

Cambodian Organization for Children and Development (COCD)



Strategic Plan 2018- 2023

*Working Toward Protecting Children
from Abuse and Exploitation*

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List of Abbreviations

AIDS – Acquired Immune Deficiency Syndrome
Cambodia ACTs – Cambodia Against Child Trafficking
CCWC – Commune Committee for Women and Children
CDB Online – Commune Database Online
CDHS - Cambodia Demographic and Health Survey
CNCC - Cambodian National Council for Children
COCD – Cambodian Organisation for Children and Development
CRBA - Child Rights Based Approach
CSO – Child Safe Organisation
HIV – Human Immune-deficiency Virus
IRD – Integrated Rural Development
MDG - Millennium Development Goal
MOU – Memorandum of Understanding
MoSVY - Ministry of Social Affairs, Veterans and Youth Rehabilitation
NEP – NGO Education Partnership
NGO – non-government organization
NOVCTF- National multi-sectoral Orphan and Vulnerable Children Task Force
OVC – Orphan and Vulnerable Children
SHG – self-help group
UN – United Nations
UNCRC – United Nations Convention on the Rights of the Child
WCCC - Women's and Children's Consultative Committees

Executive Summary

Since its establishment in 2008, COCD has made a very significant contribution to improving the lives of children through its comprehensive approach to development. In 2012, COCD initiated a strategic review and subsequent development of its strategic plan to ensure it could deliver its commitment to a four-year strategy to reduce the vulnerability of children. As part of the strategic plan's development, COCD was able to formally review the organisation's core components. In addition, a strategic direction that is more clearly focused on outcomes and impacts for children was developed. Now in 2018, the plan is being reviewed, modified and confirmed in particular to consider changes in the external context and within COCD.

The COCD management team and Board, continues to be committed to the establishment of a long-term (12 year) goal that is focused on reducing the vulnerability of children to abuse and exploitation. This includes measures that are designed to increase the sustainability and capability of communities to protect children. The review of the strategic plan will enable COCD to reflect upon its successes and continuing challenges as it moves into a new phase of working towards the reduction of abuse and exploitation of children.

This plan documents and updates the current position of the communities COCD works with as well as the organisation's position. 35 interviews and focus group meetings were held with community members, COCD staff, government authorities, and the Board of COCD. In addition, some key documents provided an update from a national perspective. It was clear from this consultation process and key documents that the overall strategic direction of COCD should not change. However, given large changes to the staff within COCD there should be a focus in the short term of reviewing the organisational and staff capacity as well including policies, structure, and procedures. The new plan continues to focus on future directions and a strategy to build sustainable solutions. The core components of the plan are summarized in the following table:

COCD's VISION	All children have quality social welfare and are free from all forms of abuse.
COCD's MISSION	COCD aims to improve the quality of life of vulnerable and abused children in Cambodia through tackling structural causes of poverty, inequality, social exclusion and child abuse.
COCD's VALUES	Accountability Transparency Sharing Solidarity Collaboration Integrity
BENEFICIARIES	Vulnerable children who are: <ul style="list-style-type: none"> • living in poor conditions • at risk of or who are experiencing abuse and/or exploitation <ul style="list-style-type: none"> ○ - sexual harassment/abuse ○ - physical and emotional abuse ○ - worst forms of child labour ○ - no access to school
	<ul style="list-style-type: none"> • children and families as well as the key stakeholders in their communities to directly improve the lives of vulnerable children / COCD beneficiaries • NGOs and government and other partnerships to influence policy changes
CROSS CUTTING ISSUES	Gender, Ethnicity, Disability, Climate Change and Environmental Protection

The following table specifically outlines the goals and objectives of COCD and continues the aim of an original 12-year goal. The 12-year goal serves to provide COCD with long-term guidance and direction. This time period was chosen in line with key government plans that run until 2025. The strategic goals and objectives refer to the renewed focus of COCD over the next four years.

12 YEAR GOAL	By 2025, increase the number of children who are protected from abuse and exploitation in the COCD target areas.				
4 Year Strategic Goals	1. Child Protection and Development Ensure that children are better educated, protected and cared for.	2. Economic Empowerment To reduce vulnerability of children through improved and sustainable socio-economic livelihoods for communities.	3. Social Empowerment Increase the number of children and their families who plan and share decisions in their own lives and the lives of other people	4. COCD Capability Build the sustainability and capability of COCD to meet future challenges	
OBJECTIVES	1.1 Improve capacity of children and duty bearers to protect and care for children; 1.2 Improve and strengthen child protection mechanisms and services 1.3 Increase children’s knowledge and skills to promote child development	2.1 Increase the number of young people and families who have access to capital and other resources to run income generation activities 2.2 Increase vocational/income generation knowledge and skills, and the level of support to young people and families 2.3 Improve access to water and sanitation related services and resources to enable villagers to work productively	3.1 Increase opportunities for more children and families to participate in local planning, decision making processes and community initiatives 3.2. Improve the confidence, skills and knowledge of more children and families to actively participate in family and community-based planning and decision making 3.3 Increase the relevance of community and local authority development plans in relation to the stated priorities of the community, especially children.	4.1 Prepare COCD to become more financially self- sufficient in the long-term 4.2 Increase COCD funding levels and improve funding arrangements to better promote the development of the organisation 4.3 Improve the quality of services 4.4 Develop a capable and diverse team 4.5 Increase the profile of COCD at a national level	

1. COCD Background

1.1 Overview

The Cambodian Organization for Children and Development (COCD) is a non-governmental, non-political, non-profitable and non-religious organization. It is one of the few child focused development NGOs, which operates in the remote areas of Cambodia.

COCD is a non-membership organization under the leadership of an Executive Director. COCD consists of the Board of Directors, Senior Management Committee, staff, and works in partnership with beneficiaries and project partners. The Board of Directors is the highest decision-making body and guides the strategic direction of the organization. The Board of Directors meets at least three times per year to make decisions related to governance and strategic issues. The board members of COCD are senior members of different international and local NGOs in Cambodia.

COCD has three offices (one office in Pursat province, one in Kampot province and one head office in Phnom Penh). There are 14 staff in the head office and 27 staff in the operational offices.

COCD is working towards the implementation of United Nations Convention of the Rights of the Child. More details can be found in later strategic direction sections. COCD is working towards the following Cambodia Millennium Development Goals for 2015: Eradicate extreme poverty and hunger; Achieve universal primary education; Promote gender equality and empower women; Reduce child mortality; and Combat HIV and AIDS, malaria and other diseases.

COCD assists around 2,000 of Cambodia's poorest families per year, through a child-centred approach that addresses numerous challenges: poor education, family incomes, migration and trafficking, access to clean water and sanitation, and people's ability to participate in decisions that affect their communities. COCD seeks to improve the lives of children by working directly with children, and assisting their families and community stakeholders to uphold their responsibilities as duty bearers. COCD has been very active in working with various government mechanisms to build their capacity to improve the lives of children and families. COCD utilises existing mechanisms such as self-help groups and scholarship committees to ensure full participation in all program stages - design, implementation through to evaluation. Villagers regularly meet with staff to plan and implement activities.

1.2 COCD History

COCD was established in late 2007 by a group of Cambodian development professionals with expertise in rural development and child rights promotion with a number of years of common experience working together. The staff and Board of COCD have continually demonstrated since its inception that they are particularly connected with marginalized and extremely poor sections of the population. With technical support from terre des hommes Germany, COCD was established and officially registered with the Cambodian Ministry of Interior in March 2008.

Since its establishment in 2008, COCD has successfully implemented projects in the most remote regions of Cambodia. Following the success of an initial pilot in Veal Veng district, Pursat Province Cambodia, a much larger program was developed in this remote community. In 2009, operations expanded to Phnom Kravanh district in Pursat. This office has since been closed although programs continue in this district. COCD continues to be very active in Kampot Province. COCD has programs in Kandal Province, concentrating on Water, Sanitation and Hygiene (WASH) programs.

Due to a strong child protection policy and extensive knowledge of child rights, COCD was recognized and certified by the Cambodian government as a Child Safe Organization (CSO) in June 2012.

COCD is a member of Cambodia Against Child Trafficking (Cambodia ACTs) which is an NGO network that has been working mainly to fight against child trafficking across Cambodia.

1.3 COCD Innovation / Good Practice

COCD is strongly committed to building sustainable communities that uphold the rights of children. To achieve this, COCD delivers integrated rural development and empowerment programs, in partnership with villagers and government. Through the integration of various interventions, parents and government authorities have improved their capacity to fulfil their roles of protecting and caring for children.

Following the success of an initial pilot in Veal Veng district, Pursat Province, Cambodia, a much larger integrated rural development (IRD) program was developed and replicated in Phnom Kravanh district in 2009. Its approach addresses structural causes of poverty, malnutrition, limited access to drinking water, inequality and social exclusion. IRD is in line with National Social Protection Strategy for the Poor and Vulnerable (2011-2015), Cambodia Millennium Development Goals, Strategic Plan of National multi- sectoral Orphans and Vulnerable Children Task Force (NOVCTF) 2013-2018 and Strategic Framework for Food Security and Nutrition in Cambodia.

COCD intends to continue to expand this project to a broader scale as new funding becomes available.

1.4 Key Supporters and Donors

COCD enjoys a diverse range of partnerships with a number of supporters and donors. The following is a list of donors since December 2012:

- terre des hommes Germany
- Terre des Hommes Netherlands
- Lotus Outreach International
- Asian Community Trust (ACT)
- AusAID (CDF Fund)
- Australian Embassy (Direct Aid Program – DAP Fund)
- Australian Red Cross
- Australian Volunteers for International Development
- Australian Red Cross (DIAF Fund)
- European Union and Terre des Hommes Netherlands through Cambodia ACTs
- Holt International
- Lotus Outreach Australia
- Action on Poverty – formally the Australian Foundation for the Peoples of Asia and the Pacific Ltd (AFAP)
- CAFOD
- Rotary International

2. Key Themes Identified

2.1 The Situation Analysis of Vulnerable Children

The situation analysis of vulnerable children in the COCD target areas and in Cambodia more generally, was developed following a literature search of key documents outlining the situation for these children, consultations with key donors, NGO partners, local authorities, COCD staff, managers and board, and importantly, the children and their families in our target areas. A key document was the UNICEF Situational Analysis of Women and Children (2018)

In the past five years since the previous Strategic Plan and Situational Analysis was prepared there has been significant progress towards meeting the Sustainable Development Goals. For example, there has been progress in:

- Reducing headcount poverty
- Reducing mortality rates for children under five
- An improvement in maternal health
- An increase in early childhood education and primary education in rural areas.

However, child mortality rates remain amongst the highest in Asia because:

- There is high neonatal mortality
- Inadequate complementary feeding practices
- Poor nutritional status of women of reproductive age
- Poor Water, Sanitation and Hygiene (WASH program) coverage
- A low budget allocation and lack of effective intervention in maternal and child health, nutrition and WASH programs
- Lack of access to quality services
- Malnutrition is the underlying cause of 45% of child deaths and 20% of maternal deaths
- 32% or 0.5 million children under the age of five are stunted.

(UNICEF Situational Analysis of Women and Children (2018))

There have been improvements in primary education enrolments in Cambodia but lower secondary completion rates at 42.7% are very low compared to lower middle incomes countries (UNICEF, 2018).

Clean water and sanitation are clearly still priorities. 70% of Cambodians have no access to piped water and 58% have no access to improved sanitation. Without clean water and sanitation there will be continuing challenges in the areas of maternal health and child mortality (UNICEF, 2018).

Key data on children in Cambodia reveals continuing social disparities between children who live in rural and urban areas in terms of access to basic health services, education, clean water and sanitation, and protective services. However, rapid urbanisation of a predominantly rural society means that there are increasing pressures in urban areas. UNICEF predicts that by 2030 33% of Cambodians will live in urban areas. There needs to be a comparative increase in services in urban areas as well match this population explosion (UNICEF, 2018).

As a result of poverty, inequality and social exclusion, many children continue to not enjoy their basic human rights and are vulnerable to, or experience abuse. The reviewed situational analysis

identified that a significant proportion of children in the COCD target areas are continuing to experience a high risk of abuse and exploitation. It is clear that children continue to be exposed to harms such as violence, exploitation, health problems, a lack of access to development opportunities, poverty and high rates of migration which lead to environments that do not enable the protection and care of children.

The factors that were identified as contributors to the vulnerability of children included in the previous situational analysis continue to apply for many families: limited economic opportunities for parents and young people, limited opportunities and capacity for social empowerment, the lack of an effective child protection and care system.

The key protective factors identified for reducing vulnerability of children in the target communities were:

- efforts to improve the livelihoods of families and young people;
- families who have the skills, knowledge and resources to actively protect and develop their children;
- a systematic response to actively identify and support vulnerable children;
- efforts to promote the inclusion of vulnerable families and their children in community activities;
- strong collaboration and effective mechanisms amongst government, local authorities, other NGOs, donors and business.

It is clear that COCD has made significant progress in implementing programs that strengthen these protective factors. However, it is also clear that the challenges remain, particularly in a rapidly changing Cambodian society and with a number of key external influences.

2.2 Cross – cutting issues

The following cross cutting issues contribute to the strategic program areas to bring positive change or influence in children's lives. In 2018 UNICEF has continued to identify that the following as cross cutting issues which have informed COCD programs over the past five years:

Gender

Cambodia has one of the lowest levels of gender equity in Asia as measured by the Gender-related Development Index (UNFPA; 2010). UNICEF (2009) clearly links mothers' education and wealth to health and education outcomes for children. Although there have been significant improvements in access to school for girls, there remain some gender disparities in rural areas. However, UNICEF is urging that communication strategies and programs be developed at the national and sub-national level to reduce gender gaps in economic participation and opportunities in education, health, and survival, protection and political power (UNICEF 2018).

This is a clear indication that the successful gender focused programs of COCD in working closely with local communes and district government should continue. For example, working with Commune Council Women and Children's Committees and officers; constructing suitable toilets so that girls can attend school; community awareness raising about girls' rights to attend school; building wells in locations that minimise water collection workload; skills training for women to enable them to take up community leadership roles.

Ethnicity

The Cambodian National Social Protection Strategy states that ethnic minorities face higher poverty rates and much higher poverty gaps than the national average. Their living standards are much lower than the national average. Additional disadvantages relate to language, remoteness and discrimination.

Key activities that have been undertaken by COCD to integrate ethnicity into its programs include: the establishment of the Chorng Cultural Centre in a mainstream public primary school; a successful program aimed at preserving Chorng culture by linking elders with school students; interventions scheduled in consideration of cultural festivals; allocating more time to build rapport and trust with elders from Chorng community; developing relationships with ethnic minority leaders. With extended funding this work could continue.

Disability

It is estimated that Cambodia has one of the highest rates of disability in the developing world. It has been reported that children with disabilities in Cambodia are less likely to attend school than their non-disabled peers because their disabilities require special services that are typically not available in Cambodian schools. Government support for disability continues to be extremely limited. They have very limited access to appropriate treatment, rehabilitation services or skills and vocational training (UNICEF 2018).

Key activities that have been undertaken by COCD to integrate disability into its programs include: construction of school buildings which have incorporated disability access, income generation activities have been designed to match the abilities of individuals with disabilities; disability being standard criterion for selecting children/families in projects.

Climate Change and Environmental Protection

According to the UNDP Cambodia Human Development Report 2011, Cambodia is extremely vulnerable to climate changes that will have enormous implications for all key sectors of rural livelihoods and human well-being. This is reinforced in the 2018 UNICEF report which indicates that Cambodia is among the top 15 countries with exposure to extreme natural events and that women and children tend to be disproportionately affected. Changes in water supply, temperature and shifts in the seasons, degraded forest resources, floods and droughts are key factors in people continuing to be trapped in poverty (UNICEF 2018).

UNICEF argues that there is a need for climate change adaptation strategies and social services that are resilient to disruptions caused by natural disaster and other climate change related events. (UNICEF, 2018)

Key activities that have been undertaken by COCD to integrate Climate Change and Environmental Protection into its programs include: educating farmers about sustainable farming techniques; awareness raising about climate change and its effects; facilitating assistance to families affected by drought.

2.3 Capacity of COCD

The capacity of COCD has been assessed based on consultations with donors, board, staff and managers. The analysis of this data found that because COCD has undergone a major change of management and staff that there should be a priority to re-build the COCD team and to ensure that new staff have the capacity to continue to deliver excellent programs to vulnerable children, their families and the community. COCD has been recognised by its donors and partners as a highly transparent and ethical organisation. There is a need to rebuild that trust and review procedures to ensure that this transparency and ethical approach is maintained. It is also apparent that despite significant changes in staff, that the projects being implemented are making significant improvements to the villagers who are living in the target areas.

The key challenges/risks and recommendations that have been identified for COCD capacity are:

- Build funding sustainability both from donors and COCD social enterprises
- Ensure that policies and procedures meet the requirements of the Law on the Associations and Non-Government Organizations (2015)
- Ensure that all external and internal requirements are met with donor funds and income from social enterprises
- Ensure that the capacity of COCD staff can meet the requirements and needs of the communities it serves
- Develop a strategy to ensure that staff successes are recognised and celebrated
- Revisit the structure of COCD to ensure that positions (such as District based finance officers) best meets the needs of COCD and the communities it serves
- Work with Eco-water staff to maximise profitability and integration into COCD management processes to maximise exposure and publicity to communities.
- Revise job descriptions to ensure that any revision of structures is matched by appropriate job descriptions
- Develop a plan to attract and retain skilled staff
- Develop a strategy for effective internal and external communication
- Revisiting policies on staff confidentiality on staffing matters and ensuring all current and new staff are aware of these requirements
- Develop an annual calendar of key target dates to meet donor and internal requirements
- Develop key indicators to ensure the quality of COCD services
- Develop monitoring and evaluation systems

3. Identity of the organisation

3.1 COCD Vision Statement:

All children have quality social welfare and are free from all forms of abuse.

3.2 COCD Mission Statement:

COCD aims to improve the quality of life of vulnerable and abused children in Cambodia through tackling structural causes of poverty, inequality, social exclusion and child abuse.

3.3 COCD Core Values:

- Accountability - We meet our obligation to COCD, beneficiaries, target groups, partners and donors to use resources appropriately and ensure that programs will benefit the community
- Transparency – We make information fully available within the organization and with COCD beneficiaries, target groups, partners and donors
- Sharing - We jointly use information, resources and good practices
- Solidarity – We unite amongst board, staff, beneficiaries, target groups, partners and donors with shared goals
- Collaboration - We work together with board, staff, beneficiaries, target groups, partners and donors and share ideas, knowledge, skills and resources
- Integrity - We act according to the values, beliefs and principles that we claim to hold

3.4 Beneficiaries / Target Group

Beneficiaries

Beneficiaries are defined as the children, young people that the program is designed to help and support. COCD has identified as its beneficiaries:

- children who are living in poor conditions
- those who are at risk of or who are experiencing abuse and/or exploitation
 - - sexual harassment/abuse
 - - physical and emotional abuse
 - - worst forms of child labour
 - - no access to school

Whilst there are many categories of vulnerable children (as defined by the Cambodian Ministry of Social Affairs Veterans and Youth Rehabilitation (MOSVY), to be most effective, COCD will primarily work to improve the lives of the above specific group. If a child, as do many, experiences multiple forms of vulnerability, for example, they are orphans or have a disability, COCD can work with them as long as they are identified as living in poor conditions and/or are at risk of or are experiencing abuse or exploitation.

The UN Convention on the Rights of the Child defines a child as being below the age of eighteen years. COCD will use this definition of a child in regards to age.

Target Group

Target groups are defined as those groups who COCD will work with directly to improve the lives of its beneficiaries. The target group is comprised of those who directly receive benefits and participate in COCD interventions. In some cases, children who are the beneficiaries will also be the target group. COCD has defined its target group as:

- children and families as well as the key stakeholders in their communities to directly improve the lives of vulnerable children / COCD beneficiaries
- NGOs and government partnerships to influence policy changes

In line with COCD's intervention model, COCD works with a broad target group that spans many levels. Essentially, COCD works with children and families in the villages serviced by COCD as well as the key stakeholders (duty bearers) in their communities who affect the lives of these children. COCD also works at a macro level through NGO and government partnerships to influence policy changes. The key stakeholders are listed in more detail below:

- Children - COCD beneficiaries; other children living in the community; child peers; COCD scholarship students; school students
- Households - parents and carers; other relatives; families living in poverty
- Village - village chief; village development committee, local authorities; school teachers/director; SHGs; village health volunteers and village health support group (VHSG)
- Commune – police; NGOs; CCWC
- District – WCCC; relevant district offices of the government, vocational training centres, NGOs
- Province (Kampot, Pursat and Kandal) – lawyers; police; NGOs; Departments of Health, Education and Rural Development, WCCC,
- National - Cambodia ACTs; NGO partners; MOSVY, CNCC, NOVCTF
- Private Sector – local and large businesses and industry representatives

3.5 COCD Geographic Target Areas

COCD currently operates its programs in villages in 4 districts across three provinces. These communities are summarized below:

Veal Veng District, Pursat Province

COCD commenced operating in Veal Veng district in early 2008. This district was chosen due to having one of the highest rates of poverty in Cambodia. Veal Veng is located on the border of Cambodia with Thailand. The district's poor road systems and infrastructural links to urban areas contribute to its ranking as one of the least developed parts of the country. At least 70% of the district is covered by forest with only 25% of the area suitable for farming. As mines are cleared and roads improved, logging both legal and illegal threatens the remaining forested areas.

The district was previously a fighting zone between the Khmer Rouge and Cambodian government until 1997. During the civil war, hundreds of thousands of landmines were planted in the area with people in Veal Veng continuing to become disabled as a result.

According to the Cambodia Ministry of Planning, 25% households in Veal Veng are classified as very poor (Level 1 Poor Household ID 2009) and 26% household classified as poor level 2. A significant lack of health facilities and clean drinking water are major issues in the district. 96% of the

population is forced to drink unclean water in the dry season (District Data Book 2009), in 2010 it was reduced to 70%. Generally, villagers own plots of land near rivers and streams for planting rice and other crops mainly for domestic consumption. In 2018 the challenge of clean water provision remains.

As the new road from Thailand is progressively sealed and developed, Veal Veng is becoming less remote. It is undergoing many changes including the influx of new residents and travellers. These changes will potentially provide increased risks for children.

Phnom Kravanh District, Pursat Province

In 2009, COCD opened an office in Phnom Kravanh, Pursat Province. This office was closed in 2017 due to funding pressures. However, COCD continues to provide programs in this district. Phnom Kravanh district is made up of 7 communes and 53 villages. As per Veal Veng, it is a sparsely populated rural mountain region that is heavily mined (former Khmer Rouge stronghold).

The southern part of the district is largely unpopulated and has few roads. It forms a major part of the Central Cardamom range. The district is large and sparsely populated with a population density of only around 15 persons per square kilometre. Most of the district is forested, mountainous and some parts are still heavily mined particularly around Pteah Rung commune near the district capital.

Approximately 70% villagers must drink unsafe water during the dry season and a lack of toilets amongst 93% of population results in contaminated natural rainwater reservoirs and increased incidence of water-borne illnesses. The average villager continues to spend approximately 1/3 of income on healthcare.

Poverty in the area is generally attributed to low agricultural production, lack of accessible farm seeds and equipment, low agricultural technical knowledge, lack of access to affordable credit, absence of alternative forms of employment. Many villagers make a living through foraging, illegal logging, wildlife poaching, slash and burn agriculture leading to environmental degradation and increased risk of mosquito-borne diseases and UXO related injuries/deaths.

The area is also dogged by low school enrolment rates due to lack of schools and long distances, poor living standards of families, poor quality education. While there has been improvement in primary school retention, the transition to secondary school and retention to high school remains very low. This is a feature in both Pursat and Kampot provinces in the districts targeted by COCD.

Chhuk District, Kampot Province

COCD's fourth office was established in early 2012 in Chhuk District, Kampot Province. The area was chosen due to a lack of NGOs in the area, government service gaps, high poverty rates, lack of access to health and sanitation facilities and issues of child labour and migration. Chhuk District was formerly under the control of the Khmer Rouge. In this area, children under 18 comprise 41% of the population.

The remotest and poorest communes (Takaen and Trapeang Phleang) of Chhuk District experience low levels of education, high % of expenditure by households on healthcare and purchasing agricultural inputs, 38.4% (Takean) and 30% (Trapeang Pheang) families are classified as poor. In some of the villages over 50% of families are level 1 or 2 poor.

Chhuk District is subject to many land disputes and has come to the attention of various advocacy bodies.

Kandal Province

COCD has a focus on WASH programs in Kandal, working closely with both selected schools and communities. COCD works with commune councils, villages and schools to promote health and sanitation and in the provision of clean water and latrines.

4. COCD Approach

4.1 Integrated Rural Development

Integrated Rural Development is a holistic approach to working with communities. It is one that seeks to work across traditional silos and incorporate actions that include health, education and agriculture. The concept of an integrated approach refers not only to its multi-sectoral nature but also to the broad range of stakeholders involved. Stakeholders include the beneficiaries (in COCD's case the vulnerable children), families, the private sector, community members, international and local NGOs, local authorities, health and education service providers. The challenge, of course, is to coordinate the efforts so that they complement, not contradict each other. This approach has an emphasis on prevention through its focus on addressing the structural causes of poverty and other social issues.

The first seven Millennium Development Goals (MDGs) are clearly based on an integrated approach to development. The eighth MDG (which is focused on the growth of global partnerships for development) also depends on an integrated approach to development, this time in terms of the means of enacting the change. (reference: de Janvry, 2015)

COCD's multi-pronged strategies and levels of interventions are in line with the Integrated Rural Development Approach. In the next five years, the organization will continue to work with children, families and other stakeholders to implement a package of strategies aimed at continuing to address the vulnerability of children. COCD, as outlined in its strategic direction, will work across child protection, education, health, agriculture and with both government and private sectors.

4.2 Child Rights Based Approach (CRBA)

The Child Rights Based Approach (CRBA) is based on a development framework that espouses human- rights based approach as specifically applied to children. The approach uses the United Nations Convention on the Rights of the Child as its guide. The principles included in the UNCRC guide programs, policies and responses for children. The four broad rights categories (as outlined by UNICEF) are:

1. Right to life and health
2. Right to Education
3. Right to Protection and care
4. Right to Participation

The CRBA approach prioritises children as one of the most vulnerable groups susceptible to human rights violations. Interventions focus on the root causes of poverty, deprivation and human rights violations. CRBA emphasizes the accountability of duty bearers and the universality and indivisibility of all rights. Networking and advocacy are considered important activities. Public relations activities are also part of a comprehensive child rights enforcement strategy. Projects are seen as the means to defend, promote and enhance the rights of children. Empowerment of children is a key component of this approach. (See Glossary for further explanation of COCD's understanding on empowerment) The CBRA approach is sometimes referred to as a child centred development approach.

Through the implementation of its 3 strategic program goals, COCD will operationalize the CRBA. Key activities will include: working with the most vulnerable children and families in each community; advocacy around child rights; building the capacity of duty bearers (parents, local authorities,

education and health providers) to undertake their roles to defend the rights of children and provide the services that they need to thrive; creating opportunities for children to participate in decisions that affect their lives; improving their access to education.

5. COCD Theory of Change

Issue Addressed

COCD works in areas where a large proportion of children are victims of, or vulnerable to, abuse and exploitation due to poverty and/or their rights not being upheld. As outlined in the situational analysis above, the causes are multi-faceted and complex. After reviewing evidence-based approaches and the organization's past successes, COCD has planned an approach that it believes will create the key changes that are outlined in the strategic plan.

In line with its commitment to delivering sustainable development programs, COCD has taken a long-term view of its work with communities. Over a 12-year period, COCD will continue to assist target communities to become more self-sufficient and more able to protect vulnerable children. This strategic plan which covers the second five-year period, will work towards COCD's overall goal.

Overall Goal – 6 years

By 2025, increase the number of children who are protected from abuse and exploitation in the COCD target areas.

Desired Outcomes/Impacts

The 6-year goal has an implicit aim of creating sustainable solutions. The interventions being designed are focused on building capacity of all stakeholders and strengthening systems that benefit children. Interventions will be designed to prevent and reduce the vulnerability of children. As the interventions will be multi-level and multi-sector based, the outcomes and impacts will reflect this.

Summary Theory of Change

COCD will continue to focus its efforts on reducing/overcoming the problems associated with children who are exposed to abuse and exploitation in its target communities. The conditions in these communities will continue to be transformed in 6 years to enable this to occur. The three main areas of intervention that will drive these changes forward will be: child protection and development; economic empowerment and social empowerment.

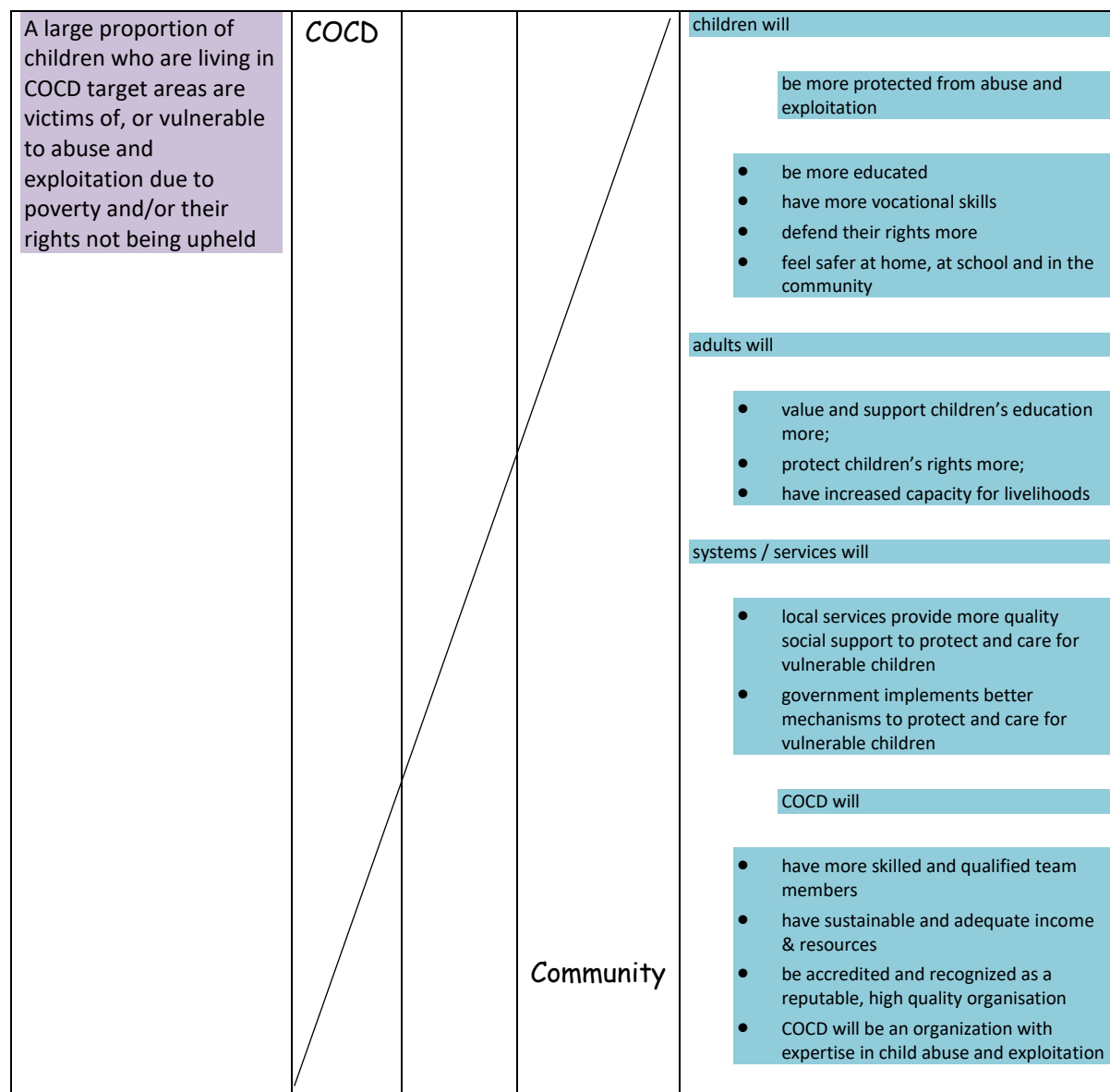
COCD will continue its focus on building a more enabling environment through developing and consolidating the following: new knowledge, changed attitudes, increased skills, increased confidence and motivation, changed aspirations, meeting basic needs.

COCD will focus on behaviours that improve the capacity of stakeholders: modified behaviour, changed policies, changed practices, changed social action, changed decisions/participation.

Over the 12 years of the previous and current strategic plans, COCD will have contributed to changes in status and improved the performance of stakeholders by changing: human condition, civic condition, economic condition, environmental condition.

DIAGRAM 1: COCD STRATEGIC DIRECTION (CONTINUING 12-YEAR PLAN)

By 2025, increase the number of children who are protected from abuse and exploitation in the COCD target areas.



Current situation 3 years 7 years 12 years Community Profile

<p>CREATE ENABLING ENVIRONMENT</p> <p>New knowledge</p> <p>Changed opinion/ values</p> <p>Increased skills</p> <p>Changed motivation - Changed attitudes</p> <p>Changed aspirations</p>	<p>CHANGE CAPACITY OF STAKEHOLDERS</p> <ul style="list-style-type: none"> - Modified behaviour - Changed policies - Changed practices - Changed social action - Changed decisions 	<p>CHANGE STATUS / IMPROVE PERFORMANCE</p> <ul style="list-style-type: none"> - Changed human condition - Changed civic condition - Changed economic condition
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Evidence of Change - Indicators

Table 1: Results Matrix 12 Year Goal

IMPACT GOAL	By 2025, increase the number of children who are protected from abuse and exploitation in the COCD target areas.		
IMPACT INDICATORS	Rates and types of abuse and exploitation recorded by CCWC or equivalent		
LONG – TERM OUTCOMES	Child Long - Term Outcomes	Family Long - Term Outcomes	System/Community Long - Term Outcomes
	<ul style="list-style-type: none"> be more protected from abuse and exploitation be more educated have more vocational skills defend their rights more feel safer at home, at school and in the community 	<ul style="list-style-type: none"> value and support children’s education more; protect children’s rights more; have increased capacity for livelihoods 	<ul style="list-style-type: none"> local services provide more quality social support to protect and care for vulnerable children government implements better mechanisms to protect and care for vulnerable children
LONG - TERM INDICATORS	<ol style="list-style-type: none"> rates of youth employment transitioning from COCD training programs (disaggregate skilled, unskilled, gender, age) rates of children out of school completion level of school or vocational training children’s perceived feelings of safety at home, school and community how and the extent that children are contributing to planning & decisions proportion of child identified priorities enacted by duty bearers 	<ol style="list-style-type: none"> parents’ awareness and attitudes towards child rights/abuse proportion of families supported by COCD who are living in poverty, change their status families perceived ability to access funds to cope with an emergency situation proportion of children who have basic material needs met 	<ol style="list-style-type: none"> level and types of support being provided to vulnerable families by services, CCWC, key village woman and local authorities in each district CCWC Capacity Assessment regarding child protection
COCD OUTCOMES	<ul style="list-style-type: none"> have more skilled and qualified team members have sustainable and adequate income & resources be accredited and recognized as a reputable, high quality organisation COCD will be an organization with expertise in child abuse and exploitation 		
COCD INDICATORS	<ol style="list-style-type: none"> proportion of COCD team members with qualifications, skills and experience relevant to key activities (disaggregate member type) amount and diversity of income sources averaged over 3 years (disaggregate at organisational level, program level) proportion of planned activities that are fully resourced/funded level of accreditation against quality standards Levels of stakeholder satisfaction (children, villagers, local authorities, donors, etc.) official recognition by reputable agencies / authorities as expert 		

6. COCD Strategic Direction and Core Program Areas

6.1 Overview

This strategic review has provided COCD with an opportunity to revise its core program areas. A similar suite of activities will continue to be delivered by COCD. The plan will cover a five-year period. Year one (2019) will be a consolidation phase. Activities will comprise of finalizing the implementation plans and building the capacity of COCD to continue to implement the strategic direction. The following 4 years will comprise of the implementation of the organization's strategic direction. The re-iterated program areas align with the 3 strategic program goals of the and continues the previous strategic plan. In addition, there is one strategic goal that relates to the development of the organization, in support of the program goals.

6.2 Child Protection and Development

Issues and Rights Addressed

A significant proportion of children are continuing to experience violence, abuse and exploitation in COCD target areas as outlined in the above situational analysis. Many local organisations are addressing this issue but local authorities are struggling to fulfil their roles as duty bearers.

The Child Protection and Development strategic goal addresses the following Convention on the Rights of the Child articles that are related to child protection and education.

Goal 1: Ensure that children are educated, protected and cared for.

Objectives:

- 1.1 Improve capacity of children and duty bearers to protect and care for children;
- 1.2 Improve and strengthen child protection mechanisms and services
- 1.3 Increase children's knowledge and skills to promote child development

Key Actions:

- 1.1 Improve capacity of children and duty bearers to protect and care for children;
 - 1.1.1 Implement child protection awareness raising and education sessions with vulnerable children and families e.g. school and community-based peer education
 - 1.1.2 Undertake training and mentoring and supporting of local authorities, CCWC and WCCC to improve their capacity as duty bearers
- 1.2 Improve and strengthen child protection mechanisms and services
 - 1.2.1 Work with key government mechanisms and civil society partners to identify and monitor vulnerable children and facilitate linkages to appropriate legal and support services

1.2.2 Facilitate collaboration between children/families and duty bearers to jointly create effective pathways for accessing child protection services and support

1.2.3 Implement a suitable social protection preparation plan and response for children and families in crisis e.g. emergencies or disasters

1.3 Increase children's knowledge and skills to promote child development

1.3.1 Review and implement changes to the COCD educational scholarship program in line with community needs and COCD strategic directions

1.3.2 Work in partnership with communities, government and civil society to increase awareness and opportunities for formal and informal education

1.3.3 Provide opportunities for all school children to participate in future planning and career development activities

1.3.4 Facilitate the development and appropriate resourcing of child-friendly schools and preschools

1.3.4 Review the criteria for the selection of poor students considering the changed government criteria

1.3.5 Plan and prepare a funding submission for a program to support girls making the transition from primary to secondary and to high school. This may involve a bus or improved dormitory solutions.

Anticipated Outcomes

Long-Term Outcome - children are better educated, protected and cared for

Intermediate Outcomes –

- the capacity of children and duty bearers to protect and care for children is improved
- child protection mechanisms and services are strengthened and improved to protect children
- children gain knowledge and skills to promote child development

Evidence of Change - Indicators

TARGET	3 YEAR INDICATORS
CHILD	1. % target children who know where and how to formally report a protection violation 2. % vulnerable children on OVC list who receive support services (disaggregate by gender, age and type of vulnerability) 3. school and vocational training completion rates 4. rate of children who report changes in their understanding about career options, confidence in career development and ability to make informed decisions
FAMILY/ HOUSEHOLD	4. % SHG members who know where and how to formally report a protection violation
SYSTEM	5. Level of implementation of the National Standards for OVC by CCWC members

Core Activities

There will be more projects that will focus on making COCD serviced communities more aware of child rights, and abuse of children. COCD will assist those who are responsible for protecting children – i.e. parents, local authorities and NGOs to prevent and respond better to child abuse.

Activities will include: child rights and protection training for villagers and duty bearers; promoting better standards of care through advocacy efforts and partnerships with local authorities and services; education scholarships; implementation of awareness raising activities; facilitating the development of child friendly schools and preschools; implementation of a suitable social protection preparation plan and response.

6.3 Economic Empowerment

Issues and Rights Addressed

Large proportions of the populations living in COCD target areas are living in poor conditions. Key contributors to this include lack of access to capital and agricultural resources, fertile land, climate change vulnerability, lack of employment opportunities, limited vocational and income generation ability, lack of a social protection system, and wealth generation opportunities being concentrated in urban areas. The impacts of poverty for children are many. Poverty and its causes have resulted in a number of consequences for children and their families in COCD target areas including: poor health and levels of education; malnourishment; higher vulnerability to exploitation and abuse; lower levels of participation in civic activities; greater levels of migration and lower levels of social cohesion.

The Economic Empowerment strategic goal addresses the following Convention on the Rights of the Child articles that are related to Life and Health.

Goal 2: To reduce vulnerability of children through improved and sustainable socio-economic livelihoods for families and their communities

Objectives:

- 2.1 Increase the number of young people and families who have access to capital and other resources to run income generation activities
- 2.2 Increase vocational/income generation knowledge and skills, and the level of support to young people and families in the context of careful identification of job opportunities
- 2.3 Improve access to water and sanitation related services and resources to enable villagers to work productively

Key Actions:

- 2.1 Increase the number of young people and families who have access to capital and other resources to run income generation activities
 - 2.1.1 Upgrade the self-help savings groups to make loans more accessible
 - 2.1.2 Expand the livestock banks e.g. cow bank following a review to ensure the viability of the program as an income source for COCD.
 - 2.1.3 Increase opportunities for young people and families to access vital resources e.g. farming equipment, expert technical advice
 - 2.1.4 Plan and facilitate economic empowerment activities that consider industry labour market / workforce gaps and benefit from business opportunities
- 2.2 Increase vocational/income generation knowledge and skills, and the level of support to young people and families
 - 2.2.1 Increase and further develop training for young people and families in partnership with technical experts, relevant training providers and businesses
 - 2.2.2 Develop effective partnerships amongst self-help groups, technical experts, relevant training providers and businesses to share expertise
 - 2.2.3 Create job placement opportunities for young people in partnership with the private sector, self-employment
 - 2.2.4 Develop a master farmers initiative to develop expertise, diverse crop and other food sources planning and cooperation amongst local farmers including the notion of agricultural co-operatives and the identification of markets and challenges in marketing
- 2.3 Improve access to water and sanitation related services and resources to enable villagers to work productively
 - 2.3.1 Strengthen the capacity of key health services and other stakeholders to improve access to appropriate water and sanitation sources/services, health services and health information

- 2.3.2 Cooperate with health services /other relevant providers and support their role in leading the implementation of health-related interventions
- 2.3.3 Initiate projects that address unmet primary health related needs such as water and sanitation, nutrition, in circumstances of greatest need and where there is a source of water uncontaminated by lime or iron

Anticipated Outcomes

Long-term outcome - vulnerability of children is reduced through improved and sustainable socio-economic livelihoods for their families and communities

Intermediate Outcomes:

- access to capital and other resources increases the number of young people and families who initiate new income generation activities
- Young people and families have increased vocational/income generation knowledge and skills and are better supported to apply these into practice
- access to water and sanitation related services and resources will be improved to enable villagers to work productively

Evidence of Change - Indicators

TARGET	3 YEAR INDICATORS
CHILD	1. %young people who report generating income as a result of initiating income generation activities using start- up funds and/or resources received 2. proportion of young people aged 15 – 17 who are earning more income as a result of increased knowledge, skills and support
FAMILY/ HOUSEHOLD	3.% families who report generating income as a result of initiating income generation activities using start-up funds and/or resources received 4. proportion of families who increase the number of months that they have enough food per year without going into debt 5. reported rates of absence from work by family members as a result of hygiene related illnesses 6. Reported rates of time saved from non-water carrying by family members

Core Activities

Activities that focus on increasing income and employment will increase over the next 4 years. As a result of more families having more income, more children will stay in school. There will be more

opportunities for young people to participate in activities that will better prepare them for employment and/or starting their own businesses. Access to improved health facilities will occur through assisting other organisations to develop effective responses in COCD target areas.

Activities include: self-help groups – cow and buffalo bank; crops and vegetable gardens; seed business loans; business skill development, training on farming/agriculture; locally developed income generation activities; vocational training; partnerships with the private sector; capacity building of health services and other organisations.

6.4 Social Empowerment

Issues and Rights Addressed

Participation rights in Cambodia are less practiced when these conflict with traditional values. Children are consistently reporting low rates of decision making power/influence in decisions that affect their lives. Children are not generally taught to express their views within the family and within the school environment. The participation of children within the community has been very low in Cambodia. Amongst the poorest families, few are engaged in village or commune planning processes, many who are limited by poor literacy/numeracy skills, do not have the capacity or confidence to participate in community activities and planning processes. Women are amongst the most excluded from community development processes.

Most rural families in Cambodia are highly hierarchical and patriarchal, with the younger members expected to respect their elders. Important decisions such as arranged marriages, are typically made by parents after consulting with the older members of the family. The notion of social empowerment for children may be in conflict with traditions and social norms and could be regarded as a form of disobedience or lack of respect for elders. Encouraging children to express their views may even be considered threatening for a society that is still healing from the Khmer Rouge period, which destroyed families.

The Social Empowerment strategic goal addresses the following Convention on the Rights of the Child articles that are related to participation.

Goal 3: Increase the number of children and their families who contribute to planning and decision making in their own lives and the lives of others

Objectives:

3.1 Increase opportunities for more children and families to participate in local planning, decision making processes and community initiatives

3.2 Improve the confidence, skills and knowledge of more children and families to actively participate in family and community-based planning and decision making

3.3 Increase the relevance of community and local authority development plans in relation to the stated priorities of the community, especially children.

Key Actions:

3.1 Increase opportunities for more children and families to participate in local planning, decision making processes and community initiatives

- 3.1.1 Facilitate community empowerment forums – invite government representatives to respond to the concerns and problems of the community in every district;
- 3.1.2 Contribute to the inclusion of child and family voices in village development plans and Commune Investment Plans;
- 3.1.3 Facilitate opportunities for children and adults to actively participate in community projects

3.2 Improve the confidence, skills and knowledge of more children and families to actively participate in family and community-based planning and decision making

- 3.2.1 Enhance the learning and development program for self-help groups in the areas of planning, poverty analysis, leadership;
- 3.2.2 Increase children's skills and confidence through children councils, child clubs and other initiatives
- 3.3 Increase the relevance of community and local authority development plans in relation to the stated priorities of the community, especially children.
 - 3.3.1 Advocate for and build the knowledge and skills of local authorities to engage community, child and youth participation in the development planning process;
 - 3.3.2 In collaboration with local authorities, develop and trial planning and decision - making processes that formally include the participation of children and their families

Anticipated Outcomes

Long-term outcome – More children and their families contribute to planning and decision making in their own lives and the lives of others.

Intermediate Outcomes –

- more children and families have more opportunities to participate in community planning and initiatives
- children and families have more confidence and capacity to contribute to family and community-based planning and decision making
- The development plans of communities and local authorities are relevant to the stated priorities of the community, especially children.

Evidence of Change - Indicators

TARGET	3 YEAR INDICATORS
CHILD	1. # children who participate in # and types of actual activities regarding local planning and decision making and community initiatives (disaggregate poor level, age, gender, activity organizer, child specific activities) 2.# times in the past 6 months that each child has contributed to a family and community-based planning/decision making process (disaggregate gender, age)
FAMILY/ HOUSEHOLD	3.# adult household members who participate in # and types of actual activities regarding local planning and decision making and community initiatives (disaggregate poor level, age, gender, activity organizer) 4. # adults who in the past 6 months have included children in family and community-based planning/decision making process (disaggregate gender, age)
SYSTEM	5.% of community stated priorities listed in VDPs are incorporated into CIPs 6.% priorities formally identified by children’s clubs/councils are incorporated into school, CCWC and/or CIP plans

Core Activities

Children and their families will have more skills, confidence and opportunities to have a say about things that affect their lives. Local authorities and services will provide more opportunities for the community to share their priorities and assist with good solutions.

Activities include: empowerment and mobilization of at risk communities, participation in local decision- making by children and families; training of children, their families and local authorities on participatory planning processes; advocacy for more inclusion in development processes by villagers.

6.5 COCD Capability

Issues Addressed

The key challenges/risks and recommendations that have been identified for COCD capacity are:

- Build funding sustainability both from donors and COCD social enterprises
- Ensure that policies and procedures meet the requirements of the Law on the Associations and Non-Government Organizations (2015)
- Ensure that all external and internal requirements are met with donor funds and income from social enterprises
- Ensure that the capacity of COCD staff can meet the requirements and needs of the communities they serve
- Develop a strategy to ensure that staff successes are recognised and celebrated
- Revisit the structure of COCD to ensure that positions (such as District based finance officers) best meets the needs of COCD and the communities it serves

- Work with Eco-water staff to maximise profitability and integration into COCD management processes to maximise exposure and publicity to communities.
- Revise job descriptions to ensure that any revision of structures is matched by appropriate job descriptions
- Develop a plan to attract and retain skilled staff
- Develop a strategy for effective internal and external communication
- Revisiting policies on staff confidentiality on staffing matters and ensuring all current and new staff are aware of these requirements
- Develop an annual calendar of key target dates to meet donor and internal requirements
- Develop key indicators to ensure the quality of COCD services
- Develop monitoring and evaluation systems

Goal 4: Build the capability of COCD to meet future challenges

Objectives:

- 4.1 Prepare COCD to become more financially self-sufficient in the long-term;
- 4.2 Increase COCD funding levels and improve funding arrangements to better promote the development of the organisation;
- 4.3 Improve the quality of services;
- 4.4 Continue to build capacity and team work amongst the leadership and management group
- 4.5 Attract, develop and retain a capable and diverse team
- 4.6 Revisit COCD financial systems
- 4.7 Revisit COCD structure
- 4.8 Develop a case management approach
- 4.9 Complete monitoring and evaluation systems
- 4.10 Promote staff care and welfare
- 4.11 Review COCD position descriptions to match changes in organisational focus and structure
- 4.12 Train new staff on the human resources policy including the need for confidentiality
- 4.13 Prepare a communication strategy for internal and external communication
- 4.14 Prepare a plan for the celebration of COCD staff achievements

Key Actions:

- 4.1 Prepare COCD to become more financially self-sufficient in the long-term through careful planning including financial viability and effect on other COCD activities;
 - 4.1.1 Draw up a comprehensive plan (including budget) for the construction of an English language school on COCD land in Veal Veng
 - 4.1.2 Review and further develop Eco-Water
 - 4.1.3 Further develop the cow bank social enterprise on COCD land in Veal Veng district

4.2 Increase COCD funding levels and improve funding arrangements to better promote the development of the organisation through the Executive Director prioritising in his duties the seeking of additional donor funding

- 4.2.1 Board and management team maintain partnerships with existing donors and make links to new donors. Board member with business expertise is recruited
- 4.2.2 Develop and implement a robust fundraising and resources plan to adequately resource the full implementation of the strategic plan
- 4.2.3 Renegotiate funding agreements to more adequately cover organisational administrative and monitoring/evaluation costs
- 4.2.4 Prepare a plan for the identification of new donors and the process of applying for new grants
- 4.2.5 Review financial systems, policy and processes to ensure efficiency, effectiveness and transparency
- 4.2.6 Ensure systems, policy, processes and reporting meet the requirements of Ensure that policies and procedures meet the requirements of the Law on the Associations and Non-Government Organizations (2015)

4.3 Improve the quality of services;

- 4.3.1 Implement an adequately funded, high quality, monitoring and evaluation framework e.g. improved tools
- 4.3.2 Ensure all internal and external audit requirements are met (for donor and social enterprise funds) and appoint an officer with the responsibility for overseeing the audit processes
- 4.3.3 Gain accreditation with the Voluntary Certification System of the NGO Good Practice Project (NGOGPP)
- 4.3.4 Document and disseminate good practices
- 4.3.5 Develop new and strengthen existing strategic partnerships with key stakeholders
- 4.3.6 Develop and maintain a timetable of key target dates to meet the requirements of donors and internal planning requirements
- 4.3.7 Plan and implement a case management system for the planning, implementation and monitoring of COCD provision of services to communities
- 4.3.8 Ensure that all wells constructed have adequate testing for iron and lime and that any contaminated wells have a retrospective strategy for treating the water (filters) and that funding is sought to carry out this work

4.4 Develop a capable and diverse team

- 4.4.1 Establish new staff salary scales
- 4.4.2 Build a larger volunteer base with local and foreign volunteers
- 4.4.3 Enhance the leadership, staff and volunteer learning and development program
- 4.4.4 Review and implement revised organisational roles and structure including the recommendation that finance officers be appointed to the district offices

Anticipated Outcomes

Long-term Outcome - the capability of COCD to meet future challenges is built.

Intermediate Outcomes –

- COCD is prepared to become more self-sufficient in the long-term
- COCD income is increased and funding arrangements better promote the development of the organization
- the quality of services is improved
- COCD will have a capable and diverse team

Evidence of Change - Indicators

TARGET	4 YEAR INDICATORS
FUNDING/ RESOURCES	1.COCD's readiness to transition to a new resource model
	2.the adequacy of time allocations and resources to implement projects and programs (as defined by management team)
	3.amount of funding and resources obtained by COCD
QUALITY	4.level of COCD organisational capacity/quality
TEAM MEMBERS	5.compatibility of core activities of COCD and team capabilities
	6.appropriateness of team member roles and organisational structure

Core Activities

Through exploring additional fundraising sources such as social enterprise, COCD is more likely to create more income to pay for projects long-term and make COCD stronger. The COCD team will be strengthened through attracting and maintaining quality team members. COCD will maintain and improve its quality of services through: improving the monitoring and evaluation systems and processes and tools; gaining accreditation with NGO GPP; documenting and disseminate good practices; developing new and strengthen existing partnerships with key stakeholders.

Activities include: seeking new donors and strengthening relationships with existing donors; creation of a larger volunteer base with local and foreign volunteers; revise COCD's organisational roles and structure; training and support for staff to further enhance their skills so that they can fulfil the organisation's mission

7. Implications of the strategy

7.1 Current programs

A number of changes have planned for COCD programs as part of this strategic plan. Key implications include:

- There will continue to be a stronger focus on social empowerment and economic empowerment activities than previously undertaken by COCD
- The proportion of activities related to health, water and sanitation and school construction and equipment supply will be incorporated under the economic empowerment direction.
- Program activities and strategies will have a stronger focus on outcomes for the children specifically
- The organisation will explore a case-management approach

Child Protection and Development

Since its establishment, COCD has been gradually building the number and range of activities that relate to the protection and development of children. Previously, this work fell under the broad categories of Education and Anti-Child Trafficking/Child Rights Promotion. The strategic planning process has sharpened the organisation's understanding of the key priorities for children in COCD target areas. This has resulted in a commitment to develop a strategic approach to addressing the child protection and development needs of vulnerable children. Consequently, COCD will further develop a range of interventions in relation to the goal of ensuring that children are educated, protected and cared for.

Economic Empowerment

Activities related to improving the livelihoods and food security have been a core component of projects run by COCD. In recognition of their success, COCD wishes to further expand this work to contribute to long-term sustainable changes for vulnerable families. The next three years will see further expansion of activities related to loans access, income generation and vocational training. More opportunities will be provided for young people to gain necessary knowledge and skills to find suitable work and/or commence their own businesses. Activities related to health, water and sanitation will be linked to enabling villagers to work more productively.

Social Empowerment

COCD, through self-help groups, has enabled many villagers to contribute to village and commune planning processes and community-based initiatives. In the next four years, these efforts will significantly increase. A continuing focus will be placed on children becoming more actively engaged in decision-making processes as well as community projects. COCD will also provide more support to local authorities to develop processes that include vulnerable children and families in community development.

Health, Water and Sanitation

Since its inception, COCD has devoted significant resources towards health, water and sanitation activities. Over the next three years, COCD will encourage local partners to undertake more water and sanitation work. In the absence of other suitable partners and a critical need is identified, COCD will continue to undertake water and sanitation projects in schools and community.

Education

A wide range of activities have been undertaken by COCD under the umbrella of education. In the coming years, COCD will change its emphasis. In place of school construction and provision of education equipment, COCD will review its scholarship program, work in partnership with other stakeholders and facilitate the development of child friendly schools and preschools. Education will become an objective that supports the child protection and development strategic goal.

District Level Implementation Variations

Given the unique circumstances within each district serviced by COCD, the package of activities implemented in each area will differ from district to district. District level implementation plans will be prepared before the end of 2018.

General:

The next four years will see a continuing focus on building relationships with government, other NGOs and businesses to share responsibility for vulnerable children.

COCD was established with the primary focus being the improvement of the lives of children. To date, much of the work has appropriately been focused on working with parents/families to build their capacity to care for and protect children. COCD has become increasingly committed to designing programs that specifically demonstrate improvements for children and will therefore focus its monitoring and evaluation efforts on tracking these changes. The proportion of activities that directly target children will also increase.

7.2 Organizational Development

The strategic planning process strongly highlighted the need for COCD to ensure that it paid attention to organizational development, particularly due to significant changes in staffing. As part of this plan, there will be more focus on developing the organisation in relation to: staff and leadership development; monitoring and evaluation. This is an essential component of the further strengthening of COCD.

More specifically, a number of initiatives will be undertaken to develop the organization such as: the COCD organisational structure will review to meet the future growth of the organization; some staff roles will change; a strong staff development program will be developed and implemented to grow staff capacity; monitoring and evaluation systems will be further enhanced with a newly developed M&E framework to reflect the strategic directions.

7.3 Funding and Resources

In order to fully implement the strategic plan, significant levels of funding will need to be directed to the proposed activities and/or raised. In the initial preparation phase of this new plan, a funding and resources plan will be developed and implemented to ensure the success of this plan.

7.4 Strategic Partnerships

Integral to the COCD Approach are its relationships and effective partnerships with key stakeholders. These include the children and their families who COCD works with; donors; private sector; other local and international NGOs, health and education services; local authorities; provincial and national government departments. COCD has committed to further strengthening its existing partnerships and creating new ones to further extend its impact on creating positive change for children. Through cooperating with others, key duty bearers will be able to take up their responsibility to uphold the rights of children.

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