

A woman in a blue jacket holding a large green vegetable in a field. The background shows more of the same plants and a wooden structure above her.

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**ActionAid Cambodia
Strategy 2022**

**Catalyst
for
Social
Justice**

Domestic violence eliminated. Gender role shifted. Channy and her husband are living happily and enjoying the improved livelihood.



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Power in People

Vision:

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

Mission:

To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organisations, activists, social movements and supporters.

Core Values:

- **Mutual respect:** requiring us to recognize the innate worth of all people and the value of diversity.
- **Equity and justice:** requiring us to ensure the realization of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste class, age, HIV status, disability, location and religion.
- **Integrity:** requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources; and open in our judgments and communications with others
- **Solidarity with people:** living in poverty and exclusive will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality.
- **Courage of conviction:** requiring us to be creative and radical, bold and innovative -without fear of failure- in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.
- **Independence:** from any religious or party-political affiliation
- **Humility:** recognising that we are part of a wider alliance against poverty and injustice.



Who we are:

ActionAid began working in Cambodia as a country initiative of ActionAid International (AAI) in 2000 and set up a country programme in 2004 . ActionAid Cambodia (AAC) is a non-profit, non-religious, and non-politically aligned organisation. The principles of a human rights- based approach underpin AAC's work in Cambodia, and seek to shift and transform power through empowering and mobilizing communities to engage in advocacy and campaigning, building solidarity and working together to create innovative solutions to ensure that every person can enjoy a life of dignity, with freedom from poverty and inequality.

ActionAid is a global justice federation working in 45 countries to achieve social justice, gender equality and poverty eradication. Throughout the world, ActionAid works to strengthen the capacity and active agency of people, especially women, living in the poverty and exclusion, to assert their rights. We work directly with communities, people's organisations, women's movements, groups and networks, social movements and other allies to overcome the structural causes and consequences of poverty and injustice.

Who we work with:

From 2018-2022 we will place emphasis on working with:

- Smallholder women and men farmers and fisherfolk;
- Women living in vulnerable settings at risk of rights violations and insecurity, including survivors of gender-based violence, young female migrant workers and LGBT people;
- Young people and children

We will work with women rights groups, women-led alliances, citizens groups, and other allies to seize opportunities that promote participation for greater societal change.

We will work to empower communities in order to address issues of poverty and gender inequality, and will provide critical responses where necessary. Our intention is not to replace government's role and responsibility in providing essential public services, as the government itself has committed to that provision. Rather, we aim to organise communities, partners and other alliances to collectively demand quality service provision as we constructively engage with the government at all levels to influence that.

At the national level we will work with organizations and stakeholders who see the long term importance of empowering, organizing and mobilizing people, communities, alliances and networks on areas of gender equality and women rights. We will also work with partners who have the capacity to respond to the immediate needs of communities, particularly in times of humanitarian crisis and natural disasters.

As part of including all areas of Cambodian society within our vision and goals, we aim to collaborate with those within the progressive private and corporate sectors. We foresee that they will have an important role to play in contributing towards creating a fair and just society in Cambodia.

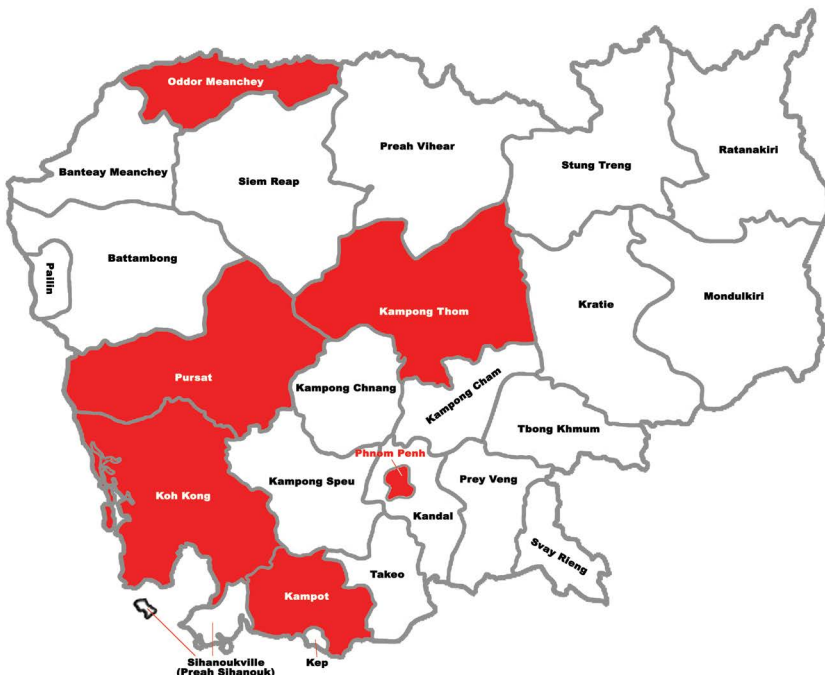
Where we work:

Over the strategic period, AAC will be working in the following areas:

- Kampot Province
- Koh Kong Province
- Kampong Thom Province
- Oddar Meanchey Province
- Pursat Province
- Phnom Penh Municipality

A province is referred to here as an Local Right Programme (LRP). There might be more than one partner in each LRP. We will also be exploring potential new working areas or partnerships to ensure that we can make the maximum impact with flexible resources to respond to the needs of people living poverty and exclusion.

Map of Cambodia and Targeted Areas





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Children as future leaders: Young students participating in a parade to raise awareness on disaster risk reduction

Overall Strategic Objective

Strategic Objective: Women, youth, and children in our local rights programme areas and Phnom Penh city to claim and enjoy their rights by securing resilient livelihoods and freedom from gender-based violence.

Strategic Outcome 1: Smallholder farmers and fisherfolk in specific LRPs enjoy improved food security, alternative incomes and control over their livelihoods.

Strategic actions:

- Provide technical capacity building and practical/material support to improve smallholder farmers' production and productivity taking into account the needs and challenges faced by women smallholder farmers.
- Organise smallholder farmers especially women and fisherfolks to improve their leadership, confidence and self-esteem to lead and manage natural resources, and promote agroecological agricultural production and linkages to markets.
- Improve the diversification of farming and agroecological food processing of smallholder farmers and fisherfolk in order to increase their incomes and advance the agroecological sector.
- Improve sustainable resource management knowledge, attitudes and practices among farmers and fisherfolk groups, especially women, through training, capacity building and exposure to alternatives.
- Enhance the application of climate change adaption/ resilient approaches
- Enhance critical dialogue with key stakeholders including the business sector to promote ethical business practice and to demand new technological innovations to support women small holder farmers and fisher folks.
- Promote the representation of women small holder farmers and fisherfolks at the local, national and regional levels.

Strategic Outcome 2: Engagement of socially responsible businesses/ the private sector strengthened to promote markets for women, smallholder farmers and fisherfolk.

Strategic actions:

- Establish platforms for engagement between smallholder farmers, fisherfolk and private businesses through community women's market groups.
- Strengthen the social entrepreneur skills of community women's market groups and other community groups through engagement with the progressive private sector; and through the provision of training and capacity development for those community groups.
- Secure and maintain value chains and access to markets with a particular focus on women-led value chains.
- Strengthen corporate social responsibility amongst selected businesses.

Strategic Outcome 3: Local lifeskills programmes are developed and implemented in target primary and secondary schools.

Strategic actions:

- Contextualise the local lifeskills programme and implement it in selected schools.
- Support the establishment and functioning of school support committees and school management committees to ensure the implementation of relevant livelihood programmes.
- Ensure the inclusion of climate Change adaptation/resilience approaches and the mainstreaming of gender throughout the local life skills programme.
- Establish gender responsive infrastructures and facilities in target schools to enable the girls' participation in the local life skill programmes.

Strategic Outcome 4: Women take up more leadership roles in building climate resilient communities and livelihoods, and the localization of disaster management.

Strategic actions:

- Promote and strengthen women's leadership, activism and confidence in leading climate change adaptation/DRR actions to advocate for policy and practice changes through consciousness raising, training/capacity building.
- Promote women-led preparedness and emergency responses.
- Build the collective power of women to make change and challenge power that stands in the way of their rights and leadership.
- Strengthen local disaster management capacity to mitigate risks that affect the livelihoods of women, smallholder farmers and fisherfolk.
- Advocate for a Disaster Management Law in Cambodia and other relevant policy and legal frameworks for disaster management and mitigation.
- Respond to humanitarian crisis and disasters

Strategic Outcome 5: Women in target areas live free from gender-based violence and enjoy equal access to rights and opportunities.

Strategic actions:

- Raise critical consciousness and build self-confidence amongst individual women on GBV, its structural roots and the various ways in which they can challenge those underlying causes.
- Organise women to enhance their confidence and self-esteem and improve their collective power to actively challenge GBV in their communities.
- Influence changes in attitudes and behaviours that perpetuate and normalise the acceptance of sexual violence; reinforce respect for women's sexual autonomy and bodily integrity; deconstruct

masculinities to facilitate shared household labour and unpaid care work.

- Advocate alongside women's movements at all levels for the increased provision of services for survivors of GBV; and for the effective implementation of gender responsive, multi-sectoral public services in urban settings.

Strategic Outcome 6: The state as duty bearer promotes, protects and upholds the rights of smallholder farmers and fisherfolk, and is accountable to them as rights holders through the responsive and just redistribution of resource and budget allocations.

Strategic actions:

- Deepen engagement with the State and ensure rights holders are at the forefront of any dialogue processes.
- Strengthen smallholder farmers and fisher-fisher-folk to build their collective power so that they are fully equipped to challenge hidden power, and engage with the state to influence policies and practice.
- Establish functioning and meaningful policy platforms and dialogues at all governance levels - from local to global.
- Undertake community-based and women-led action research to produce a strong evidence base for influencing change in policy and practice.
- Engage young people and/or young people's networks/movements in generating policy alternatives to contribute to change.
- Work with the media to ensure the experiences and voices of those on the margins are brought to the attention of the public and policy makers.
- Advocate for increased national budget allocations to promote the resilient livelihoods of smallholder farmers and for the management of their resources.
- Challenge, where necessary, the hidden power of corporations and the private sector whose practices often undermine smallholders' and fisher-folks' rights.

Organisational Objectives

Organisational Objective 1: Establish financial stability and growth

The majority of AAC's funding comes from Child Sponsorship but these funds are on a declining trend and this is estimated to continue to decrease during the strategy period. Other funding sources at AAC include the European Union (EU), European Civil Protection and Humanitarian Aid Operations (ECHO), Department of Foreign Affairs and Trade (DFAT), Swiss Agency for Development Cooperation (SDC) and a range of Trusts and Foundations; however, competition for those decreasing funds has focused AAC's funding strategy to ensure diversity and sustainability.

- **Priority 1:** Diversify funding sources to achieve a 35:65 split between sponsorship and non-sponsorship funding by 2022. We will develop a robust business case for investment and explore a number of initiatives to resource our work including: explore working with socially and environmentally responsible entrepreneurs who share our vision and values; and working in consortiums in-country and across other countries.
- **Priority 2:** Innovative ways of running our Child Sponsorship operations to support its modernization to be an effective mechanism.
- **Priority 3:** Reinforce the programme-led funding planning, taking into account the impact on children and women; roll out full cost recovery and contract management systems. We will support all LRPs to identify funding gaps and be very clear about their phasing-out plans to ensure realistic expectations. A resource generation/fundraising strategy which includes a long-term funding plan and a national resource allocation framework will be developed and implemented.
- **Priority 4:** We will continue to strengthen our finance system, processes and technologies. The finance and administration system and procedures will be simplified and standardised, tailored to the local context and will be in compliance with the global financial management framework to ensure the provision of effective support, solutions and strong internal controls with enhanced accountability and transparency.



Organisational Objective 2: Build a culture of learning and a robust M&E system that generates knowledge, evidence-based alternatives and communicates impact.

We will deepen our culture of accountability; ensuring greater transparency with the communities and social groups we serve. We will develop a culture and mechanisms so that the rights holders we work with can hold us accountable at every stage. In the same way that we expect duty bearers to be held to account by the communities they serve, AAC will welcome and embrace this downward accountability in our target communities. As part of the Global Federation, we will mutually hold one another accountable so that we learn to embrace critical reflections and respond appropriately.

- **Priority 1:** We will work to simplify the M&E processes, building on learning from the existing system and guided by the Global Strategy 2018 so that the tools for critical reflection can be widely disseminated across the communities and organisations we work with. We will invest in using digital technology to serve our purpose of establishing effective systems and processes to improve planning and reporting alongside the M&E framework.

As AAC shifts towards deepening our engagement with people in our target communities within the programme objectives framework, and through utilising our theory of change, it is imperative that we define how we will measure the organisational shifts including the process, the journey we take, and the outcomes. We will generate evidence-based data to capture and measure the changes that our work brings about, both in terms of the organisations we work with and in the lives and livelihoods of the people in our target communities.

Of equal importance is the shift we will make in emphasising working with broader networks, movements and alliances. We will continually probe how these engagements are contributing towards addressing the strategic objectives we pursue.

- **Priority 2:** AAC will explore the establishment of an innovative digitalised knowledge management system to generate knowledge about how change happens, in particular the shifts in power relations to inform the work that we undertake; and this will be widely shared across our networks and with broader external actors. This knowledge will also support our research and provide an evidence base for our advocacy and campaigns.

Organisational Objective 3: Continue to build a highly professional team

- **Priority 1:** Capacity growth among the leadership team towards a stronger, gender balanced and more effective performance management system with particular focus on mentoring and coaching. This will be achieved through:
 - o Developing the leadership's ability to mentor, delegate, follow up and provide feedback to increase the skills-sets of their teams.
 - o Developing clear staff KPIs to ensure clarity in their roles, responsibilities and how each role is connected and compliments one another. Moreover, it is important to identify staff continued professional developments to inform their capacity building need.
- **Priority 2:** Explore innovative approaches to strengthening staff capacity for their development and retention. This will equip them with the skills necessary to perform their work including strengthening fundraising skills, managing different types of partnerships, financial management, understanding HRBA in practice, feminist leadership, and technical expertise around strategic priorities.

- **Priority 3:** Staff development and retention AAC will invest in retaining talented staff through the implementation of a talent management system. The national resource allocation framework will reflect resource investments to achieve this priority.

Objective 4: Transforming AAC as a locally governed ActionAid Federation Member

In 2014, AAC developed its Membership Development Plan (MDP). It had aimed to become an associate member of AAI in 2017, but due to the transition in leadership and the changes in the political and legal environment, it decided to postpone that process.

During this strategic period, the existing MDP plan will be reviewed and strengthened and accompanied by a concrete action plan. AAC will strengthen its rootedness in the communities we work with, will strive to become a national organization with its own governing board, and will strengthen its legitimacy in Cambodia as a member of the ActionAid Global Federation by the end of this strategic period.

In doing so, we will analyse the current evolving context for local registration and how agile we can be to adapt and make ourselves more relevant. This will bolster our role in dual citizenship and mutual accountability. Our national struggle for social justice has become part and parcel of the struggle for global justice. We will practice dual citizenship and contribute to the Federation by taking part in International Platforms seeking to promote stronger links between mission related aspects of the organization. Towards the end of the strategy period, AAC will strive to enhance our capacity and time allocation to enable us to take on more leadership roles, notably the International Platform Chair or another delegation role.

In delivering these organisational priorities, AAC will reflect on the appropriate delivery model once the recommendations of the Country Model Review are shared across the Federation.





Women enjoying access to marine resources as they continue to demand for tenure governance

ActionAid is a global justice federation working to achieve social justice, gender equality and poverty eradication.

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