## CONTENTS

<table>
<thead>
<tr>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>2</td>
</tr>
<tr>
<td>Oxfam in a fast changing world</td>
<td>2</td>
</tr>
<tr>
<td>Cambodia context</td>
<td>4</td>
</tr>
<tr>
<td>Oxfam’s role in the future: A different way of working</td>
<td>5</td>
</tr>
<tr>
<td>Oxfam Theory of Change</td>
<td>7</td>
</tr>
<tr>
<td>Strategic investment</td>
<td>8</td>
</tr>
<tr>
<td>Assessing our impact: Monitoring, evaluation and learning of our work</td>
<td>10</td>
</tr>
<tr>
<td>Funding our ambition</td>
<td>10</td>
</tr>
<tr>
<td>Budget</td>
<td>11</td>
</tr>
<tr>
<td>Annexes 1-6</td>
<td>12-26</td>
</tr>
</tbody>
</table>
Overview

The Oxfam Country Strategy paper covers the period 2015-2020, and is based on the foundation of Oxfam global strategy paper 2013-2019. It summarizes critical challenges faced by Cambodia and subsequently attempts to draw a broad framework of how Oxfam will position itself in the changing realities of the country and the world. The overarching objective of this document is to set out priorities for Oxfam's work, corresponding aims and objectives, and how we aim to achieve the desired goal of realizing 'The power of people against poverty'.

Oxfam in Cambodia aspires to "Cambodians, especially women and youth being empowered to hold government and others with power accountable so that they can realize their right to build a resilient society free from poverty and injustice". To make this vision a reality, Oxfam will focus on working with others to find lasting solutions to the injustice of poverty. Oxfam believes this goal can only be achieved by working with Civil Society (CS), communities, the State, private sector, media, and all the other stakeholders driving change. 'Working together' is an essential part of this strategy.

For the period of this strategic plan Oxfam in Cambodia will focus on three programs: Voices for Change, including (stand-alone) programs on women’s leadership, Gender Based Violence, support to democracy building, youth as actors of change, the rights of workers, and CS space; Resilience, focusing on vulnerable small-scale (female) farmers in selected areas, to better prepare and enable them to cope with climate change and natural disasters, especially floods and droughts; and Natural Resource Governance, supporting women and men to realize their rights to take control of and gain benefits from Cambodia’s natural resources (land, water, extractives, forest and fishery) and secure sustainable livelihoods. In all its programs Oxfam in Cambodia will keep Gender Justice at the center as this is considered crucial to achieve its desired impact. Compared to the last strategic plan Oxfam’s thematic investments will evolve: none will suddenly cease to exist, however more focus will be placed on creating synergies within Oxfam, building on complementary strengths and avoiding overlap.

This document has been prepared based on inputs from many strategic collaborators, including partner organizations, other development actors, media, government and donors. It includes reflections between the Oxfam team, and is guided by the global Oxfam mandate in the world.

Oxfam in a fast changing world

Cambodia and the world around it are changing. Poverty no longer exists just in poor countries, but is a global phenomenon. Today most of the world’s poor people live in Middle Income Countries. Also the global power balance has significantly altered, whilst local/national ‘Southern’ CS has become strong and visible. And in response to the new realities, the character of international development cooperation is changing.

Oxfam has been contributing to the development of Cambodia for 35 years. In that time Cambodia has seen a lot of progress – including progress in a CS that is now much stronger. Of course there is
always space for further strengthening but this progress, **warrants new and different engagement from Oxfam.**

Development is achievable when there is a functioning compact between citizens and State – meaning a government that is committed to fulfill its responsibilities and the people can hold their government accountable. **Hence the ultimate goal of Oxfam is a genuine contribution to strengthen this compact, particularly in the interests of the poor and vulnerable.**

Truly internalizing this goal means that Oxfam has to increase involvement of national CS in setting Oxfam’s own priorities and planning processes. **To this end, Oxfam will establish a new group, responsible and accountable for governing Oxfam’s work. The Country Governance Group will include Oxfam staff and representatives of Cambodian CS.**

Oxfam will also further explore operational adaptations that will promote better partnership and trust-building. As national CS strengthens, Oxfam will increasingly support from behind. This refers to fundraising, future engagement and collaboration, and ultimately Oxfam’s future role in Cambodia. Aspects of future emphasis include contributing expertise, facilitating and supporting CS, generating knowledge, taking a convener role, and being a global networker and influencing agent. Notably in the global context Oxfam has decided to increasingly foster Southern and independent affiliates in order to achieve a truly global balance of interdependent affiliates. **The Cambodia Country Governance Group will uphold and test this prospect during their tenure.**

With respect to its programming Oxfam will bring focus in its work. All support will be concentrated around three themes: Voices for Change, Natural Resource Governance and Resilience. **Gender Justice and Active Citizenship, particularly engaging youth, will be at the basis of all Oxfam’s interventions.**

<table>
<thead>
<tr>
<th>In real terms the corresponding changes in Oxfam shall include:</th>
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<tbody>
<tr>
<td>a. Less focus on service delivery and ‘hands-on’ initiatives and more on influencing, including brokering partnerships to help CS leverage better outcomes</td>
</tr>
<tr>
<td>b. More Investment in CS to seek and win better outcomes on their own behalf</td>
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<tr>
<td>c. Broker resourcing for CS</td>
</tr>
<tr>
<td>d. Help build sustained competencies in CS</td>
</tr>
<tr>
<td>e. Help build the relationships and networks the communities and CS need</td>
</tr>
<tr>
<td>f. Support CS with quality and evidence based research and bring innovation</td>
</tr>
<tr>
<td>g. Help CS to link up with the regional (including ASEAN) and global issues and make sure they become part of the World-wide Influencing Network</td>
</tr>
<tr>
<td>h. Broker partnerships that help CS, government and private sector to engage more constructively and effectively</td>
</tr>
<tr>
<td>i. Work on collaboration with a host of CS and other development actors not based on funding (only). Partnership and open dialogues may be the only way Oxfam can effectively engage in capacity building and advocacy</td>
</tr>
<tr>
<td>j. Invest in cooperation, coordination and collaboration with other INGOs</td>
</tr>
<tr>
<td>k. Focus on ‘handing over to CS’, less on its own institutional survival</td>
</tr>
<tr>
<td>l. Reposition itself vis a vis the changing funding scenario at the global and national level.</td>
</tr>
</tbody>
</table>
Cambodia Context

Post conflict Cambodia is at another crossroads in terms of development having made remarkable progress in rebuilding. Despite economic growth in the last decades, the problems of poverty and inequity still remain daunting. As of 2010 poverty rates remain high at 46.8% of the total population when multidimensional poverty is accounted for, 16.4% of the population are facing severe multidimensional poverty; 20.4% barely manage to stay above this poverty line. Despite an increase in rating from 0.251 to 0.584 since the conflict years, Cambodia still ranks 136 out of 187 countries on the Human Development Index. A situation exacerbated by increasing inequality. These figures are indicative of the fact that approximately 83% of the population remain vulnerable to the point that even small shocks might spiral many back down into poverty.

Culturally, Cambodia remains highly patriarchal and hierarchical so that voices of dissent are still not accepted, and people find it difficult to exercise their rights as free citizens. The situation for women is particularly acute given knowledge and information on gender and gender equality is still very weak. Cambodia ranks 105 out of 149 countries in the 2013 Gender Inequality Index. These cultural norms so often prevent women’s genuine participation in many aspects of daily life, including in leadership positions. Sadly, this gender-based discrimination fuels a high level of discrimination and violence against women in the domestic through to public spheres.

Cambodia has the youngest population in Southeast Asia. 45% of the population is under 18yrs, of age and 70% under 30yrs. Youth is over-represented among migrant groups and those trying to find livelihood are turning to urban areas. Young people, while representing the largest portion of the population, do not have their needs, perspectives and concerns represented and reflected in national and sub-national development priorities or budgets. On the economic front, the export oriented growth within the garment, tourism, agricultural and construction sectors has not been enough to absorb the estimated 250,000 new entrants to the labor market every year. There is a need to help guide public and private sector policy and investment in the areas of education, training, health services and information and a great need to support youth raising their voice and exercise freedom of expression.

The economic growth that has advanced has come at environmental and social costs, as seen in the increased rate of deforestation, land grabbing and evictions of poor people, much to the benefit of investors and emerging elite. Environmental and natural resources in Cambodia are threatened by over-exploitation on an accelerating scale. Over the past few years the impact of illegal forestry, illegal fisheries and land grabs has been compounded by the government granting three hundred economic land concessions, 259 mining licenses, 29 oil and gas related licenses, 30 special

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1 Multidimensional poverty covers several factors that constitute poor people’s experience of deprivation, beyond income deficit – such as poor health, lack of education, inadequate living standard, lack of income (as one of several factors considered), disempowerment, poor quality of work and threat from violence." Please refer to http://www.ophi.org.uk/policy/multidimensional-poverty-index/
2 Cambodia Multidimensional Poverty Index, year 2010
3 UNDP: Human Development report 2014
4 UNDP: Human Development report 2014
5 UNDP: Human Development report 2014
economic zone developments and 72 hydropower projects with minimal control or accountability. Continued over-exploitation at the current scale will not only significantly reduce the natural capital, it is also likely to undermine future socio-economic development, and may well induce social unrest and instability. The move to truly sustainable management and shared prosperity is essential.

As a developing country Cambodia remains heavily reliant on foreign assistance. In 2015 western assistance has commenced withdrawing. New ‘eastern’ donors, China in particular, have emerged but with the caveat of business and political opportunity rather than Human Rights conditionalities. Engaging eastern investment in the interest of the poor and vulnerable will require new strategies.

Despite tension between the independence (sovereignty) of each country and regionalization, the 10 member countries that make up the regional Association of Southeast Asian Nations (ASEAN) are seeking to create a regional mechanism built on interdependence. In 2015 all countries will be connected through a single market (AEC) and con-currently blueprints are being drafted to promote socio-economic development. These are strong prospects for Oxfam to increase its engagement and influence with ASEAN particularly through GROW and AADMER and more recently alongside regional programming.

While the political system is described as democratic, some would argue that it is less so given the ruling party’s dis-proportionate voice, control of resources and intolerance of public dissent/debate. At the same time, the system is increasingly openly described as corrupt and lacking in transparency and accountability towards its citizens. However the past two years have brought surprising shifts culminating in a strongly contested (and controversial) national election that saw the mobilization of a youth commentary often using social media to engage. The ruling party recognizes the need for reform to maintain popular support, continue a stable economy and to remain in power. The alternate party(s) enjoy increasing popular support. The 2013 election resulted in two parties holding the majority in parliament. This resulted in a year-long political deadlock compounded by alleged fraud. Finally, in August 2014, an agreement was reached, which paved the way for more equal sharing of power in the National Assembly but not before agreement on significant election reform including reforming an independent National Election Committee that should be functional for the next round of subnational and national elections. Nonetheless, the political feuding continues to eclipse most of the economic, political and social actions to the extent that Oxfam believes that inclusive growth and development for all in Cambodia will still require considerable and concerted investment in time and effort to build.

**Oxfam’s role in the future: A different way of working**

This fast-changing context compels us to rethink our way of working to ensure Oxfam is acting appropriately and optimally. Appendix 2 describes the development continuum that underpins our strategic design. Some emergent aspects;

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6 Open Development Cambodia (website)
• We see Oxfam and partners as having progressed far enough through the continuum that Oxfam should no longer act as a service delivery agency. We should facilitate CS and Government take up this responsibility.

• We believe it is time to re-define Oxfam’s governance in-country so that local stakeholders are genuinely empowered to guide us and hold us accountable. To this end the Country Governance Group will be established.

• In line with the interests of Oxfam’s global confederation we will start exploring the role of Oxfam in the next phase of the development continuum. We will not shy from discussion on phase-out, exit or nationalization strategy.

In exploring the options a number of issues need to be considered:

• Viability and sustainability: whatever the future is going to be it will have to have adequate resources to be able to perform. Funds should be coming in and/or be raised nationally.

• Legitimacy and constituency: In all cases the organization will have to be legitimate and be able to base itself on a wide constituency.

• Quality program delivery: In the globalized world, Cambodia’s program should have global, regional and country linkages. The quality program standards need to be met. It would be a part of the World-wide Influencing Network and implement regional and national influencing strategies.

This rethink also requires a review of how Oxfam works:

- Together with its partners and other stakeholders, Oxfam will act as an **Influencing agent/catalyst** through monitoring the progress of country’s policy frameworks and corresponding practice to fulfill its mandate towards its people. Oxfam will introduce tools and develop institutional capacities of NGOs and CBOs, alongside learning from them. Through our global presence, we will help our NGO partners to be more effective in promoting advocacy and policy influence at the national, regional and global levels. Appendix 3 provides insight into WIN as a strategy that we will embrace within out influencing work.

- Oxfam together with other INGOs will act as a **facilitator/funder/broker**, by creating space for dialogue between CSO, Government agencies and private sector. Oxfam will help the government and private sector to perceive CSOs as a crucial ally, rather than an adversary. However, Oxfam will remain conscious to maintain the autonomy and position as a supporter of poor and marginalized people, and demand accountability from power-holders for fair democratic and development processes.

- Oxfam will act as **thought-leader/enabler** and provide tools and help NGOs to be informed about stakeholders, and power relationship in order for CSO to develop and implement effective advocacy strategies in various sectors. We will help leverage partnership and will connect local and national to regional and global networks to achieve the desired goal.
Oxfam’s Theory of Change

Based on this analysis, Oxfam's desired change envisions that, "Cambodians, especially women and youth, are empowered to hold government and others with power accountable to realize their right to build a resilient society free from poverty and injustice".

Oxfam’s generic Theory of Change (ToC) suggests that when CS is strengthened, this leads to a stronger voice of citizens on issues relating to poverty and injustice. This stronger voice of citizens in turn contributes to changes in policy and practice, and these changes in policy and practice contribute to a reduction in poverty and injustice. Women are seen as the most critical actors in realizing these changes. In the day-to-day reality of Cambodian life they do not enjoy the same rights as men do, neither in the private nor in the public space. They lag behind in political, social and economic (leadership) positions and violence against women is a frequently occurring phenomenon which hinders them from living a decent life.

Oxfam recognizes that putting women at the heart of its intervention is crucial to lasting impact. On the one hand women are most adversely affected by poverty and have proven to be most vulnerable in Cambodia, on the other hand, they are among the main actors in change. Thus, gender justice will act as one of the most important yardstick to assess the impact of Oxfam’s work and women leadership and Gender Based Violence will be addressed in all Oxfam’s programs in a transformative way, beyond mere numbers of participation.

Being a Rights Based Organization, Oxfam supports and invests in a CS that shares that same approach: interventions aim to transform the power relations, including the gender-related ones, of the major development stakeholders and promote the rights of the rights-holders and the accountability and responsibilities of the duty-bearers.

CS has a key role to play in building a stronger voice of citizens, the rights-holders. As a consequence strengthening of gender-transformative, active citizenship at the national and local levels through awareness-raising and education, mobilizing, linking for collective action and supporting with strategies for advocacy, are core elements in Oxfam’s way of working. Over the last couple of years citizens are becoming more active politically and are speaking out about issues such as land grabbing, domestic violence and women’s rights. People, particularly in the urban settings, are openly beginning to demand change from the current political regime. This indicates that there has been a fundamental shift in the self-perception of many Cambodian citizens regarding their relationship to the State and their ability and capacity to influence government.

In order to make the voice of citizens heard, there needs to be a receptive end too. The government in particular, but other development actors too, has to be open and able to respond to these voices. Hence working with these duty-bearers is part of the equation and forms part and parcel of Oxfam’s ToC. This includes law development, but might even more be geared to the implementation of these laws.
In defining its future strategy Oxfam in Cambodia considered a number of aspects, which include:
- The necessity to achieve transformative changes in gender relations
- The current developments in Cambodia, particularly those related to an increased civil awareness in-country
- The changed economic context and perceived needs in Cambodia
- The principles of being a Rights based organization
- Oxfam’s expertise, added value and experiences, in Cambodia and globally
- The fundability of the programs Oxfam can support.

Oxfam realizes that processes of change are not linear. Change is complex and is impacted by many variables, such as social economic developments, unpredictable events and changes in the political context.

**Strategic investment**

These considerations resulted in the following three programs:

1. **Voices for Change**, including (stand-alone) programs on women’s leadership, Gender Based Violence, support to democracy building, youth as actors of change, the rights of workers, and CS space.

2. **Resilience**, focusing on vulnerable small-scale (female) farmers in selected areas, to better prepare and enable them to cope with climate change and natural disasters, especially floods and droughts.

3. **Natural Resource Governance**, supporting women and men to realize their rights to take control of and gain benefits from Cambodia’s natural resources (land, water, extractives, forest and fishery) and secure sustainable livelihoods.

In all its programs Oxfam in Cambodia will keep gender justice at the center as this is crucial to achieve its desired impact (see the diagram). The specific and elaborated ToCs for the programs can be found in annexes 4-6.

In order to achieve its vision Oxfam in Cambodia aims to realize the following immediate and medium-term impacts:
- Cambodian women are equally able to gain public leadership roles and effect positive change in their own and others lives. They are able to assert their right to equality and society's patriarchal mindset changes for equal rights for women. Women get more space in governance, politics and in decision making at all levels.
- Incidence of violence against women (VAW) declines and both women and men enjoy more equal and violence free lives.
- The government of Cambodia will increasingly respect, protect, and fulfill human rights, including freedom of assembly and association, the freedom of opinion and expression. The Government will choose dialogue and cooperation over applying pressure on CSOs or citizens to conform to their own agenda.
- Well-informed, engaged, influential and globally connected Active Citizen (women, youth, and workers) are able to push for broadening political space and institutional reforms that guarantee their rights and make public spending more transparent, accountable and pro-poor oriented.
- Poor people all over Cambodia, in particular women, and their legitimate and relevant associations have better and equal access to information and are able to exercise their rights including the right to know, the right to dignified life, and the right to participate in decision making. They are better organized and have credible information regarding budgets, revenues and natural resources, so as they have an ability to make decisions and choices concerning their own lives and livelihoods, and demand government agencies and authorities at all levels to be accountable.
- Vulnerable women and men are more resilient to cope with natural disasters, particularly droughts and floods, and the social and environmental adverse impacts from development projects (forest, land, water, extractive industries) to their livelihoods. They have stronger social and financial capital to cope with external risks.
- The government adopts and implements better pro-poor policy frameworks and legislation dealing with natural resources. Agro-business value chains better respect the rights of indigenous people and small farmers and protect vulnerable communities including women.
- Private sector is addressed on their accountability to fulfill their Corporate Social Responsibility. Government and companies introduce and implement policies that promote fair compensation and distribution of benefits from development gains, and natural resources to poor and vulnerable local communities. Small and medium enterprises have the ability to demand for a non-exploitative and inclusive business environment. The government ensures a conducive environment for big and small investment projects alike, in sectors with opportunity potential for the rural communities, especially women.
- Cambodia’s social and economic integration into ASEAN will benefit the population at large. Social, economic and environmental aspects will be closely looked into.

Oxfam’s ToC will be realized if the following conditions (assumptions) hold true:
- NGO partners are willing to work beyond their current comfort zone. They feel better protected from intimidations, and other possible hostile reactions from entrenched power-holders. NGO partners have sound networks, and are well coordinated to advocate for change. Affected people and general public remain actively involved to support the demand for policy change.
- Government demonstrates a stronger commitment to tackle the wide-spread corruption. Government also shows political will to strengthen the judicial system. Government invests in building its capacity for improving governance and accountability in areas of human rights, natural resources management and resilience building.
- Government recognizes and values the importance of CSO in sustainable development and democratic functioning of the country.
Assessing our impact: Monitoring, evaluation and learning of our work

For measuring its achievements Oxfam will develop a result-oriented framework to monitor the progress of the strategy in an in-depth and meaningful way and on an annual basis. The result-oriented framework will include indicators for the above mentioned three programs and the immediate and medium-term impacts and suggests ways to measure these. Among other things this implies that we need improved baselines in our programs. The projects’ specific Theory of Change and MEAL plans will include several of those indicators, thereby contributing to the overall Oxfam Strategic Plan in Cambodia. The framework will be guided by and be in line with Oxfam’s CAMSA (Common Approach to MEL and Social Accountability). As much as possible we will use common indicators across all investments in the entire portfolio, including gender specific indicators. The framework will be developed in a participatory manner, with our partners and the people we serve. Country program data will be collected regularly to track progress and serve learning purposes. Oxfam will organize country-learning sessions on an annual basis and include partner organizations.

In the course of this strategic plan, Oxfam will move away from affiliate based monitoring and evaluation. Oxfam will look into possibilities for staffing a central MEAL unit. We will require all programs to include an M&E plan and budget. It will aim to allocate 5% of its program budget towards the end of the strategic plan.

For longer term impact measurement Oxfam will use generic data, such as poverty ratios, Food insecurity Indices, HDI, GDI, GEM, Gini’s Coefficient, agri-production, food imports, per capita GDP, breakup of gender gap data, etcetera.

Several types of measurements will be considered, using qualitative and quantitative ways of measuring impact at the level of citizens, and outcome-tracking which focuses on capturing the changes achieved through influencing. Since influencing will become such an important part of Oxfam’s way of working, specific criteria will be developed to measure progress on this.

The annual plans will include gender specific targets: in all its programs Oxfam intends to prioritize women and approach the themes/issues from a gender perspective. The objective is to institutionalize gender justice; hence go further than ‘just’ mainstreaming. Each program will do a gender analysis before starting and formulate gender-specific indicators and objectives. These will go beyond sheer numbers as the approach will have to be transformative. The same applies to the ‘strengthening of voice’-component.

Funding our ambition

The fundraising environment in the development sector in Cambodia is becoming increasingly competitive as institutional donors are gradually decreasing their interests and assistance. Some remaining donors changed their funding modality, starting to put money into bucket funding. Others are calling for proposals by using a tendering grant modality and/or asking for building partnership between public and private sectors which is relatively new to Cambodia. Also the shift of funding by private sector is gradually increasing.
In this reality, combined with the possibility to work with a more advanced national CS, Oxfam will emphasize ensuring to leverage funds for Cambodia. This entails that Oxfam will help local CS fundraise without the contributions necessarily having to go through its own books. Not financial turn-over but impact achieved will be a major criterion of success.

In order to achieve these targets Oxfam decided to join the fundraising efforts of all affiliates in country. It will review its fundraising strategy and already appointed a country funding coordinator. The joint Oxfam funding strategy will reduce confusion of donors. Oxfam will establish strong strategic alliances with other stakeholders, in particular non-traditional partners (academic research institutions and private companies) within country and across the region who are working in same fields to jointly develop proposals (forming consortia) and influence the funding strategic framework of donors. Oxfam will explore new funding sources, including private sector and philanthropic sources, and build its skills to focus more on tendering and bidding. Moreover Oxfam in Cambodia will participate in regional and global funding calls. The EU, Sweden (SIDA), Australia (DFAT), Switzerland (SDC), together with private funds, are among the most important donors for Oxfam in Cambodia.

Following the guidelines of Oxfam’s global funding strategy (GPIIF) and setting a target of restricted, external fundraising of USD 2.5 million per year, the total funding ambition for Cambodia will be between USD 4 and 5 million annually. The unrestricted funding is expected to come from different affiliates. Developing and supporting high quality programs is a key priority to compete in the funding market.

**Budget**

The budget below only reflects the secured funding for the first two financial years. The amounts provided are in Euros and include the office management costs. At this stage in time we could not provide more detailed information.

Instead of working with budgets available Oxfam in Cambodia intends to define what budget is necessary for its programs. We see a scaling down in financial terms to an annual amount of 4-5 million USD as calculated above. For 2015-16 Oxfam will require a higher budget to finance this process responsibly.

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<tr>
<th></th>
<th>Total</th>
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<tr>
<td></td>
<td>2015-16</td>
<td>2016-17</td>
<td></td>
</tr>
<tr>
<td>OAU</td>
<td>608,000</td>
<td>580,000</td>
<td></td>
</tr>
<tr>
<td>OBE</td>
<td>285,000</td>
<td>265,000</td>
<td></td>
</tr>
<tr>
<td>OGB</td>
<td>1,188,000</td>
<td>779,000</td>
<td></td>
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<tr>
<td>ONL</td>
<td>1,793,000</td>
<td>572,000</td>
<td></td>
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<tr>
<td>OUS</td>
<td>805,000</td>
<td>654,000</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>4,660,000</td>
<td>2,825,000</td>
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ANNEX 1
Political Map

Basic Statistical data

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<thead>
<tr>
<th>Metric</th>
<th>Value</th>
<th>Source</th>
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<tbody>
<tr>
<td>Rural pop. as percentage of total pop.</td>
<td>79.66%</td>
<td>UNDP: Human Development report 2014</td>
</tr>
<tr>
<td>Average annual population growth rate</td>
<td>1.67%</td>
<td>CIA World Factbook 2013</td>
</tr>
<tr>
<td>Human Development Index ranking</td>
<td>136 out of 187</td>
<td>UNDP: Human Development report 2014</td>
</tr>
<tr>
<td>Basic Capabilities Index (1-100, &lt;70 is critical)</td>
<td>98</td>
<td>Social Watch, 2010</td>
</tr>
<tr>
<td>Gross Domestic Income per capita (US$)</td>
<td>$2,789</td>
<td>MDG Database, 2009</td>
</tr>
<tr>
<td>Population below $1 PPP</td>
<td>18.6%</td>
<td>UN 2011</td>
</tr>
<tr>
<td>Population below $1.25 PPP</td>
<td>23.1%</td>
<td>FAO, 2011</td>
</tr>
<tr>
<td>Proportion of population undernourished</td>
<td>22%</td>
<td>FAO, 2011</td>
</tr>
<tr>
<td>Number of people undernourished</td>
<td>3 million</td>
<td>FAO, 2011</td>
</tr>
<tr>
<td>Life expectancy at birth</td>
<td>63.4 years</td>
<td>CIA World Factbook 2013</td>
</tr>
<tr>
<td>Net enrolment ratio primary education (male/female)</td>
<td>90.4/86.7% (98%)</td>
<td>MDG Database, 2008 (WB 2012)</td>
</tr>
<tr>
<td>Pupil to teacher ratio primary education</td>
<td>45.7</td>
<td>WB 2012</td>
</tr>
<tr>
<td>Failed State Index (0 -120, higher is less stable)</td>
<td>88</td>
<td>Fund For Peace 2013</td>
</tr>
<tr>
<td>Freedom in World Status: not free</td>
<td></td>
<td>Freedom House, 2013</td>
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<tr>
<td>Rule of Law (scale -2.50 to 2.50):</td>
<td>-1.05</td>
<td>World Bank, 2009</td>
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<tr>
<td>Voice and Accountability (scale – 2.5 to 2.5):</td>
<td>-0.88</td>
<td>World Bank, 2009</td>
</tr>
<tr>
<td>Gender Equity Index (complete equity = 100)</td>
<td>72</td>
<td>Social Watch, 2010</td>
</tr>
<tr>
<td>Gender Inequality Index: Rank 105 out of 149 countries</td>
<td>72</td>
<td>UNDP: Human Development report 2014</td>
</tr>
</tbody>
</table>
Annex 2 Model of the Development Continuum for Cambodia

The following model of the Development Continuum has proved as a consistently accepted space for discussing the future role of Oxfam (and other INGOs for that matter). The diagram below shows the development of capacity of CS and government/other national actors over time. It demonstrates that government and other actors build up their capacities over time (the diagram has a straight line only to explain the process, while not undermining that development continuum will have its own set of ups and downs). The progression is forward moving). As the national development actors get strengthened, (international) CS such as Oxfam, will have to provide less direct service delivery, and move to supporting the State and other actors to take over. Also here the direction of the Oxfam support line is clear: a less size-able role.  

![Diagram of the Development Continuum](image)

Given Oxfam’s strong focus on the most marginalized of the community (e.g. the poor, the youth, and/or women), arguably Oxfam would consider their ability to participate in decision making that impacts them and their communities. That is – their ability to hold the State responsible and accountable. And also: the ability of the State, as a receptive mechanism to (civil) society’s demands, to live up to the expectations. What applies to the State also applies to other development actors, such as the private sector.

Quality of political participation, civic engagement and socialization of the young generation of Cambodia has potentially shaped a new political culture and an aspiration for sustainable development for Cambodia. To achieve this, they should not only be involved but also having ownership with the development continuum. For the last 30 years, marginalized Cambodians like youth and women have been

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7 Please note a strong CS acts as a vigilant to ensure inclusive development and speak on behalf of those whose voices are marginalised in Cambodia.
promoted and assisted by NGOs, donors and government. However, too often the ownership has largely remained with these actors, while communities are still passive as the fact that they don’t feel belonging with the on-going development.

Where Oxfam currently stands on the continuum will vary between different themes: on the one the situation might be more progressed than on the other.
Annex 3 Worldwide Influencing Network and Cambodia

‘By 2020, Oxfam will have contributed to achieve more profound and lasting change in the lives of people living with poverty and injustice. We will have done this at a far greater scale by creating a world-wide influencing network (WIN) of One Program teams, united by a common vision for change, adequately resourced, able to use the full range of influencing techniques at their disposal, and actively participating in a wider movement to fight against the injustice of poverty.’ - Oxfam’s Global Strategy document 2014-2019

Transforming Oxfam into a Worldwide Influencing Network (WIN) is at the core of Oxfam’s global vision. Oxfam will try and strengthen its impact by enabling others and influencing more powerful actors to support positive change. This will be done by strengthening the full range of influencing approaches\(^8\) in all Oxfam’s programs and linking relevant work across local, national and global levels. As an international actor with presence at national level Oxfam expects to increase its national level influencing. Cambodia will help to set the agenda of regional and global Oxfam campaigns, not the other way around.

In Cambodia Oxfam will continue to be an actor in a wide network of alliances, working with organizations it might or might not support financially. Oxfam will make a more advanced use of the digital space and modern media and will work strategically with others to lever a bigger change than it could ever achieve on its own. Convoking and brokering are considered to be core-roles as well as facilitation and mobilization for a “One CSO voice” in different sectors and development partners/government’s technical working groups. Oxfam will strengthen a potential brokering role between government, private sector and CS actors, creating dialogue, building bridges and advocate for pro-poor change.

Oxfam will also focus on increased coordination among Oxfam, partners and other actors (including INGOs) to achieve our common goals. In addition to being a donor Oxfam should also consider investing more in its ‘partner-in-development’ role. Lastly, Oxfam in Cambodia needs to link up to the region and work with regional structures, such as ASEAN.

Some key principles in Oxfam’s influencing strategy:

- Oxfam seeks to support partners and allies in their efforts to strengthen CS because they have primary legitimacy in their own countries. This will have most impact in terms of promoting sustainable change.
- Oxfam is also an independent actor in its own right that can act directly or alongside partners, where this would increase the impact on poverty and injustice.
- Influencing work must be based on a clear understanding of the way in which women and men are affected differently by poverty.
- Oxfam’s mission to build a future free from the injustice of poverty means challenging the people and institutions that hold power. Challenging power carries risks. Oxfam in Cambodia will not shy away from taking political stands. The individual Affiliate headquarters should be involved in exercising international pressure on Cambodia, if so desired.

\(^8\) For Oxfam, “influencing” means systematic efforts to change power relationships, attitudes and beliefs, and the formulation and implementation of official policies, laws/regulations, budgets, and company policies and practices, in ways that promote more just societies without poverty. Depending on the context, influencing can include: leveraging of program experience, advocacy and campaigning (incl. coalition building, research, policy development, lobbying, media, digital tools), mobilisation (of activists, supporters, citizens), coordinated nationwide communicating and networking, capacity development (of citizens, partners, CS, duty bearers), partnerships and strategic funding. Duty bearers can include public, semi-public and private entities.
As Oxfam focuses more on influencing in its country programs, it will review its portfolio of partners on a regular basis. Influencing should be fully embedded in all programs. In the context of Cambodia, Oxfam might still be involved in implementation of programs at the ground and national level in order to gain experience, be linked with the ultimate target group and build a reputation. But external input in this strategy suggests that Oxfam in Cambodia should move away from direct implementation of services. Oxfam should still be involved in supporting work at community level, but only if this contributes to higher level Policy and Practice Changes.

Targets of Oxfam’s influencing would normally be Government (at national and sub-national level) and private sector. Actual strategies for engaging Government and Private Sector will be developed accordingly. However there is also a clear demand to influence and coordinate with the development partners, other INGOs, and specifically all the back-donors. Oxfam will work closely with like-minded INGOs in country and relevant regional networks.

In order to do effective influencing work Oxfam needs to articulate the human rights, given that the country has gone through traumatic times, continues to have a considerable repressive regime and lacks effective mechanisms of access to justice. Together with power analysis of key stakeholders this would help Oxfam to identify appropriate alliances and coalitions to work with. Oxfam will take a clear stand and strategic representation in relevant platforms.

Oxfam believes that in Cambodia there are strong individual CS organizations. However their combined force as a sector is still rather weak. Oxfam thinks it can make a positive contribution to strengthening the sector by emphasizing collaboration and individual strength. This implies that Oxfam will work together with strong organizations (certified, or in the process of certification) which do have the intention to work together in a horizontal and vertical way. Collaboration might include funding, but will generally go beyond funding relationships. Internally this would mean more alignment and will result in more unified ways of working, communication and presentation towards key stakeholders. Staff will have to adapt and be equipped with different skills.

The changed role will achieve better results. It will leverage for true country development.
Annex 4: ToC ‘Voices for Change’

OCS CG: Cambodians, especially women and youth are empowered to hold government and others with power accountable and realize their rights to build a resilient society free from poverty and injustice.

Societal Change CG: Women, especially young women are empowered to realize their rights and play a leadership role in building an inclusive society free from poverty and injustice.

- CG: Cambodian women are equally able to gain public leadership roles and effect positive change in their own and others’ lives.
- CG: The government will respect, protect, and fulfill human rights, including freedom of assembly and association, the freedom of opinion and expression.
- CG: Informed and engaged, active citizens (women, youth, workers) are able to push for broadening political space and institutional reforms.
- CG: Incidence of VAW declines and both women and men enjoy more equal and violence free lives.

**Key Assumptions:**
1. Families, communities and societies are supportive to women’s leadership and less tolerant to gender based violence.
2. Women’s organizations and CSOs have adequate resources and capacity to lead transformative change for women and girls.
3. Donor interest in supporting women’s rights in Cambodia will be sustained.
4. Government prioritizes (young) women leadership and VAW in their agenda with adequate resources for implementation.
5. A democratic space and press-freedom will allow the space civil society needs to engage in media debates and policy-advocacy.
6. Regular engagement, oversight and advocacy of citizens towards state and political institution will bring about reforms, and shift formal and informal rules away from a culture of political patronage and corruption.
7. Strengthened independent state and political institutions will be more responsive to citizens’ demands and less prone to be captured by elite interests.
### Problems, Factors and Actors

Women and young women are under-represented in decision making positions at all levels and institutions. Women and girls still suffer from widespread gender based violence and discrimination.

The Cambodian State is not yet effective in the sense that it guarantees security and the rule of law, and ensures inclusive economic growth. It must be accountable to its citizens and be able to guarantee their rights.

Citizens are not fully enjoying their rights to improve the quality of political or civil life, through active engagement in the formal economy or formal politics.

### Roots - Factors

- Limited knowledge of citizens', including women's rights
- Limited of support from family and community
- Lack of accountability of duty-bearers, lack of knowledge of claim-holders
- Gender based belief and practices – widespread discrimination and exploitation one women and girl
- High incidence of violence against women
- Limited of access to information
- Lack of confidence and capacity
- Weak social network of women
- Limited knowledge of political and civic rights
- Few women in position of

### Actors

- Family, community
- Local authority
- Law and policy and decision makers
- Government agencies (MoWA, MoL, MoJ, MoIn, MoEYS)
- Political parties
- Women leaders
- Women's network
- Women organizations
- Youth groups and networks
- CSOs, national NGOs, INGOs, DPs

### Strategic Interventions

- Mobilizing and building links among women’s and youth organizations from different sectors in the urban and rural areas
- Broad based national platform for women and youth to voice their concerns and engage the wider society.
- Build a network of women leaders in formal governance at all levels.
- Link women leaders with broad based young women networks.
- Capacity building for women leaders and youth in the formal and informal governance structures with strong focus on rural women from marginalized communities.
- Strengthen (women’s) rights organizations to practice and propagate leadership for transformative change.
- Programs focus on engaging men to support gender equality and prevent GBV.
- Alliances with other key players to advocate and influence the government plans and policy framework on gender justice and particularly on gender based violence
- Advocacy and public campaign for popular support for women's political leadership at all levels.
- Develop a broad based popular campaign to end gender based

### Means, through series of activities we will reach our aim...

### Short term effect

- National policy on GBV and women’s leadership in place and better implemented – better services which address women’s priorities
- Social acceptance of GBV decreases.
- Government and CSOs support GBV prevention measures.
- Support from men and women to women experiencing VAW increases.
- Women’s rights and leadership at all levels prioritized and implemented by CSO and Government
- Knowledge on women’s rights and capacity of young women networks to advocate strengthened.
- Platform for women and young women to voice their critical concerns
- Critical mass of young women leaders in urban and rural areas in informal and formal governance.
- Women are able to gain from livelihood programs.
- Women leaders playing a key role in resilience and other development debates.
- Sustained donor support for Women's Rights and Gender Equality in Cambodia.
- Media positive coverage of issues

### Effects

- More women realized their rights
- Gender based violence declines.
- More women and young women assume positioning of power and decision making in public and politics
- Better governance – women – human rights is upheld
- Sustainable livelihoods and better quality of life and women and men
- Women have increased decision-making power at the household and community levels.
- Women and men contribute to an increase in the role of women in decision-making and leadership roles.
- Women and girls encounter less stigma and discrimination and are able to undertake decision making roles and be recognized for them
- Government will respect, protect and fulfill basic human rights.
| power and decision making | School – university  
Media practitioners  
Online practitioners | Target group  
Women and girls in rural and urban areas at all levels and sectors  
Society at large / active citizens | Key assumption:  
Women leaders and young women network and support each others  
Families, communities and societies are supportive to women’s leadership and less tolerant to gender based violence  
Women’s organizations and CSOs have adequate resources and capacity to lead transformative change for women and girls  
Donor interest in supporting women’s rights in Cambodia will be sustained  
Government shows responsiveness to its citizens request to be engaged | Key assumption:  
Women’s human right is upheld so that women and girls are able to exercise their leadership and living free from violence in a just society  
A democratic space and press freedom will allow CS to engage | Key assumption:  
Government prioritized women and young women leadership and VAW in their agenda with adequate resources for implementation  
Women’s human right is upheld so that women and girls are able to exercise their leadership and living free from violence in a just society  
A democratic space and press freedom will allow CS to engage | Key assumption:  
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Government prioritized women and young women leadership and VAW in their agenda with adequate resources for implementation  
Women’s human right is upheld so that women and girls are able to exercise their leadership and living free from violence in a just society  
A democratic space and press freedom will allow CS to engage |

Widespread discrimination and exploitation of women and girls.

Laws, policies & interventions not fully responsive to women’s priorities and women’s rights causes

Limited influence of women’s rights organizations on society and government

School – university  
Media practitioners  
Online practitioners

Target group  
Women and girls in rural and urban areas at all levels and sectors  
Society at large / active citizens

Capacity of Oxfam staff - support women’s and youth leadership efforts within Oxfam thematic programs - provide space for women leaders emerging from those programs to grow further in their leadership.

Work with MOWA to operationalize the national policy and frameworks on gender based violence at the community level.

Increased legal literacy and women’s rights knowledge  
A strengthened CS, able to push for a broad political space  
Government’s transparency and accountability is improved

Wide base of women leaders who are occupying public leadership spaces in diverse institutions- both formal and informal and influencing decisions

and evidence to influence the changes

citizens exercise their rights to know/have access to information, to engage and advocate and to be part of decision making whenever appropriate
Annex 5: Resilience, ToC

Vulnerable small-scale (female) farmers in selected areas will be better prepared and able to cope with climate change and natural disasters, especially floods and droughts.

SCO 1: Cambodian small farmers are able to have access to finance, water resources, adaptive sustainable agriculture technique services and information to improve their livelihood.

SCO 2: Cambodian small farmers are better prepared and able to pro-actively participate in the disaster response and recovery.

SCO 3: Cambodian small farmers are able to gain access to market for better value adding of their products and market negotiation.

- Access to Finance
- Adaptive Sustainable Agriculture
- Water management
- Disaster Risk Reduction
- Emergency Response
- Disaster Recovery
- Value Chain Development
- Access to Market
- Market Price Early Warning Information
- Agri-business

Gender Mainstreaming
Influencing
Capacity building
Holistic Approach
<table>
<thead>
<tr>
<th>Factors</th>
<th>Actors</th>
<th>Means, through series of activities we will reach our aim...</th>
<th>Results by 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Food insecurity (due to rain-fed agriculture, one crop per year, low productivity, changing pattern of cropping practices, soil degradation)</td>
<td><strong>Target group:</strong> Small-scale (female) farmers in areas prone to natural disasters</td>
<td>Access to Finance</td>
<td>- 300,000 small-scale farmers (80% women, 30% from poor HHs) in the selected areas have access to saving and loan products through saving-led microfinance groups.</td>
</tr>
<tr>
<td>- Lacking irrigation management</td>
<td><strong>Target provinces:</strong> Takeo, Kampong Speu, Pursat, and Kampong Thom</td>
<td>Access to Finance</td>
<td>- US$ 0.5 million ($40/hh) will be controlled by the groups, 70% of the fund will be utilized for income generation activities.</td>
</tr>
<tr>
<td>- Mono-culture (rice)</td>
<td><strong>Stakeholders</strong></td>
<td>Access to Finance</td>
<td>- US$ 50,000 of group social fund will be used as a social insurance (social safety net/reserve)</td>
</tr>
<tr>
<td>- Gender inequality at HH and community level in decision-making, task distribution and GBV</td>
<td>- Relevant line ministries at national, provincial and district level</td>
<td>Access to Finance</td>
<td>- 60% of poor-household saving group members developed long-term financial plan for their own resilience to the natural disasters</td>
</tr>
<tr>
<td>- Vulnerable to natural disasters (floods, droughts)</td>
<td>- NCDM, PCDM, DCDM, CCDM, VCDM</td>
<td>Access to Finance</td>
<td>- 20% of women from SfC groups have become leaders in their community</td>
</tr>
<tr>
<td>- Lack of access to finance</td>
<td>- Elected bodies at Commune, District and Provincial level</td>
<td>Access to Finance</td>
<td></td>
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<tr>
<td>- Lack of rural labor (migration)</td>
<td>- Private sector for agricultural inputs and market</td>
<td>Access to Finance</td>
<td></td>
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<tr>
<td>- Rural families dependent on remittances from migrants</td>
<td>- CBOS</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td>- Lack of Basic Social Services</td>
<td>- Local and International NGOs</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td>- Lack of access and control over natural resources (water, land, forests)</td>
<td>- Development Partners</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td>- Lack of market access and information to farmers</td>
<td>- MFIs</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td>- Lack of market access and information to farmers</td>
<td>- Networks like HANET, CHF, JAG, CCCN, and HRF</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Adaptive sustainable Agriculture</strong></td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Improved Agriculture diversification (home gardening, livestock, fish cultivation, adapted SRI)</td>
<td>Access to Finance</td>
<td></td>
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<tr>
<td></td>
<td><strong>Water Management</strong></td>
<td>Access to Finance</td>
<td></td>
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<tr>
<td></td>
<td>- Small scale irrigation, rain water harvesting, water saving technique, ponds, drip irrigation</td>
<td>Access to Finance</td>
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<tr>
<td></td>
<td>- Improving soil water holding capacity</td>
<td>Access to Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Ward Management</strong></td>
<td>Access to Finance</td>
<td></td>
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<tr>
<td></td>
<td>- 5,000 farmers will be organized in 200 water management committees and benefit from 200 improved small-scale irrigation systems</td>
<td>Access to Finance</td>
<td></td>
</tr>
</tbody>
</table>
| - Lack of agricultural extension services | - Media
- Universities, CARDI, Research Institution
- Extension services | Value Chain Development | - Access to market
- Development of agri-business | - 5,000 small-scale farmers are organized in 50 farmers’ associations.
- At least 75% of farmers’ products are able to meet quality market standards.
- Minimum 90% of the products offered will be sold in the local or international market.
- 70% of the target farmers maintain food security in times of floods or droughts, for minimum 3 months |

| - Improved coordination between government departments and other humanitarian actors
- Functional and updated Contingency Planning by government and local NGOs.
- Promote Preparedness for better and effective emergency response | Disaster Risk Reduction, Emergency Response | - Local governments in the selected project areas will develop and update Contingency Plans including coordination among government departments and with local CS.
- 80% of the Oxfam Resilience partners will have functional and updated Contingency Plans. All are able to provide humanitarian assistance in a timely and appropriate manner.
- Selected communities have mapped their resources and established an Emergency Fund (as part of SfC) |

| - Gender mainstreaming will improve gender equality in decision making at HH and community level, reduce GBV and promote women leadership | Gender Mainstreaming | - 80% of the Oxfam Resilience partners will apply the Gender Road Map among their target group at HH and community level
- Women leadership in CBOs in all interventions is at minimum proportionate to the number of women members |

| - Relevant government bodies assisted will support and bring to scale the successful interventions in the field of sustainable land management, water management, and DRR | Influencing | - Between 2-5 gender based initiatives will be broader scaled up the government together with CS organizations
- National women farmer forum will be established and institutionalized |
<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Assumptions</th>
<th>Assumptions</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Small-scale agriculture offers a viable and necessary source of livelihood in Cambodia for at least 50% of population at least for the next 5-10 years</td>
<td>- As a result of improved sustainable rural livelihood, farmers have better options, reducing the loses rural labor</td>
<td>- Improved access to irrigation will be combined with efficient water saving agricultural techniques and will lead to higher productivity</td>
<td>- Improved access to irrigation will be combined with efficient water saving agricultural techniques and will lead to higher productivity</td>
</tr>
<tr>
<td></td>
<td>- Access and control over natural resources is taken up under Oxfam's Natural Resources Governance program</td>
<td>- Mapping of available community resources and establishment of an emergency fund will reduce the dependency on emergency relief</td>
<td>- Mapping of available community resources and establishment of an emergency fund will reduce the dependency on emergency relief</td>
</tr>
<tr>
<td></td>
<td>- In spite of the opening up of the ASEAN markets after 2015, government will ensure space and fair prices for small-scale agricultural products. Alternatively, a market segment for sustainable (certified) small-scale agriculture can be (further) developed.</td>
<td>- Improved coordination among line ministries will ensure timely and effective emergency relief.</td>
<td>- Improved coordination among line ministries will ensure timely and effective emergency relief.</td>
</tr>
</tbody>
</table>
Annex 6: Natural Resource Governance

Theory of Change Diagram

OCS Goal: Cambodians, especially women and youth, are empowered to hold government and others with power accountable to realize their right to build a resilient society free from poverty and injustice

Change Goal For NRG Pillar: Women and men, especially indigenous peoples in rural areas of Cambodia will have realized their rights to access to and control over and benefits from natural resources (land, water, extractive, forest and fishery) and secure sustainable livelihoods.

SCO1: Communities including youth and women are empowered to realize their rights to challenge decisions regarding governance of natural resources

SCO 2: Cambodia Government improves and enforces relevant policies in accordance to international principles and standards related natural resources governance (FPIC, transparency and

SCO3: Private companies change their behavior and corporate policies toward CSR, FPIC and perform responsible and transparent business operation.

Drivers
- Citizen and affected communities have voiced their demands for change and are calling for accountability
- Regional and international standards and guidelines are being used to call for better governance
- Government wants to have stronger international and regional legitimacy and reputations
- Business case on social and environmental impacts, business and human rights are being advocated for.
- There is stronger check and balance in national assembly to hold Government accountable

Assumptions
- The new culture of political dialogue between Government and opposition party will not hamper civic space
- Government values CSO inputs into democratic and sustainable development
- Government demonstrates its political will to uphold good governance principles
- CSO and affected communities are not threatened and are willing to expand their competencies and voice.
- Social media and independent media provide a space for people to express their voices and opinions
- Private sector (including financing institutions) is concerned about reputational and project risks and business sustainability
Problems, Factors and Actors

Environmental and natural resources (ENR) in Cambodia are threatened by short-sighted overexploitation on an increasing and threatening scale. Over the past few years, there have been proliferations of economic land concessions. There are 300 ELCs project/licenses have been granted together with 259 mining licenses, 29 licenses dealing with oil and gas sector, 30 special economic development zone, and 72 hydropower projects. Continued over-exploitation of current scope and scale will significant reduce natural capital and undermine future socio-economic development, and may well induce social unrest and instability. Yet Cambodia still possess a very rich environmental and natural resource base which, with truly sustainable management can provide prosperity for multiple generations, restore the resiliency of the land and increase Cambodia’s regional and worldwide standing.

<table>
<thead>
<tr>
<th>Strategic Interventions</th>
<th>Means, through series of activities we will reach our aim...</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Promote right based education and support platforms where affected communities can express and demand the respects of their rights and livelihoods</td>
<td>Communities including youth and women are empowered to realize their rights to challenge decisions regarding governance of natural resources</td>
<td>Short term effects</td>
</tr>
<tr>
<td>2. Involve affected communities especially women in planning and decision related to NR</td>
<td>Cambodia Government improves and enforces relevant policies in accordance to international principles and standards related natural resources governance (FPIC, transparency and accountability).</td>
<td></td>
</tr>
<tr>
<td>3. Promote contract transparency and the understanding of government policies and international standards</td>
<td>Private companies change their behavior and corporate policies toward CSR, FPIC and perform responsible and transparent business operation.</td>
<td>Long term effect</td>
</tr>
<tr>
<td>4. Improve capacity of NGOs and affected communities to challenge and influence the behavior changes of companies and the government to adopt and enforce international principles and standards on CSR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Promote information sharing and platforms for citizen to be better informed and demand for better policy responses related governance of natural resources.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Limited information sharing
- Effected communities are not well informed nor consulted leading to conflicts and miss trust between communities and companies
- Weak social networks and voices to demand and pressure for better policy response
- Government and companies lack of understanding of international norms and practices

**Actors**

- MIME, MOE, CNMC, MAFF/FA/Fi, MLUPC, MRD, MOI, MOWA
- Private sector
- Media
- NGOs, INGO, DPs.
- Academia/researchers
- ASEAN
- National assembly
- CBOs/CSOs
- Target group
  - IP people, vulnerable people including women in rural areas, youths in rural and urban areas.

**Short term effects**

- More women and men in rural areas of Cambodia will have realized their rights to take control of and benefits from natural resources (land, water, extractives, forest and fishery) and secure sustainable livelihoods.
<table>
<thead>
<tr>
<th>Key assumption: Community leaders and network supports are strong enough to demand for behavior and policy changes by the Government and companies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key assumption: IP and vulnerable people do not feel fatigue with NGOs facilitation. Government opens for and value NGO engagement in multi-stakeholder dialogue.</td>
</tr>
<tr>
<td>Key assumption:</td>
</tr>
<tr>
<td>1. CSOs realize their capacity gaps and are willing to improve their capacity and skills beyond their comfort zones.</td>
</tr>
<tr>
<td>2. Government supports platforms where NGOs and affected communities can be engaged to voice their concerns and generate responses.</td>
</tr>
<tr>
<td>3. Companies and government are keen to prevent and minimize conflicts with affected communities.</td>
</tr>
<tr>
<td>Key assumption:</td>
</tr>
<tr>
<td>- The new culture of political dialogue between Government and opposition party will not hamper civic space.</td>
</tr>
<tr>
<td>- Government values CSO inputs into democratic and sustainable development.</td>
</tr>
<tr>
<td>- Government demonstrates its political will to uphold good governance principles.</td>
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<td>- CSO and affected communities are not threatened and are willing to expand their competencies and voice.</td>
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<td>- Social media and independent media provide a space for people to express their voices and opinions.</td>
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<td>- Private sector (including financing institutions) is concerned about reputational and project risks and business sustainability.</td>
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