p>Strategy 1.1:</p> <p>Target beneficiaries have gained the knowledge to increase food security</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • 3500 selected families will gain appropriate skills and practices in farming products and increase income sources for better livelihood. • 30 FFS of SHG members and 10 producer groups on Vegetable, Rice and animal production will create and practice. 	<ul style="list-style-type: none"> • Plan of Action • Staff monitoring report. • Staff field observation 	<p>1.1.1: Conduct survey assessment of target beneficiaries.</p> <p>1.1.2: Establish Farmer Field Schools (FFS) on vegetable production, rice, livestock and fishery production.</p> <p>1.1.3: Establish village rice bank and animal banks (cows & pigs) in target villages of the 2 provinces through inputs delivered.</p> <p>1.1.4: Conduct annual reflection workshop and/or exchange visit among SHGs for</p>

	<ul style="list-style-type: none"> • 20 Village Rice Bank will establish and manage by the community. • 1500 meters of small scale irrigation will rehabilitate and build by target communities. • 1500 rural villagers will access information and gain basic knowledge on gender, domestic violence and illegal migration. 		<p>sharing skills and experiences on sustainable agriculture production.</p> <p>1.1.5: Build the capacity of Y/OSC, CBOs and target beneficiaries in sustainable agriculture, farming techniques, animal raising and social business practices.</p> <p>1.1.6: Provide workshops awareness on social issues including gender equality, domestic violence awareness, illegal migration, etc. to target beneficiaries of SHGs in the 2 provinces.</p> <p>1.1.7: Facilitate CBOs or farmer cooperatives to rehabilitate and maintain small-scale irrigation systems for supporting agriculture products.</p>
<p>Strategy 1.2:</p> <p>Target beneficiaries have increased knowledge in social business practices to help them obtain a better and more sustainable livelihood</p>	<ul style="list-style-type: none"> • 45 SHGs will be able to manage the group revolving funds for running small economic development activities base on their action plan. • 50% of Youth’s SHGs are using the knowledge gained from farming field demonstrations and applying it to generate better income. • 12 producer groups on agriculture products and small business service initiatives have been created. 	<ul style="list-style-type: none"> • Monitoring reports • Staff observations 	<p>1.2.1: Form Self-Help Groups (SHG) comprised of youth and adults and provide them training on group rules, financial management, group loan management & agro-technical skills.</p> <p>1.2.2: Provide farming facilities and small scale business initiatives through revolving fund delivery to youth’s SHGs for startup practices.</p> <p>1.2.3: Establish and provide the funds to support local sub-marketing collectors or sellers within their community.</p> <p>1.2.4: Create farmer cooperatives of SHGs for agriculture activities and social business services in selected communes.</p> <p>1.2.5: Provide training to farmer cooperatives on group rules, book recording, group loan management, technical skills, developing statues and group registration.</p>

			<p>1.2.6: Annual progress conference for farmer co-operative to review achievements and share information at the district level.</p> <p>1.2.7: Provide financial support to cooperatives to start up their small scale business activities.</p> <p>1.2.8: Support target beneficiaries to access market information and business plan</p>
<p>Good Governance component</p> <p>Strategy 2.1: VDC, CCs, and relevant stakeholders gain better understanding of their roles and responsibilities, and actively participating in good governance and SA practices.</p>	<ul style="list-style-type: none"> • 500 local actors and authorities (VDCs, CCs &CBOs) will gain better understanding of their roles & responsibilities and it function, and actively participating in their community development activities. • 70% of 500 local actors (CCs, VDCs, CBOs) are actively participating in decentralization process and good governance and SA practices. • 50% of target commune have allocated funds into their commune investment plan (CIP) to support development activities and disaster risk management committees. 	<ul style="list-style-type: none"> • Plan of Action • Staff monitoring report. • CC achievement report • Village action and CIP developed. 	<p>2.1.1: Conduct survey assessment of VDCs and reform its structure and task.</p> <p>2.1.2: Build the capacity of roles and responsibilities of VDCs and CCs through data collection, community participation and field monitoring.</p> <p>2.1.3: Conduct training courses to VDCs, CCs and CBOs on village development plan, people’s mobilization and its implementation for sustainable development.</p> <p>2.1.4: Conduct workshop on CC laws, decentralization process, good governance and SAs.</p> <p>2.1.5: Assist and facilitate VDCs, CBOs and target beneficiaries to participate in Commune Investment Plan (CIP) development process and its implementation.</p> <p>2.1.6: Encourage VDC and CBO participation in monthly CC meetings</p> <p>2.1.7: Facilitate quarterly forums for discussions between local actors both</p>

			<p>within the province as well as among different provinces</p> <p>2.1.8: Meetings and reflection workshops between RCEDO and CCs</p>
<p>Health component</p> <p>Strategy 3.1:</p> <p>Target beneficiaries have gained knowledge of basic health and hygiene practices.</p>	<p>By end of 2015</p> <ul style="list-style-type: none"> • 4500 rural villagers will gain knowledge and have better understanding on health/hygiene practices and change their attitude on health care and hygiene. • 24 CC Quarterly meetings with target beneficiaries and relevant stakeholders for dialogue and demand a better services. 	<ul style="list-style-type: none"> • Plan of Action • Staff Monitoring Report. • Staff field observation. 	<p>3.1.1: Conduct formal and informal education workshops on awareness of general health /hygiene issues including WASH, family planning & other diseases.</p> <p>3.1.2: Provide training course and workshops on social health issues including Home base care, HIV/AIDS, drug use prevention, awareness, etc. to target beneficiaries.</p> <p>3.1.3: Facilitate and build capacity of local authorities, health center officers and village health volunteers to deliver better services to target group through CC monthly meeting.</p>
<p>Strategy 3.2:</p> <p>Target beneficiaries have increased knowledge about basic nutrition practices and are able to create nutritious meals for family consumption.</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • 2500 families show an increase in basic knowledge of nutrition and are able to provide their families with nutritious meals. • 32 Nutrition Focal Point (NFP) trainers have trained and are able to conduct proper techniques on nutrition food preparing to domestic mothers in their villages. • 2000 primary and secondary school 	<ul style="list-style-type: none"> • Baseline surveys • Annual reports 	<p>3.2.1: Conduct and facilitate meeting with PDWA to select voluntary member and or VHV to be Nutrition Focal Point (NFP) person at the village level.</p> <p>3.2.2: Conduct training of trainers for voluntary members or NFP of youth SHGs on how to prepare nutrition food.</p> <p>3.2.3: Distribute IEC materials, equipment/utensils to Nutrition Focal Point (NFP) for conducting the training to their target group.</p>

	students attended and received WASH knowledge and nutrition meals.		<p>3.2.4: Facilitate and engage NFP trainer to aid in demonstrating proper techniques on nutritional food preparation to the women within their group.</p> <p>3.2.5: Facilitate with Health Center staff and NFP members to disseminate WASH and nutrition information to primary school students.</p> <p>3.2.6: Establish community and family gardens at voluntary sites that focus on growing nutritional foods.</p>
<p>Strategy 3.3:</p> <p>Target beneficiaries have increased access to safe water and sanitation facilities.</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • At least 1000 families have access to proper latrine facilities. • At least 1000 families have access to clean water and properly maintained wells. • At least 1000 target beneficiaries have access from 5 water ponds. 	<ul style="list-style-type: none"> • Baseline surveys • Annual reports 	<p>3.3.1: Facilitate target beneficiaries in building household latrines and hygiene facilities their proper use and upkeep</p> <p>3.3.2: Establish a water user group committee for maintaining community wells and ponds.</p> <p>3.3.3: Educate one the importance of consuming clean water and the proper techniques to prepare it.</p> <p>3.3.4: Conduct village clean up days and other hygiene events</p> <p>3.3.5: Increase CBOs and target beneficiaries' access to potable water and its self-management.</p>
<p>Natural resource management component</p> <p>Strategy 4.1:</p> <p>The target beneficiaries and relevant stakeholders have gained a better</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • 3000 target beneficiaries will have an increased knowledge of natural resource management • Target beneficiaries will have 	<ul style="list-style-type: none"> • Plan of Action. • Participatory monitoring report from the sites. 	<p>4.1.1: Disseminate basic knowledge on conservation of natural resources, world climate change issues and forestry laws.</p> <p>4.1.2: Provide training & workshops on forestry laws, forestry management and</p>

<p>understanding of natural resource management and actively participate in the conservation of natural resources</p>	<p>demonstrated the proper use of natural resource management techniques</p>	<ul style="list-style-type: none"> • Staff field observation. 	<p>peace advocacy.</p> <p>4.1.3: Join in participation with state actors and NGOs to host public events focusing on natural resource management and climate change.</p>
<p>Strategy 4.2</p> <p>The target beneficiaries have built capacity related to climate change adaptation and increased preparedness and resilience</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • 9 Communes and 36 Village Disaster Risk Management Committees show increased capacity to adapt and respond to the effects of climate change • 3000 target beneficiaries have increased awareness of the negative impacts of climate change and proper adaption • 1000 families will receive relief supports during and following natural disasters. • 9 commune councils have allocated funds to the Disaster Management Committees to provide disaster relief. 	<ul style="list-style-type: none"> • Baseline surveys • Annual reports • Staff observations 	<p>4.2.1: Organize community events on awareness on natural resource management, climate change, tree planting and World Environment Day</p> <p>4.2.2: During disasters move families to safe places and provide them with social support.</p> <p>4.2.3: After disasters assist in rehabilitation activities</p> <p>4.2.4: Facilitate with Provincial Disaster Management Committee (PCDM) to build capacity for the Commune Disaster Risk Management Committees(CDMC) on climate change impact and intervention and preparedness strategies</p> <p>4.2.5: Organize provincial and district participatory natural resource management and climate change adaption workshops.</p>
<p>Strategy 5.1:</p> <p>RCEDO will improve its governance and organizational management.</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> • RCEDO policies and procedures will be improved and put it in practice for the organization and program. • The Governing board of RCEDO will be strengthened and participate actively 	<ul style="list-style-type: none"> • Plan of action done • Minute of board meeting. • Organization's policies approved by board. 	<p>5.1.1: Conduct board meeting every 3 months to ensure organization acts by laws, policies, strategic plan and organizational goals</p> <p>5.1.2: Organize annual staff retreat for reviewing strategic plan and project</p>

	<p>in the organization's meeting and assisting RCEDO project implementation.</p> <ul style="list-style-type: none"> Monitoring and evaluation and documentation management systems will be developed and put into place. 		<p>achievements.</p> <p>5.1.3: Coaching on financial system and Quick book use.</p> <p>5.1.4: Apply for CCC Good Practice Project accreditation.</p> <p>5.1.5: Create a system for monitoring and evaluating current programs.</p> <p>5.1.6: Create a system to manage documents and have training on database management.</p> <p>5.1.7: Create organizational fund raising and human resource development unit.</p>
<p>Strategy 4.2:</p> <p>RCEDO's staff will improve their knowledge, skills and behavior in order to be effective in their work.</p>	<p>By the end of 2015</p> <ul style="list-style-type: none"> 12 staffs will gain more skills, knowledge, experiences and become professional in project planning, project management and implementation. 70% of staffs will improve the intrinsic work value and synergism. 	<ul style="list-style-type: none"> Plan of action Annual staff performance appraisal. 	<p>5.2.1: Provide staff training courses and workshops on Result Base Management (RBM) and community facilitation skills.</p> <p>5.2.2: Provide staff training courses and workshop on general office management, financial management and documentation.</p> <p>5.2.3: Provide staff training on sustainable agriculture skills through farmer field school and Farmer Business School (FBS) and marketing linkage.</p> <p>5.2.4: Conduct internal mid-term review and external end of the project evaluation.</p> <p>5.2.5: Annual Exchange visit for leaning and sharing experiences with other NGOs outside the province.</p>

Appendix 2 - Main development actors in the target province

No	Name of NGO is working at BMC	Current Intervention	Location, Level
1	NCDD	- Programme Support the Decentralization and Democratic working line government departments	- Banteay Meanchey
2	SEADO	- Health Care & HIV/AIDS education. - Home Base care service for PLHAs. - Community organizing	- Slar Kram, Svay cmmune, Svay check district, Banteay Meanchey, - Poi Pet and Nimit commune, Ochrov district, BMC.
3	Ockenden Cambodia	- Food security - CommunityBase Organizing - Decentralization / Social Accountability - Cow bank & Rice bank	- Koub, Nimit commune at Ochrov district, BMC. - Malai district, BMC - Kon Khleung village, Ponley Commune, Phnoam Srok district.
4	CAAFW	- Community Rice/Cow Bank - Rural Credit Scheme - Community Base Health insurance. - Health equity funds.	- Svay check, Slar Kram, Ros Lous commune, at Svay Check district, - Thmei, Thmar Pouk commune at Thmar Pouk district. - Pheah Net Preah & Phnom Srok
5	KFD	- Rural credit scheme. - Village rice-cow bank - Health /hygiene education	- Sophy, Samrong, Seoung and Kokei commune at Ochrov district.
6	CHRD	- Agriculture, Rural credit, Vocational training, capacity building and Rights-Based Approach.	- Malay district, Banteay Meanchey.
7	PONLEUR KOMAR	- Girl's access to education, TB and HIV/AIDS, vocational skills, job employment, and support vulnerable children and orphanage.	- Area covered: Malai, Thmar Pouk, Preah Net Preah.
8	ADHOC	- Monitoring on Human rights/ women rights violence and victims protection the - Women/child trafficking, Domestic awareness. - Advocacy awareness on human rights, laws and community network organizing	- Area Covered all communes in Banteay Meanchey province.
9	LICADHO	- Human Rights Based: training to the citizen on laws, and democracy, monitoring on human rights violation.	- Area Covered all communes in Banteay Meanchey province
10	RAHDO	- Animal skills training, agriculture production, vocational training, Pig bank.	- Malay, Ochrov, Svay Check and Preah Net Preah district.
11	CWCC	- Monitoring and rescuing of violence against women, legal	- Area covered in all villages in Banteay Meanchey.

		assistance, safe shelter and psychological counseling. - Vocational skills training, literacy, employment, and advocacy education and networking.	
12	KIEDO	- Vacationing training, agriculture skills training, animal raising, health /hygiene education and rural credit scheme for the poorest.	- Preah Net Preah district of Banteay Meanchey.
13	VSG	- Natural conservation, training on gender issue, business planning, marketing, capacity building of women group, rice-cow bank, vocational training.	- Mongkol Borei, Thmar Pouk district of Banteay Meanchey.
14	CNGO NETWORK	-Capacitate NGOs staff members in project management & implementation, financial management. -Coordination, communication with NGOs members for sharing information. -Build up relation among civil society and the government and authorities.	- Area covered for Banteay Meanchey
15	KNTO	- Community Development: through credit loan, health education and agriculture training and animal bank.	- 5 communes of Preah Net Preah districts, BMC
16	KYA	- Education of drug addiction, oversee PLHA and Peers, awareness raising.	- Mongkol Borei and Serei Sophorn district of Banteay Meanchey province
17	CCHDO	- Awareness raising on safe migration, primary school education and networking	- Ochroav and Malai district.
18	CABDICO	- Rehabilitation of children with disabilities with capacity building of the caregivers, safe-help group of the people with disabilities. - Awareness raising on rights	- Area covered in Banteay Meanchey.

List of NGO is working in Oddar Meanchey

No	Name of NGO	Current Intervention	Location, Level
1	NCDD	- Programme Support the Decentralization and Democratic working line government departments	- At The provincial levels.
2	CIDO	- Programme Support Farmer food security, farmer Cooperative - Social Business development - Rice bank	-Banteay Ampil, Bansay Reak, Anlong Veang, Krasaang.
3	KBA	- Programme Support agriculture production, farmer cooperatives, HIV/AIDS.	-AnLong Veang and Trapeang Prasat, -Thmar Pouk Banteay Meanchey.
4	CAAFW	- CBHI programme, Rural Credit.	- Area Covered all communes in the province.
5	FLD	-Programme Support livelihood projects.	-
6	CHHRA	-Programme Support health status, WATSAN,	- At Kraasang, Chheung Tien, Boss Sboav
7	CDA	-Programme Support Community Forestry, NRM and agriculture development	-Samrong, Koun Kriel and Banteay Ampil communes.
8	PADEK	Programme Support livelihood projects, Saving group.	-Changkak districts
9	FAO	- Programme Support Food security projects, Building capacity of NGO's partners & line Government, - Nutrition Food, FFS and market linkage.	- Changkal, Banteay Ampil, Anlong Veang and Trapeang Prasat district.
11	ZOA Refugee Care	- Building capacity of NGO's partners & line Government departments, Food security, - Small Infrastructure	
12	ICS International	-Children support at Schools - Community Development - Social Business and marketing - Rice Bank	- Banteay Ampil & Samrong district.
14	ADHOC	- Monitoring on Human rights/ women rights violence and victims protection the - Women/child trafficking, Domestic awareness. - Advocacy awareness on human rights, laws and community network organizing	- Area Covered all communes in the province.
15	DANGO	- Networking and partnership. - Meeting & Capacity building of Partner NGOs	- At Provincial level.
16			

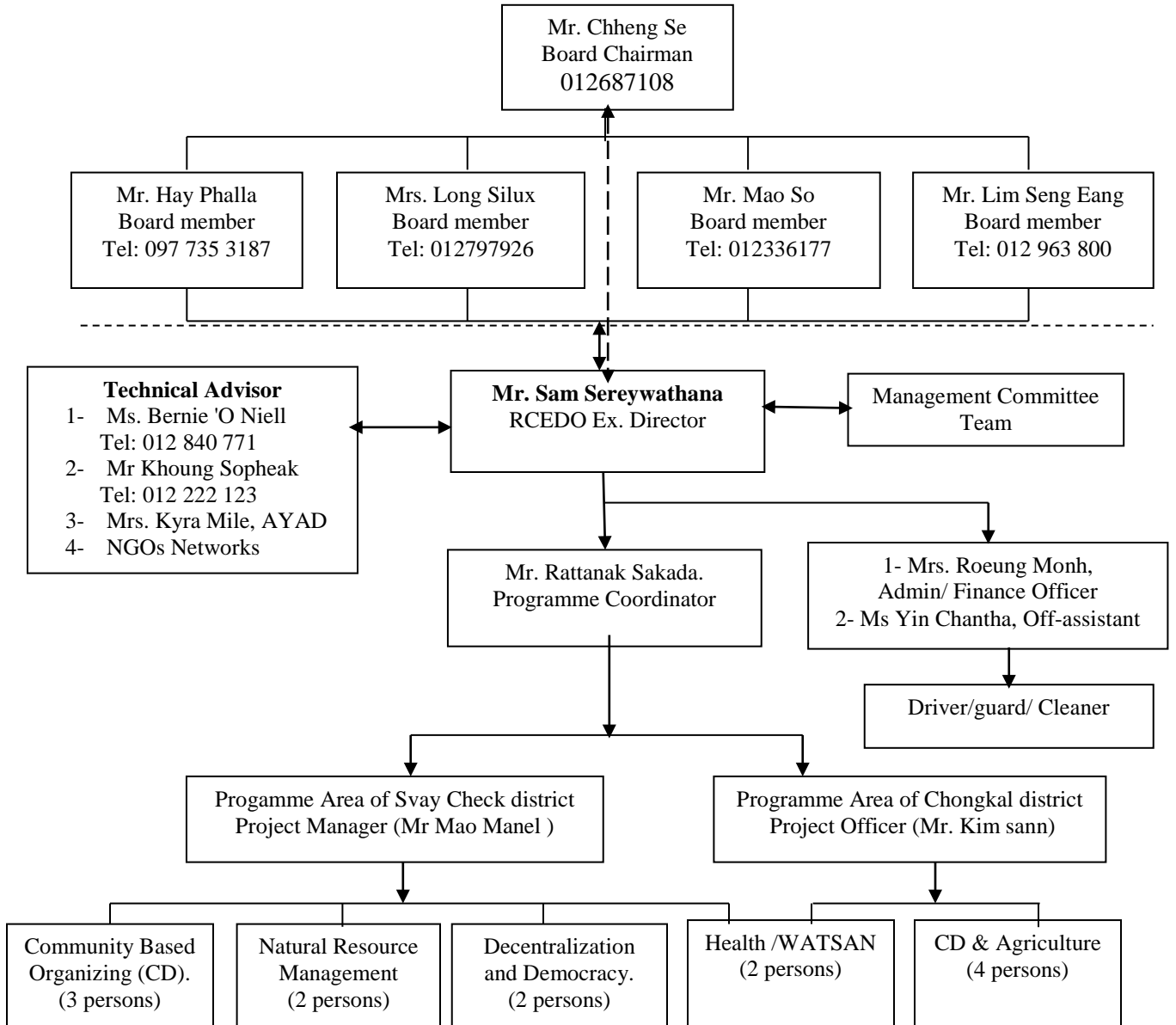
Appendix 3 – Target Areas

No	District	Commune	Village	Village Statistic				ID Poor		
				No of fam	Total of indiv	Woman headed of	Female	Poor I	Poor II	Disable
1	Banteay Meanchey	Tapho	Pchoek	180	820	25	431	9	1	5
2			Prech thbong	125	566	15	281	2	26	10
3			Bontoatbosh	231	1,032	48	526	12	77	17
		Total	3	536	2,418	88	1,238	23	104	32
4		Sarong	Pheas choeung	176	714	22	359	3	20	12
5			Phlas korng	285	1,285	55	678	34	27	16
6			Kouk Plou	109	563	10	269	17	25	9
7			Chrong	120	542	17	275	12	39	12
		Total	4	690	3,104	104	1,581	66	111	49
8		Trease	Ponley chass	189	757	18	370	19	45	12
9			Prey	538	2214	76	1136	72	154	6
10			Chiang	112	427	14	225	4	23	5
11			Au korkosh	57	245	1	130	17	5	3
		Total	4	896	3,643	109	1,861	112	227	26
	1	3	11	2,122	9,165	301	4,680	201	442	107
12	Phnom Srok	Ponlay	Kok Tasok	224	1281	10	648	20	15	8
13			Ponlay	698	3263	46	1735	60	120	10
14			Pho Ram Bun	251	1399	54	718	70	83	20
	1	1	3	1,173	5,943	110	3,101	150	218	38
15	Preah Net Preah	Tean Kam	Au	94	555	2	320	11	19	9
16			Bontoatbosh	271	1105	18	584	37	46	3
17			Ta oun	57	542	2	135	17	13	5
	1	1	3	422	2202	22	1039	65	78	17
	3	5	17	3717	17310	433	8820	416	738	162

Note: RCEDO is arming to support the ID Poor I & Poor II and disability families as a priority.

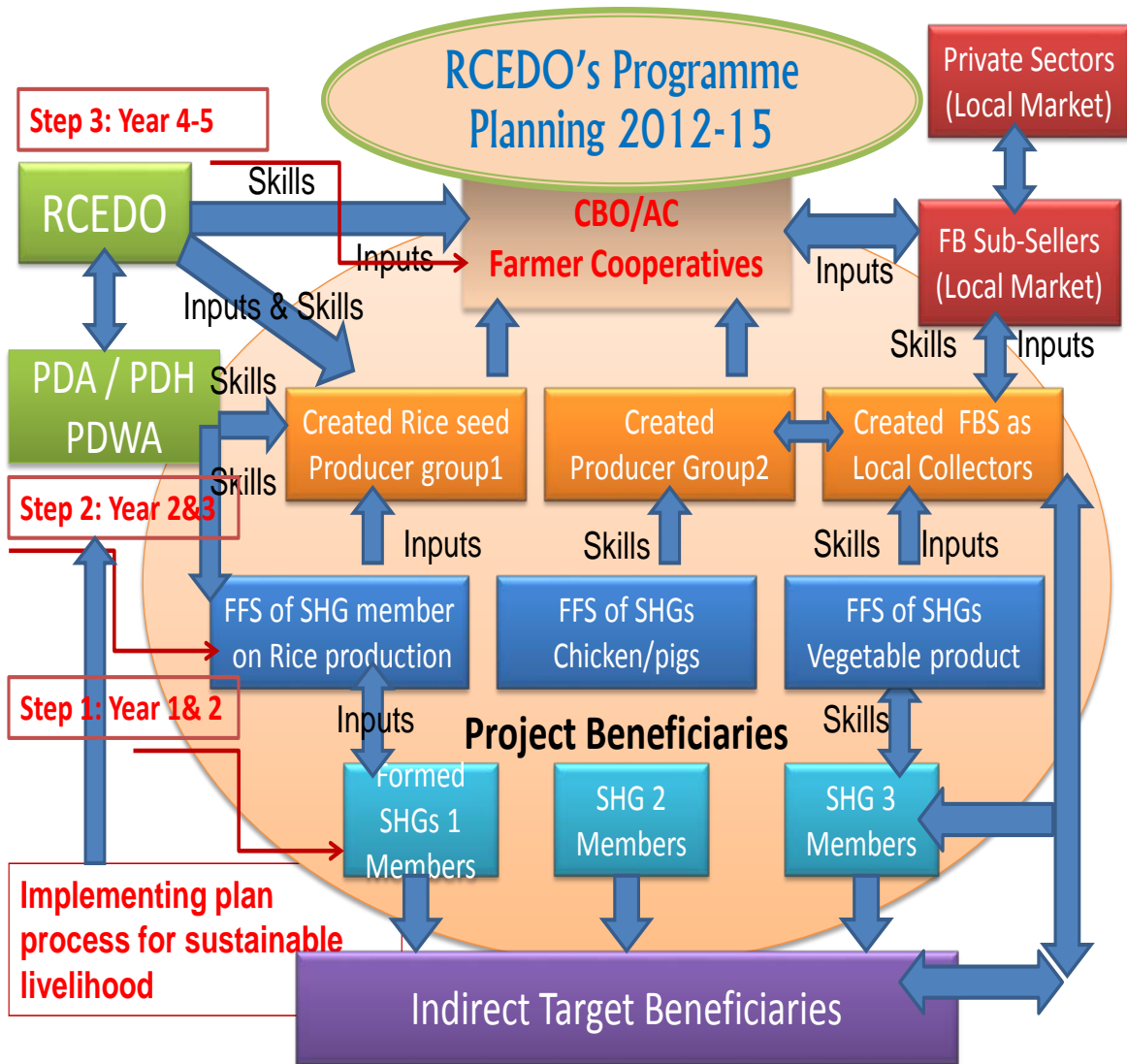
II	Oddar Meanchey province									
18	Chongkal	Pongro	Pong Ro	135	557	18	293	6	18	8
19			Kouk Sangke	75	315	5	161	3	30	1
20			Ta Ben	214	1010	8	507	17	6	4
21			Banteay Chor	105	527	7	265	11	26	3
22			Prey Nokor	54	261	5	128	25	7	0
		Total	5	583	2,670	43	1,354	62	87	16
23		Chongkal	Prey Thom	161	750	30	368	21	47	7
24			Kor	274	1300	32	694	37	39	11
25			Sror Mar	192	1006	18	500	27	25	4
26			Banteay Chas	366	1869	45	1000	82	50	9
27			Chhork	155	778	21	397	12	29	6
		Total	5	1,148	5,703	146	2,959	179	190	37
28		Krosang	Kouk Samrech	385	1702	18	851	30	22	0
29			Koul	222	1068	5	521	55	7	3
30			Kouk Thnorng	231	1073	4	532	2	21	1
		Total	3	838	3,843	27	1,904	87	50	4
31		Cheungtien	Cheang Tein	248	1124	46	577	5	1	11
32			Kouk Pongro	93	461	25	232	6	23	3
33			Sre Brang	158	722	21	383	1	19	5
34			Chhker Sreng	63	263	6	130	3	10	5
35			Kouk Trang	158	712	26	371	18	25	5
36			Kouk Rang	93	431	4	213	19	8	5
		Total	6	813	3,713	128	1,906	52	86	34
	1	4	19	3,382	15,929	344	8,123	380	413	91
Subtotal:	4	9	36	7099	33239	777	16943	796	1151	253

Appendix 4 - RCEDO Organizational Structure



Appendix 5 – Map of Target Areas

Appendix 6- Programme Investment Plan 2012-2015



Appendix 7: Official Approval letter from MoI of Kingdom of Cambodia

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

ក្រសួងមហាផ្ទៃ

លេខ ៧០៤/ស.វ.ក ភ្នំពេញ, ថ្ងៃទី ១២ ខែ ៧ ឆ្នាំ ១៩៩៥


រដ្ឋមន្ត្រីក្រសួងមហាផ្ទៃ
វិទាមរក

កម្មបត្រ : លោកប្រធាន... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... និង... បរិស្ថាន...
ករណីស្តីពីការសុំបង្កើត... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... និង... បរិស្ថាន...

យោង : លិខិតស្នើសុំលេខ ៧៨ អ.ស.វ.ក. ចុះថ្ងៃទី ០៨ ខែ ឧសភា ឆ្នាំ ១៩៩៥...
របស់លោកប្រធាន... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... និង... បរិស្ថាន...
តបតាមកម្មវត្ថុនិងយោងខាងលើ ខ្ញុំសូមជម្រាបលោកប្រធានថា : ក្រសួងមហាផ្ទៃបានទទួល
លើកិច្ចសន្យាស្តីពីការសុំបង្កើត... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... និង... បរិស្ថាន...
ដែលជា... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... មានទិសដៅការងារតាំងនៅ
ផ្ទះលេខ ១១១ ភូមិ ស្រែចម្ការ ឃុំ ស្រែចម្ការ ស្រុក ស្រែចម្ការ ខេត្ត ស្រែចម្ការ ។
បច្ចុប្បន្នក្រសួងមហាផ្ទៃសម្រេចសម្រេច ឬ អង្គការក្រៅរដ្ឋាភិបាល ដែលជាជម្រាបជូនដំបូង
ដាក់ឱ្យមានសមាសភាព ឬ ក្រោយពីច្បាប់សមាសភាព ឬ អង្គការក្រៅរដ្ឋាភិបាលត្រូវបានប្រើប្រាស់សមាសភាព និង មូល
ជាធរមានហើយនោះ... អង្គការសហប្រតិបត្តិការដើម្បីស្រុក... និង... បរិស្ថាន...

ត្រូវដាក់ពាក្យស្នើសុំគោលការណ៍បង្កើតសមាសភាព ឬ អង្គការក្រៅរដ្ឋាភិបាលសារជាថ្មីឡើងវិញ ហើយត្រូវតែសុំល
លក្ខន្តិកៈ និង លក្ខខណ្ឌផ្សេងៗដោយសមស្របទៅតាមច្បាប់សមាសភាព ឬ អង្គការក្រៅរដ្ឋាភិបាលក្នុងករណីចាំបាច់ ។
អាស្រ័យលេខនេះ សូមលោកប្រធានជ្រាបជាព័ត៌មាន ។
សូមលោកប្រធាន ទទួលនូវការរាប់អានដ៏ស្មោះស្ម័គ្រអំពីខ្ញុំ ។

ច ម ខ ជ ង
- ទីស្តីការគណៈរដ្ឋមន្ត្រី
" ដើម្បីជ្រាបជាព័ត៌មាន"
- សាលា... ខេត្ត... ខណ្ឌ...
" ដើម្បីមុខការ"
- ឯកសារ - កាលប្បវត្តិ



Dated signature of the authorized representative of the Organization with their position, official seal or Thumbprint

I am, Mr. Sam Serey Wathana, Executive Director of RCEDO in Banteay Meanchey province. I declare that the information supplied in our strategic plan for 2013-2015 is put in place for future action.

Date: 30 November 2012.

Prepared by RCEDO staffs
For Implementing Agency



Mr. Serey Wathana Sam,
Ex. Director

**Reviewed and Approved by: Governing Board of the Organization
Signature of Representative of the Governing Board members.**

Date: 30 November 2012.

Mr. Chheang Se
Board Chairman

Mr. Lim Seng Eang
Board member

Mr. Hay Phalla
Board member