Coalition of Cambodian Farmer Community







FIVE-YEAR CCFC STRATEGIC PLAN 2025-2029

"Towards Peasants' Rights and Social Protection"



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Preamble & Message from the President

The **Coalition of Cambodian Farmers' Community (CCFC)** is a grassroots alliance dedicated to advancing the rights, dignity, and well-being of smallholder farmers, rural women, youth, and marginalized communities across Cambodia. For more than a decade, CCFC has served as a powerful voice for rural people defending land rights, protecting natural resources, promoting social protection, and strengthening democratic participation from the ground up.

Yet, rural communities in Cambodia continue to face deep and systemic challenges: land insecurity, limited access to natural resources, lack of social protection, gender-based inequality, digital exclusion, environmental degradation, and restrictions on fundamental freedoms. Although the Cambodian Constitution and international human rights instruments guarantee basic rights and protections, these are not fully realized in the daily lives of the people most affected. Too often, peasants are excluded from decision-making processes that shape their land, livelihoods, and futures.

This **Five-Year Strategic Plan (2025–2029)** titled **"Towards Peasant's Rights and Social Protection"** is grounded in the real-life experiences, priorities, and collective struggles of Cambodia's peasant communities. It charts a path for CCFC's continued efforts to strengthen grassroots organizing, advance agroecology and sustainable livelihoods, promote inclusive social protection, deepen civic engagement, and advocate for climate and environmental justice.

"This strategic plan is more than just a guiding document it is a shared commitment to justice, dignity, and the long-term well-being of Cambodia's rural communities. Over the next five years, we will continue to stand side by side with farmers, women, and youth to ensure their voices are heard, their rights are protected, and their lives are improved. Our vision is built on solidarity, sustained by courage, and inspired by hope. Together, we will stand firm for land, for life, and for freedom."

This strategy builds on the lessons of the past, responds to the challenges of the present, and prepares for a future where farmers are empowered, protected, and respected. Through organizing, education, advocacy, and partnership, CCFC reaffirms its commitment to building a just and inclusive Cambodia where no farmer is left behind, and every voice counts.

Date: June 4, 2025
Phnom Penh, Cambodia
Sincerely Yous,



Mr. Theng Savoeun
President of CCFC Cambodia

1-Intrdoduction

The Cambodian Farmers' Community Coalition (CCFC) is dedicated to empowering smallholder farmers, most of whom live in rural areas and continue to face serious human rights violations and persistent social challenges across Cambodia. These critical issues have presented both obstacles and opportunities. Despite the adversity, CCFC has successfully built a strong network and sense of solidarity among its members, enabling them to defend their rights and advocate for their collective interests at both national and international levels.

To enhance the capacity of its members, CCFC offers a range of activities including training sessions, workshops, study tours, and opportunities for sharing practical experiences and success stories. These initiatives are vital in equipping farmers with the skills and knowledge necessary to contribute to community development and drive social progress. Many of these activities are locally initiated by farmers themselves, with a strong focus on improving farming practices, accessing their rights, and advocating for their communities' needs.

Nevertheless, national and international policies have at times had negative effects on farmers, either directly or indirectly, creating further barriers for these already vulnerable communities. In response, CCFC remains committed to tackling these challenges by leveraging its strengths, addressing its limitations, and continuously learning from experience. This adaptive approach has enabled the association to make meaningful progress and remain responsive to new opportunities and threats.

Vision for the Future: Strategic Plan 2025-2029 Looking ahead, CCFC reaffirms its commitment to protecting and supporting farming communities and agricultural workers' unions, while advancing sustainable development. To guide this mission, CCFC has developed a comprehensive five-year strategic plan titled "Towards Farmers' Rights and Social Protection (2025-2029)."

This roadmap outlines the organization's vision, mission, strategic directions, and approaches necessary to fulfil its goals and uphold its core values in the years to come.

- **Organizing and Capacity Building:** CCFC will continue to organize and mobilize groups of farmers, rural women, young farmers, and workers in the agriculture and agri-food sectors, including those in agro-industrial fields. These efforts aim to build strong grassroots communities, establish coalitions, promote savings groups, support community enterprises, and form farm workers' unions. Through targeted capacity-building programs, CCFC seeks to empower these groups to actively advocate for farmers' rights, labour rights, and inclusive social protection policies.

- **Advocacy and Governance:** Strengthening democracy, good governance, and social justice through transparent and accountable practices remains a key priority for CCFC. The organization is committed to protecting the rights to freedom of expression, peaceful assembly, and association, including the right to unionize. CCFC will advocate for labor rights and comprehensive social protection measures that uphold farmers' dignity and promote a life of equality and justice.

  Improving governance in the agriculture sector is essential to ensuring that smallholder farmers have equal access to rights and opportunities. CCFC will focus on

supporting the development of effective markets for small-scale producers, reducing financial burdens, and increasing profits for farming families. Land tenure security is also a major concern CCFC will continue to advocate for legal access to and ownership of land, which is fundamental to community stability and long-term development.

Moreover, as climate change increasingly impacts Cambodia's agriculture, CCFC will advocate for stronger support systems that enhance farmers' capacity to adapt. Emphasis will be placed on promoting sustainable agricultural practices and building community resilience to environmental challenges.

- **Empowerment and Livelihoods:** Promoting the dignity and basic human rights of farmers through sustainable livelihoods is central to CCFC's mission. By providing targeted support and training, the organization empowers rural communities to achieve economic resilience and social equity. These efforts are vital for sustaining the livelihoods of farming families and ensuring long-term community well-being. Key activities include animal husbandry programs and training in environmentally friendly, sustainable farming techniques that contribute to both economic and ecological sustainability.

- **Social Protection and Policy Advocacy:** CCFC is committed to ensuring that farmers especially rural women, youth, and agro-industrial workers are protected from harmful national policies. The organization will actively advocate for a robust social justice and social protection framework that promotes inclusive and equitable development. By amplifying the voices of vulnerable farming communities, CCFC aims to influence policy decisions that lead to meaningful, positive change.

- **Active Citizenship and Digital Innovation:** To strengthen community engagement and access to essential services, CCFC will leverage digital technology to enhance agricultural practices, advocacy efforts, and public participation. Digital tools will empower rural communities to better address challenges and seize new opportunities. For smallholder farmers, digital technology plays a vital role in improving productivity, reducing post-harvest losses, and promoting sustainable practices. It also facilitates market access and customer connections, helping farmers increase their incomes. Additionally, digital platforms will enable farmers to more effectively advocate for their rights on issues such as land ownership, social protection, human rights, and social justice.

- **Environmental Sustainability and Climate Action:** In response to the escalating impacts of climate change, CCFC will promote sustainable agriculture and advocate for environmental policies that protect natural ecosystems and build community resilience. Smallholder farmers are central to environmental and climate action efforts. By adopting sustainable farming methods, they contribute to improved agricultural productivity, reduced environmental degradation, and increased long-term sustainability. CCFC will continue to support and mobilize these communities as key actors in addressing climate challenges and preserving Cambodia's natural resources.

- **Organizational Development:** CCFC will prioritize strengthening its organizational capacity, internal governance, and operational systems to enhance effectiveness, accountability, and long-term sustainability. This includes investing in staff development, improving management structures, enhancing monitoring and evaluation systems, and ensuring sound financial and administrative practices. A

long-term strategy will also be developed to build foundational capacities and ensure the organization remains agile and responsive to shifting contexts, emerging challenges, and environmental trends.

- **A Flexible but Focused Roadmap**: While the plan provides a solid roadmap for CCFC's initiatives, it is designed to be flexible to adapt to unforeseen developments at the community, national, and global levels. Mid-term evaluations will ensure that the strategy continues to reflect the evolving needs of the association and the changing political and human rights landscape in Cambodia. Adjustments will be made as necessary to align with new opportunities and challenges.
- **A Commitment to Resilience and Progress**: CCFC's strategic plan underscores its commitment to promoting empowerment, dignity, and social justice for Cambodia's rural communities. By fostering sustainable development, addressing systemic issues, and embracing adaptability, CCFC aims to create a brighter and more equitable future for its members and the broader Cambodian society.

2- Background of CCFC

The Coalition of Cambodian Farmers Community (CCFC) is a membership-based organization founded on January 11, 2011, by grassroots peasant communities. It was established to address critical challenges faced by Cambodian peasants, including land disputes, natural resource mismanagement, climate change, peasant rights, and forced evictions linked to development projects. Since its inception, CCFC has served as a unified voice for farmers, advocating for their rights and protecting their livelihoods through social dialogue and policy advocacy initiatives.

CCFC is governed by an Executive Committee, supported by a General Council and an Advisory Board, all elected by its members. These bodies are responsible for making strategic decisions, ensuring effective management of resources, and overseeing staff and member services. The Executive Committee, with support from the General Council, technical staff, and various committees, provides leadership and operational guidance to the organization.

To ensure transparency, accountability, and effective governance, CCFC has implemented key policies, including a Staff Policy, By-laws, Financial Policy, Internal Regulations, Congress Manual, Administrative Policy, and Asset Management Policy. The organization is also in the process of developing additional policies such as a Gender Policy, Membership Manual, Anti-Corruption Manual, Salary Scale, and Job Analysis Manual. While most policies are designed by the Executive Committee and approved by the Advisory Board, financial and administrative policies were developed by experts to ensure compliance with best practices.

CCFC adheres to strict financial management practices, ensuring that all funds are managed responsibly and used efficiently for the benefit of its members. The organization operates in full compliance with agreements and the membership fee manual, reinforcing its commitment to good governance and sustainability.

With a robust network of 28,034 member communities, including rural women, youth, and peasants, CCFC continues to lead transformative initiatives supported by ministries and donors in Cambodia.

CCFC remains dedicated to empowering small-scale farmers and addressing the challenges they face by strengthening their capacity, advocating for their rights, and promoting sustainable development. By implementing its strategic policies and ensuring robust governance, CCFC continues to strive for a dignified life for its members and the broader farming community in Cambodia.

2.1 Legal Recognition and Registration

CCFC has achieved official recognition at various levels:

- Ministry of Interior: Recognized as a legal entity under Letter No. 1767 Sor Chor Nor, dated September 3, 2015.
- General Department of Taxation: Registered for VAT under TIN K009-901704942, valid from November 27, 2017, in compliance with Article 101 of the Law on Taxation.
- National Social Security Fund (NSSF): Registered with the NSSF under the Ministry of Labour and Vocational Training with Certificate No. 03/2018 NSSF Brakas, valid since March 12, 2018.

By building strong governance structures, implementing robust policies, and achieving legal recognition, CCFC continues to work towards its mission of addressing farmers' challenges and advocating for their rights and sustainable development.

2.2 Vision

To see farmers living with dignity, enjoying a decent quality of life, and having full freedom to actively engage in improving local governance.

2.3 Mission

The Coalition of Cambodian Farmers Community (CCFC) works toward its vision through three strategic missions:

- **Organizing**: CCFC mobilizes communities, grassroots groups, networks, and people's organizations to build a strong collective voice that influences positive change.
- **Awareness and Participation**: The organization raises awareness to encourage full participation in democratic processes at the local level, ensuring that development is inclusive and community-driven.
- **Advocacy for Rights**: CCFC advocates for the protection and respect of human rights, with a particular emphasis on farmers' rights, striving to promote a fully democratic society.

2.4 Goal

To promote the livelihoods and dignity of farmers by fostering full participation in local development through community organizing, empowerment, advocacy, and strengthening institutional capacity.

2.5 Core Values

CCFC is guided by a set of core values that shape its approach and operations:

- **Neutrality**: CCFC remains independent and unaffiliated with any political group or trend, ensuring that its work remains objective and community-focused.
- **Virtue**: The organization upholds respect and fairness, ensuring equal opportunities for all members, staff, and committees. A strong emphasis is placed

on gender equality, ensuring both men and women have the same access to opportunities.

- **Capacity Development**: CCFC prioritizes the continuous growth of its members, staff, and committees by providing opportunities to enhance their skills and knowledge in alignment with their roles and responsibilities.
- **Solidarity**: The organization believes in the power of unity and collective action. By organizing communities, fostering cooperation, and collaborating with partners, CCFC works to create meaningful social change through advocacy.
- **Responsibility**: CCFC is committed to transparency, accountability, and ethical practices in all aspects of its work, ensuring responsible management and operations.

3. Summary of Its Governance

The Coalition of Cambodian Farmers Community has been created on 11th January 2011 by 12 communities (Kandal, Svay Rieng and Preah Sihanouk provinces) that work together to address land issue in a priority, facilitated by the central office called "secretariat coordinator" in the core operation with its members across the target areas. Until now, the association has been governed by the compositions of its general councils who are actively involving protecting human rights, democracy and social justice across the country, especially the intervention in finding a resolution for its rural farmers whose rights and benefits are violated.

In June 2015, CCFC launched the first general assembly in a way to seek its management system, democratic leadership and the principles of membership for supreme power in the field of the decision-making process of association. The meeting was composed of executive committees, general councils and advisory boards whose representatives were from 09 target provinces in the aimed to select the candidates with confidential and transparent manners.

The selected general councils' representatives have been playing an important role for responding its good governance, and exercising the works of executive committees, members, CCFC personnel as well as its respective partners for development of its constituency. Nevertheless, general councils also have been playing very important roles in the directive measures, related to strategic works, with main missions and visions of the association with strong commitment to sustainable development since 2015.

4-Context Analysis

Cambodia's rural population including farmers, rural youth, and women forms the backbone of the country's agricultural economy. Yet, these communities face a range of economic, social, and environmental challenges that threaten their livelihoods, rights, and overall well-being. Critical issues such as land rights, agricultural governance, access to social protection, digital inclusion, economic opportunities, climate change, and social justice remain pressing concerns.

While Cambodia's Constitution guarantees human and political rights, and the 2001 Land Law provides for land ownership and community management of natural resources, these rights are often not fully realized. Policy measures such as economic land concessions disproportionately favor large-scale investors and corporations, often at the expense of smallholder farmers. Communities are frequently displaced from their land without fair compensation, forced to abandon their farms and homes.

Women and girls in rural areas are especially vulnerable. Many face the loss of access to natural resources and are compelled to migrate to urban areas or work abroad in garment, manufacturing, and agro-industrial sectors often without adequate social protection, fair working conditions, or recognition of their labor rights.

Land is central to rural livelihoods, yet land confiscation, forced evictions, and insecure tenure continue to displace smallholder farmers and indigenous communities. The expansion of large-scale agro-industrial and extractive industries has led to widespread loss of farmland, forests, and natural resources, pushing communities deeper into poverty. Weak land governance, poor enforcement of existing laws, and systemic corruption further compound these challenges, making it increasingly difficult for rural communities to defend and protect their ancestral lands.

5- Issues For the Targeted Peasant Communities

Cambodia has a population of over 16 million people, with approximately 80% engaged in farming primarily on their own land. These farmers play a vital role in ensuring national food security and sustaining the agricultural sector, which holds significant potential for contributing to the country's economy through sustainable production. Despite this, rural farmers continue to face serious threats to their livelihoods and fundamental rights. Violations of land use rights and access to natural resources are widespread. Thousands of farming families have been forcibly evicted from their land due to land grabbing, often justified under the guise of national development.

Government policies, such as those promoting economic land concessions, have enabled the transfer of vast tracts of farmland to private companies, wealthy individuals, and powerful elites. These lands are frequently used for development projects, large-scale agro-industrial plantations, irrigation schemes, mining, infrastructure, tourism, special economic zones, and commercial real estate. As a result, land is increasingly concentrated in the hands of a few, leaving smallholder farmers dispossessed and marginalized.

Agriculture remains one of the main drivers of economic growth in Cambodia, with the majority of farmers relying entirely on this sector for their livelihoods. Despite its importance, the government has paid insufficient attention to the needs of the agricultural sector and its workers. Farmers' rights and livelihoods have been further undermined by natural disasters, economic instability, and increasing market competition.

Currently, land concessions for agro-industry, tourism, and mining span nearly 2 million hectares. As farmers struggle to protect their land and natural resources, the government continues to strengthen its partnerships with transnational corporations. This has resulted in widespread displacement, loss of farmland, and diminished access to essential natural resources. Many farmers have fallen into debt and food insecurity, with particularly harsh impacts on children, people with disabilities, and indigenous communities. Some have been forced to work as agricultural laborers, including children. Women farmers have often been at the forefront of land and rights campaigns, yet many have faced threats, legal accusations, and even violence for their activism. Several women leaders have been criminalized for defending land rights. Others have experienced a lack of support from their families, domestic violence, divorce, and discrimination within their communities due to their advocacy work.

Meanwhile, farmers as a whole continue to be excluded from political participation and decision-making in local development processes. Their children often lose access to education and healthcare, as displacement and food insecurity disrupt family life and reduce parental capacity to care for them.

Despite being guaranteed by the Cambodian Constitution and international legal instruments, fundamental freedoms such as freedom of expression, assembly, and association remain heavily restricted. Civil society organizations working with farmers, including the Cambodian Farmers' Association, face limitations under the 2015 Law on Associations and Non-Governmental Organizations (LANGO), which requires them to report to the Ministry of Interior and operate under close scrutiny. Additionally, there is no comprehensive legal framework to protect the rights of farmers, provide social protection for agricultural workers, or offer subsidies for agricultural production, as outlined in the UN Declaration on the Rights of Peasants and Other People Working in Rural Areas.

Rural communities have limited access to essential social protection programs such as health insurance, pensions, and employment protections. Most rural workers particularly those in plantations and the agri-food sector work informally, lacking job security, fair wages, and access to social safety nets. Rural women are especially affected, facing gender-based discrimination, performing unpaid labor, and being excluded from economic and policy decision-making processes, which further increases their vulnerability to poverty and social marginalization.

Rural youth also face significant challenges due to limited educational and employment opportunities. Many are forced to migrate to urban areas or abroad in search of work, where they are often subjected to exploitation and unsafe working conditions.

The rise of digital technologies and social media has provided rural communities with new opportunities for advocacy, education, and market access. However, low digital literacy remains a significant barrier, limiting many rural farmers' ability to fully utilize online platforms. While social media has proven to be an effective tool for raising awareness about land rights, labor issues, and climate justice, restrictions on digital activity and online censorship threaten the freedom of expression.

Cambodia's rural communities are highly vulnerable to the impacts of climate change, with increasing droughts, floods, and extreme weather events severely affecting agricultural productivity and food security. Deforestation and environmental degradation further exacerbate these challenges, undermining the resilience of farming communities. Women, who are often the primary caregivers and breadwinners, are particularly hard-hit, as they struggle to find alternative ways to support their families as natural resources dwindle.

Farmers, women, and youth in rural communities continue to fight for justice, equity, and the recognition of their rights. Land activists and environmental defenders face harassment, intimidation, and legal threats as they advocate for fair land distribution and social protection policies. Gender inequality remains entrenched, with women still underrepresented in leadership roles. Despite these challenges, youth-led movements and grassroots organizations are emerging, pushing for stronger social protection, fair labor practices, and more sustainable environmental policies.

The challenges facing rural farmers, women, and youth in Cambodia demand urgent attention to ensure inclusive development, social justice, and sustainable livelihoods. Addressing these issues through stronger land rights protections, enhanced social protection programs, digital inclusion, climate adaptation strategies, and robust human rights advocacy is essential to building a more just and equitable society for all.

6 Strategic Direction 2025-2029

The current Strategic Plan serves as a management tool for CCFC, guiding its daily efforts to promote and protect the rights and livelihoods of peasants in Cambodia. The strategic direction outlined in this plan is CCFC's response to its understanding of the external context, the challenges it faces, the needs of its peasant members, and what they value most about the organization. It also considers the opportunities and challenges in providing high-quality services to support farmers whose rights have been violated.

7- Program Strategies

From 2025 to 2029, CCFC will continue to employ the following strategies to achieve its goal**:**

- **Organizing and Capacity Building:** CCFC will continue to organize and mobilize groups of farmers, rural women, young farmers, and workers in the agriculture and agri-food sectors, including those in agro-industrial fields. These efforts aim to build strong grassroots communities, establish coalitions, promote savings groups, support community enterprises, and form farm workers' unions. Through targeted capacity-building programs, CCFC seeks to empower these groups to actively advocate for farmers' rights, labour rights, and inclusive social protection policies.

✓ **Advocacy and Governance:** Strengthening democracy, good governance, and social justice through transparent and accountable practices remains a key priority for CCFC. The organization is committed to protecting the rights to freedom of expression, peaceful assembly, and association, including the right to unionize. CCFC will advocate for labor rights and comprehensive social protection measures that uphold farmers' dignity and promote a life of equality and justice.
Improving governance in the agriculture sector is essential to ensuring that smallholder farmers have equal access to rights and opportunities. CCFC will focus on supporting the development of effective markets for small-scale producers, reducing financial burdens, and increasing profits for farming families. Land tenure security is also a major concern—CCFC will continue to advocate for legal access to and ownership of land, which is fundamental to community stability and long-term development.

Moreover, as climate change increasingly impacts Cambodia's agriculture, CCFC will advocate for stronger support systems that enhance farmers' capacity to adapt. Emphasis will be placed on promoting sustainable agricultural practices and building community resilience to environmental challenges.

✓ **Empowerment and Livelihoods:** Promoting the dignity and basic human rights of farmers through sustainable livelihoods is central to CCFC's mission. By providing targeted support and training, the organization empowers rural communities to achieve economic resilience and social equity. These efforts are vital for sustaining the livelihoods of farming families and ensuring long-term community well-being. Key activities include animal husbandry programs and training in environmentally friendly, sustainable farming techniques that contribute to both economic and ecological sustainability.

- ✓ **Social Protection and Policy Advocacy:** CCFC is committed to ensuring that farmers especially rural women, youth, and agro-industrial workers are protected from harmful national policies. The organization will actively advocate for a robust social justice and social protection framework that promotes inclusive and equitable development. By amplifying the voices of vulnerable farming communities, CCFC aims to influence policy decisions that lead to meaningful, positive change.
- ✓ **Active Citizenship and Digital Innovation:** To strengthen community engagement and access to essential services, CCFC will leverage digital technology to enhance agricultural practices, advocacy efforts, and public participation. Digital tools will empower rural communities to better address challenges and seize new opportunities. For smallholder farmers, digital technology plays a vital role in improving productivity, reducing post-harvest losses, and promoting sustainable practices. It also facilitates market access and customer connections, helping farmers increase their incomes. Additionally, digital platforms will enable farmers to more effectively advocate for their rights on issues such as land ownership, social protection, human rights, and social justice.
- ✓ **Environmental Sustainability and Climate Action:** In response to the escalating impacts of climate change, CCFC will promote sustainable agriculture and advocate for environmental policies that protect natural ecosystems and build community resilience. Smallholder farmers are central to environmental and climate action efforts. By adopting sustainable farming methods, they contribute to improved agricultural productivity, reduced environmental degradation, and increased long-term sustainability. CCFC will continue to support and mobilize these communities as key actors in addressing climate challenges and preserving Cambodia's natural resources.
- ✓ **Organizational Development:** CCFC will prioritize strengthening its organizational capacity, internal governance, and operational systems to enhance effectiveness, accountability, and long-term sustainability. This includes investing in staff development, improving management structures, enhancing monitoring and evaluation systems, and ensuring sound financial and administrative practices. A long-term strategy will also be developed to build foundational capacities and ensure the organization remains agile and responsive to shifting contexts, emerging challenges, and environmental trends.
- ✓ **Flexibility with Strategic Focus:** While this strategic plan offers a clear roadmap for CCFC's priorities and initiatives, it is intentionally designed to remain flexible and responsive to unforeseen developments at the community, national, and global levels. A mid-term review will be conducted to ensure the strategy remains relevant to the evolving needs of the organization and the shifting political and human rights landscape in Cambodia. Necessary adjustments will be made to align with emerging opportunities and address new challenges.
- ✓ **Commitment to Resilience and Progress:** CCFC's strategic plan reinforces its unwavering commitment to promoting empowerment, dignity, and social justice for rural communities in Cambodia. Through sustainable development, systemic problem-solving, and a strong focus on adaptability, CCFC strives to build a brighter, more resilient, and equitable future for its members and for Cambodian society as a whole.

8- Theory of Change

CCFC's Theory of Change has been updated to align with the program structure. It consists of three levels: **Impact, Outcomes, and Outputs. The Impact level** represents the **long-**

term change the project aims to achieve: " **The living conditions and capacity of peasants to advocate for social protection, land rights, and improved agricultural governance have significantly improved** ". **The Outcome level** outlines the expected changes in community and stakeholder behavior as a result of the project's activities.

There are three key outcomes to be achieved throughout the strategic period: **1)-** Targeted peasants, especially women, have strong solidarity, confidence in managing their own resources, and actively participate in shaping their communities. **2)-** Livelihoods of marginalised peasants, particularly women, are secured. **3)-**Access to better public services and improved social protection schemes for marginalised peasants, especially women.

The Output level defines the immediate changes resulting from the project's activities, such as: **A)**-Increased capacity of communities to advocate for their rights. **B)-**Active participation and engagement in decision-making. **C)-**Improved access to land and natural resources and **D)**-Issuance of ID poor cards to eligible individuals.



9- Target Groups and Location

- CCFC's primary target groups are marginalized rural peasant communities. The organization currently operates in 14 target provinces and is open to expanding its reach to additional provinces during the next five years, as needed, based on the evolving needs of peasant communities and the availability of resources and funding.
- To ensure the successful implementation of the strategic plan over the next five years, CCFC is committed to protecting fundamental rights and promoting participatory social development within the framework of democracy, human rights, rule of law, and social justice. This will be achieved through the engagement of its members, activists, management committees, provincial committees, and other stakeholders. CCFC has deployed responsible staff to the target areas and relevant sectors, in line with the approved staffing structure.
- Field staff will be organized into small teams, with two staff members assigned to each of the three or four target provinces. This will ensure that the needs of both existing and new groups in the target communities are effectively met. Staff in key sectors, including land, livelihoods, social media, human rights, and social protection, will collaborate with field staff to implement the three core programs, focusing on internal solidarity, quality work, and the empowerment of target communities, all in alignment with the association's overarching mission.
- The establishment and strengthening of farmers' networks during the implementation of this new strategy will be overseen by staff in each target area, with technical support from the President, Secretary-General, Deputy Secretary-General, and special working groups that represent the broader community.

10- Stakeholder Analysis

In addition to CCFC's interventions, other stakeholders play a significant role and can contribute to achieving the program's objectives.

- **Individual:** CCFC needs to strengthen its relationships with its members—activists, rural women leaders, young farmers, and other marginalised groups—who are eager to participate in local democratic development and access comprehensive public services, especially social protection. The CCFC core working group must enhance its capacity to better coordinate activities, including meetings, consultations, planning, reporting, and mobilising members to assert their rights.
- **Community:** CCFC aims to foster strong community solidarity and collective action by organising communities and expanding to new target groups, such as agribusiness workers. These communities play a vital role in engaging with duty-bearers and decision-makers, including village and commune chiefs, district and provincial officials, and national ministries (particularly the Ministry of Environment, Ministry of Land Management, Urban Planning and Construction, Ministry of Agriculture, Ministry of Water Resources and Meteorology, and others). They advocate for addressing the community's needs, concerns, and common interests. Additionally, CCFC will engage with international organizations such as the EU, UNHCR, Embassies, World Bank, JICA, USAID, the Asian Economic Committee, and independent media outlets.

- **Social/Cultural:** CCFC aims to cultivate a strong culture of sharing and collective action among peasants, empowering them to manage their resources and drive their own development. Peasants will develop the capacity to study and analyze their issues, collectively addressing them with relevant government bodies. They will also harness their knowledge of social media platforms (Facebook, Twitter, YouTube) to voice concerns about land grabbing, the exploitation of natural resources, and the impacts on livelihoods, as well as to advocate for social protection. In doing so, they will effectively communicate and engage with independent media.
- **Political/Legal:** Political and legal issues are pressing concerns for the Cambodian people, particularly peasants seeking to exercise their political and civic rights in the face of government inaction. CCFC has raised awareness among peasants especially in affected communities about human rights, laws, and legal frameworks. Through community organizing and mobilization, CCFC has built a strong constituency that campaigns for legal reforms, particularly concerning land law, forest law, and social protection. CCFC also seeks international support from organizations such as the EU, UNHCR, ILO, and human rights defenders to pressure the Cambodian government into implementing genuine agrarian reforms. At the same time, peasants engage with the Ministry of Land Management, Ministry of Agriculture, and Ministry of Labor and Vocational Training to advocate for their rights.

11- Administration and Finance

The financial management policy has been in place since 2023. The purpose of this policy and its procedures is to establish a foundation for accounting financial transactions by providing clear guidelines for analyzing and recording financial activities, preparing financial statements, and managing organizational budgets. Additionally, the policies and procedures are designed to meet donor requirements by ensuring the following minimum standards:

A. Transactions are properly recorded to provide reliable financial information,
B. Transactions are conducted in accordance with other financial policies and procedures, which may impact the software systems used, and
C. All properties and assets are safeguarded from unauthorized use.

The policy also outlines the methods for managing and monitoring procurement procedures to ensure the timely delivery of requested services or materials at the best price, quality, and quantity. It also includes decision-making processes regarding new procedures or amendments to existing policies and procedures.

Administrative policies and procedures are designed to establish the administrative framework needed to organize, support, and facilitate the smooth operation of the association in a transparent, effective, and efficient manner. This policy applies to all administrative operations within the association, ensuring compliance with the administrative system in line with Cambodian administrative principles.

12- Monitoring and Evaluation

CCFC is developing a Monitoring and Evaluation (M&E) framework that integrates monitoring, evaluation, accountability, and learning.

- Monitoring: All staff will actively participate in the monitoring process, with support from the heads of the respective programs.

- Evaluation: The Strategic Plan for 2025-2029 will undergo evaluations at the mid-point and end of the five-year term. If sufficient funds are available, these evaluations may be conducted by external consultants. The evaluations aim to assess the relevance, effectiveness, efficiency, sustainability, and impact of the plan's implementation. The mid-term evaluation may inform revisions to the Strategic Plan, while the final evaluation may provide recommendations for the development of the next Strategic Plan beyond 2029.

13- Strategy to mitigate risks

CCFC recognizes the risks inherent in its work and is committed to mitigating these risks to ensure the safety and security of its staff, community partners, and the organization as a whole. While CCFC's activities with communities aim to promote active non-violence, the organization acknowledges that community actions may sometimes escalate into dangerous situations, especially if authorities respond with violence to peaceful demonstrations and assemblies. CCFC maintains a firm commitment to non-violence on all issues and unequivocally rejects any form of violent action. CCFC believes that civil society organizations play a vital role in supporting communities' right to freedom of expression and assembly. The organization has established a security policy and protocols for staff, and regularly (on a monthly basis) updates its risk assessment to ensure ongoing safety.

14- Impact and Sustainability

- **Community Organizing and Networking:** Since its founding, CCFC has worked closely with its member communities through grassroots organizing and network-building. CCFC particularly focuses on supporting victims of land disputes and land grabbing by organizing them to reclaim their land and/or advocate for fair compensation through a rights-based approach. In each community, CCFC supports the establishment of community-based organizations and motivates individual activists and members to take on various roles that promote self-reliance and community development. These roles include community leaders, deputy leaders, secretaries, and general members.
  Through enhanced awareness of human rights, legal entitlements, and social protection, these community structures are empowered to share responsibilities, advocate for common interests, and assert farmers' rights. They are also equipped to foster solidarity and collective action to demand access to public services and social protection, promoting a life of dignity and decent living for all.

- **Community Behavioral Change and Self-Reliance:** As a result of CCFC's training and capacity-building efforts on topics such as human rights, land rights, gender equality, leadership, peacebuilding, digital security, financial management, and food sovereignty, member activists have demonstrated significant behavioral and attitudinal changes. They are now better equipped to use digital platforms especially social media like Facebook to publicly share their stories, highlight human rights abuses, and bring attention to community challenges.
  These communities are increasingly promoting collective action and solidarity, enabling them to respond effectively to rights violations and hold perpetrators accountable. They actively follow up on petitions and complaints submitted to relevant authorities and advocate for policy changes that address their concerns. Additionally, they have begun to adopt improved financial management practices, reducing their dependence on microfinance institutions and banks. Through these

efforts, the communities are becoming more self-reliant and resilient in addressing their problems and securing their rights.

- **Target Communities' and Alliances' Financial Sustainability:** As part of its commitment to promoting sustainable livelihoods, CCFC will continue supporting its target communities by providing skills training and technical knowledge in areas such as agricultural production, agroecology, food sovereignty, business management, and savings group formation. The livelihood program empowers communities to enhance their income through practical skills in vegetable cultivation (e.g., drip irrigation systems) and poultry farming. These efforts not only help families meet their basic needs but also encourage their active participation in advocacy campaigns and collective actions.
  By adopting agroecological practices, communities gain access to healthy, chemical-free food while maintaining control over seeds and other essential agricultural resources. This approach directly contributes to the achievement of several Sustainable Development Goals (SDGs): **Goal 1:** No poverty, **Goal 2:** Zero hunger, **Goal 5:** Gender equality, **Goal 8:** Decent work and economic growth , **Goal 15:** Life on land.
- **Organizational Development and Networking:** CCFC will continue to invest in the development and strengthening of its staff to effectively achieve its goals and realize its vision. Staff will also transfer knowledge and skills to community leaders, members, and activists, enabling them to respond more effectively to local concerns and challenges. Financial management systems will be maintained transparently and strengthened to ensure full compliance with legal requirements, including the Law on Associations and Non-Governmental Organizations (LANGO), the Tax Law, and audit and financial regulations issued by relevant ministries.
  In addition, CCFC remains committed to working closely with allies and networks to promote a culture of solidarity and collective action. Over the next five years, CCFC will continue to collaborate with partners to build necessary skills and capacities, and to advocate for the development and implementation of a strategic plan for social protection in Cambodia.
  CCFC also aims to expand its engagement at the regional and international levels to amplify the voices of Cambodian farmers and raise global awareness about land grabbing and other forms of exploitation. By building stronger alliances beyond national borders, CCFC seeks to foster greater unity and solidarity for the protection of peasant rights at every level.

15- Logical Guiding Principles

Guiding Principles

CCFC is an independent, non-political institution that operates based on the principles of **democracy, independence, freedom, permanence**, and **solidarity**. The organization works to mobilize and organize community members at the grassroots level, particularly those affected by land disputes, forced evictions, forest degradation, and human rights violations in Cambodia.
In addition to these five core principles, CCFC will adopt **five additional guiding principles** over the next five years to strengthen its mission and ensure long-term impact. These additional principles are:

1. **People-Centered Approach**: Ensuring that all programs and activities are rooted in the needs, rights, and voices of the peasant communities.

2. **Non-Violence**: Promoting peaceful means of advocacy, organizing, and resistance, and rejecting any form of violence in community actions.
3. **Inclusiveness and Gender Equality**: Ensuring equal participation and leadership opportunities for women, youth, indigenous peoples, and other marginalized groups.
4. **Transparency and Accountability**: Upholding high standards of integrity, open communication, and responsible use of resources in all aspects of the organization's work.
5. **Environmental Justice**: Protecting natural resources and promoting sustainable practices that align with the well-being of current and future generations.

Human Rights Principles

CCFC upholds and integrates fundamental human rights principles into all aspects of its work. The organization ensures that decision-making processes are democratic, where the majority opinion is respected while also honoring the rights of the minority. All members have the right to propose, object, or express disagreement on any matter that may contradict their rights or interests.

CCFC is committed to respecting and applying the **Universal Declaration of Human Rights** in its engagement with both staff and members. Furthermore, the organization actively promotes and mainstreams **human rights**, **women's rights**, and **children's rights** across all programs and operations to ensure an inclusive, just, and rights-based approach to development.

Gender Principle

CCFC is committed to promoting **gender equity and equality** across all levels of its organization and activities. This commitment is reflected in providing equal opportunities for men and women among members, staff, and committee representatives to learn, express their views, and participate in decision-making processes.

Gender equity refers to fair treatment, recognizing and addressing the different needs and circumstances of men and women, while **gender equality** ensures equal representation and opportunities for both genders. CCFC strives for gender balance and inclusion, and in cases where numerical equality is not yet possible, equity remains a guiding principle.

In the selection of committee members at all levels, CCFC will apply a **women's quota** to ensure women's representation and leadership. Gender considerations will also be **mainstreamed** into the development of project objectives, strategies, activities, and indicators.

CCFC's gender policy will be developed and aligned with the **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)**, reaffirming its dedication to justice, inclusiveness, and human rights.

Environment Principle

CCFC is committed to **protecting and promoting environmental sustainability** in all aspects of its work. This includes integrating environmentally responsible practices into daily operations by **using resources efficiently**, **reducing waste**, and **encouraging creativity in reusing materials**.

At the community level, CCFC actively **encourages farmers to reduce the use of harmful chemicals in agriculture** and to avoid technical misuse that harms ecosystems. The organization supports **sustainable farming practices**, such as agroecology, that promote environmental health and long-term food security.

CCFC also contributes to the implementation of **Istanbul Principle 7**, which promotes sustainable development, in collaboration with its national, regional, and international networks and partners.
Through its **community organizing and empowerment programs**, CCFC strengthens members' knowledge and capacity to **protect and manage natural resources responsibly**, ensuring that communities play a vital role in environmental conservation and climate resilience.

Legal Principle

CCFC, including its staff and members, upholds and respects both **national laws and international legal instruments** that serve to protect and promote the common good of all citizens. As a civil society organization operating within the legal framework of Cambodia and as a stakeholder in international human rights and development standards, CCFC is committed to full legal compliance.
The organization will **cooperate with relevant authorities at both national and sub-national levels** in addressing any illegal actions committed by its staff, members, or management committee members.
Furthermore, all of CCFC's **internal policies and procedures** are designed to be fully **aligned with national legislation and international legal obligations**, ensuring transparency, accountability, and good governance in all its operations.

Science Information Principle

In the development of strategic plans, project proposals, and reports, **CCFC is committed to using accurate data and credible sources**. All information shared must be based on **verifiable facts** and properly cited to ensure transparency, reliability, and accountability. When disseminating information, **CCFC must clearly reference original sources or quotations** to prevent the spread of misinformation and avoid any form of misrepresentation or unintentional legal violations. This principle helps maintain the integrity and credibility of CCFC's work and promotes informed decision-making across all levels of the organization.

16- STRATEGIC POLICIES AND FRAMEWORKS

To ensure the effectiveness, transparency, accountability, and efficiency of CCFC's five-year strategic plan, it is essential to establish a clear and actionable roadmap. Strategic policies and frameworks serve as the foundation for achieving CCFC's long-term vision and goals while building a credible and resilient institution that meets the needs of its members and partners.
This strategic policy and framework are grounded in the experiences and lessons learned over the past five years, incorporating best practices from both national and regional partner institutions. It aims to minimize potential risks and avoid previous shortcomings by offering a structured and adaptive approach.
The strategic policies and frameworks established by CCFC align with its core areas of work and define key operational aspects essential for implementation at all levels. These include:

- Strengthening internal governance and management systems
- Enhancing program design, implementation, and evaluation
- Promoting inclusive and participatory decision-making processes
- Ensuring financial transparency and sustainability
- Advancing human rights, gender equity, and environmental protection
- Deepening community engagement and accountability mechanisms

By reinforcing these strategic pillars, CCFC aims to foster sustainable development and social justice for rural and marginalized peasant communities across Cambodia.

A- Staff Policy

This policy is designed to foster positive relationships and strengthen partnerships between CCFC's leadership and staff. It aims to improve working conditions, ensure adherence to labor laws, and promote ethical standards and responsibilities within the organization.

The internal rules outlined in this policy seek to enhance the efficiency and reputation of CCFC, while also preventing potential labor disputes. The policy is intended to protect the interests of both the organization and its staff, contributing to a collaborative and harmonious work environment.

B- Code of Conduct for Staff

This Code of Conduct is designed to guide all staff, whether working in the target areas or at the Central Office, in upholding the highest ethical and professional standards in their work. All staff, including members of the Provincial Committees, Community Committees, Executive Committees, General Council, and the Advisory Board, are committed to preventing sexual exploitation and abuse, fraud, corruption, and the abuse of power.

These principles also apply to temporary staff, such as consultants and volunteers, while they are engaged in work with CCFC.

C- Financial Management Policy

This financial management policy has been in place since 2013. Its purpose is to establish a framework for accounting financial transactions by providing procedures for analyzing, recording, and preparing financial statements, as well as managing budgets.

Additionally, the policy ensures compliance with donor requirements by setting minimum standards to guarantee that: (a) financial transactions are properly recorded, providing reliable financial information; (b) transactions are carried out in accordance with other financial policies and procedures, which may have an impact on the relevant software; (c) all properties and assets are protected from unauthorized use.

The policy also outlines the procedures for managing and monitoring procurement to ensure the timely delivery of requested services or materials, at the best price, quality, and quantity. It further includes guidelines for policy-making regarding new procedures or amendments to existing policies.

D- Administrative Policy

The administrative policies and procedures are designed to establish the necessary administrative foundation to organize, support, and facilitate the smooth operation of the association in a transparent, effective, and efficient manner, strictly within the context of the association.

This policy applies to all administrative operations of the association to ensure compliance with the administrative system of the organization, in accordance with the Cambodian Administrative Principles.

E- Anti-Corruption Policy

Corruption is widely recognized as a serious issue in many societies. The focus on its devastating effects and the importance of holding individuals accountable for misconduct has significantly increased in recent years.

CCFC is committed to promoting transparency and good governance both within the organization and with its members and target communities. This includes sharing information, reports, financial records, annual accounting data, and operational results with all stakeholders. Transparency also involves openness about challenges and issues, fostering productive discussions with various stakeholders.

CCFC believes that prioritizing anti-corruption efforts, both internally and externally, strengthens the association's reputation as a professional and credible organization.
These guidelines and rules are designed to outline how CCFC combats corruption and provide guidance to staff on implementing these practices. While these policies are primarily internal, they can also be shared with partners and other organizations.

The goal of this policy is to improve efficiency, management, and the transparent utilization of resources, ensuring that all financial activities revenue, expenses, and services are conducted with integrity. This policy applies to the daily operations of all staff, activists, and members of CCFC, and requires compliance with the CCFC charter in the fight against corruption. The association is committed to maintaining transparency and ensuring effective financial management in all aspects of its work.

The Executive Committee, in collaboration with the General Council, members, donors, and other funders, is responsible for managing staff and ensuring that all activities are carried out efficiently and effectively, in line with the principles of this Anti-Corruption Policy.

F-Gender Policy

Traditionally, society has assigned distinct roles to women and men, based on perceived differences in their values and responsibilities within the family, community, and society. This division, which separates men’s and women’s roles, both directly and indirectly, is known as discrimination. Unfortunately, this discrimination has persisted across generations. However, it is often women and girls who are disproportionately affected by societal biases compared to men and boys.

For example, domestic work and resource management within the home are typically regarded as women’s responsibilities, while community leadership and other prominent leadership roles are considered men's domain. This cultural distinction has led to women being deprived of opportunities to engage in community service and social work.

Additionally, women are often tasked with the management of household assets, but their decision-making power remains limited. In many cases, women still need to seek approval from their husbands for major decisions and may hesitate to make decisions independently.

In response to these challenges, the Association has developed this Gender Policy to promote gender equity and ensure equal opportunities for women and men in all aspects of community life, decision-making, and leadership. This policy aims to empower women

and girls, fostering their participation and leadership both in the home and within the wider community.

G-Membership Policy

The Executive Committee, supported by the General Council, technical staff advisory councils, and all levels of the Association, works to ensure the effective management and governance of the resources of both staff and members. This includes adherence to Staff Statutes, Financial Policies, Internal Regulations, Policy Administration, and Asset Management Policies.

To build trust and ensure transparency in member contributions, CCFC has developed a policy for managing and utilizing these contributions effectively. The key elements of this policy are as follows:

- **Accounting and Financial Management**: Establish an accounting framework for the management and utilization of member contributions, providing clear procedures for recording financial performance in line with financial policies.
- **Transparency in Financial Reporting**: Facilitate the preparation of accurate and transparent financial statements, ensuring the Association's financial responsibilities are clearly communicated to members.
- **Documentation and Management**: Maintain a thorough record of the Association's principles for collecting and managing contributions made by members, ensuring consistency and accountability across local communities.

K- Information and Communication Technology

Information and Communication Technology (ICT) refers to the infrastructure and components that enable the use of modern computer systems. While there is no universally agreed-upon definition, ICT generally includes tools, network components, software, and integrated systems that enable individuals and organizations such as businesses, nonprofits, governmental institutions, and others to interact in the digital world.

A useful way to think about ICT is to consider it as the digital technologies available to facilitate the use of information by individuals, businesses, and organizations. ICT encompasses products that store, download, manage, transmit, or receive information electronically in digital form.

The Coalition of Cambodian Farmer Community Association (CCFC-A) utilizes ICT for communication and information purposes to support its work. ICT helps improve decision-making through data analysis, enhances employee productivity, boosts customer satisfaction, simplifies collaboration, reduces costs, and increases revenue.

The information and communication technology systems at CCFC-A include desktops, laptops, tablets, fixed and mobile phones, as well as communication software and related tools. These technologies allow the organization to reduce costs, optimize operations, improve decision-making, and increase competitiveness within its sector.

This Information and Communication Technology Policy is developed in alignment with our vision to see farmers living with dignity, freedom, and in constructive collaboration with local governments and democratic institutions. The purpose of this policy is to ensure the responsible and effective use of technology resources within the organization.

17- SWOT Analysis

CCFC stands as a prominent institution dedicated to empowering communities, advocating for peasants' rights, land issues, and social protection. It operates as an independent, non-political organization, respected both locally and internationally, with a clear structure and a transparent financial management system. However, CCFC faces challenges such as government suppression, limited staff skills in key areas like reporting and resource mobilization, and the absence of legal support for farmers. The organization also relies heavily on external donors.

On the opportunity front, CCFC can leverage government reforms aimed at improving agriculture, public services, and governance. The organization has the potential to protect farmers' rights, strengthen partnerships with international networks, and work toward financial sustainability through strategic planning. However, it must contend with threats, including restrictions on fundamental freedoms, intimidation from authorities, and external risks like climate change and globalization.
This analysis provides a snapshot of CCFC's internal strengths and weaknesses, as well as the external opportunities and threats it faces in its work.

Strengths:

- A leading institution in promoting community empowerment, freedom of assembly, and fundamental rights in Cambodia.
- Actively addresses peasants' issues, including land rights, social protection, and the livelihoods of its target communities.
- An independent organization with a non-political stance.
- Capable of analyzing the context, mobilizing stakeholders, and advocating for change through active news broadcasting on social media channels.
- Holds a strong reputation for supporting targeted peasant communities.
- Well-defined organizational structure, with clear communication and coordination from the community level to the national level.
- Active and committed farmers who support the organization and share resources, including membership fees.
- Operates with a high level of accountability and transparency, adhering to independent principles.
- Staff and leaders are dedicated to their roles and responsibilities, demonstrating a strong work ethic and excellent teamwork.
- Maintains a clear and effective financial management system that ensures good governance and transparency.
- Open and accessible to its general councils and community members at all levels.
- Well-recognized by national and international organizations, development partners, and government authorities.
- A broad membership base with clearly defined target groups, driving rapid social and economic policy change.
- Most policies and guidelines are in place, being actively implemented, and adhered to.
- Takes a leading role in addressing sensitive and challenging issues, such as human rights, economic justice, and the right to freedom of assembly.
- Influences social change by organizing members, sharing information, consulting stakeholders, and engaging in joint strategic planning.

Weaknesses:

- The association faces pressure and suppression from government authorities.
- Staff members have limited knowledge and skills in gathering and documenting information effectively.
- Staff skills in reporting and resource mobilization remain underdeveloped.
- The role and function of internal communication within the organization are not well-defined.
- The database system for managing membership fees is inadequate.
- There is a lack of a systematic mechanism for sharing and compiling information from target areas.
- The organization lacks legal expertise or access to legal aid to protect farmer activists and members.
- Over-reliance on donors and external partners for funding and support.

Opportunities:

- Government reforms aimed at promoting the agricultural sector, improving public and social services, and enhancing good governance through both national and subnational policies.
- Potential for adapting restrictive laws related to the employment sector of the association.
- Growing support for protecting and advocating for the rights of farmers, especially their basic human rights.
- High availability of information, effective communication, and information dissemination to all stakeholders.
- Strong relationships with international donors, partners, and networks, providing support and fostering good collaboration.
- Opportunities to collaborate with national and international organizations to maximize potential and protect farmers' rights.
- Potential for financial sustainability through targeted strategic planning and effective program implementation.

Threats:

- The association faces suppression from local and national authorities through various means.
- Challenges posed by illegal enforcement practices, as well as unclear and discriminatory policies.
- Intimidation from the judiciary system and state institutions, creating a hostile environment for advocacy.
- Restrictions on fundamental freedoms, including the freedom of association, assembly, and expression.
- External threats from globalization, technological advancements, migration, climate change, and other environmental factors.

18- Organization Structure and Staffing

CCFC does not anticipate any major changes in staff requirements for the period from 2025 to 2029. However, staff responsibilities have been reorganized to align with the new project structure, ensuring that each staff member's role is tailored to their skills and expertise.

1) **Mr. Theng Savoeun is the** President and co-founder of the Coalition of Cambodian Farmers Community (CCFC). He was elected as President during the second General Congress in 2019 and has over ten years of experience as an organizing manager with

expertise in program management, advocacy, fundraising, and international relations. He holds a Bachelor's Degree in Public Law and a Master's Degree in International Relations and Foreign Affairs from Katholieke Universiteit Leuven, Belgium (2021-2023). As the leader of CCFC, Mr. Savoeun is responsible for organizational leadership, staff and program management, advocacy strategy development, and alliance-building at national, regional, and international levels. His work also includes overseeing policy development, strategic planning, and fundraising initiatives.

In this project, he will lead and coordinate the CCFC team, ensuring effective implementation, stakeholder engagement, and alignment with the organization's strategic goals.

2) **Mr. Moeun Rathana serves as the Vice President** of the Coalition of Cambodian Farmers Community (CCFC), where he plays a key leadership role in project management, community development, and advocacy. With extensive experience in grassroots organizing and mobilization, he is dedicated to strengthening community networks and empowering local activists to advocate for their rights.

   He holds a Bachelor's Degree in Law from Khmer New Institution of Cambodia, equipping him with a strong foundation in legal frameworks, governance, and policy advocacy related to labor rights and social protection.

   In his role, Mr. Rathana is responsible for managing and monitoring project staff, overseeing data collection and reporting, and ensuring the successful implementation of CCFC's community-driven initiatives. He also leads efforts in advocacy, gender-responsive leadership, and financial accountability, ensuring that programs are aligned with the needs of the beneficiaries.

   Committed to building strong alliances at the sub-national level, he works closely with local communities, providing training and capacity-building programs to enhance grassroots leadership. Additionally, he plays a critical role in policy engagement, advising the President and Executive Committee on community needs and recommending strategic adjustments for effective program delivery.

   Through his leadership, Mr. Rathana is instrumental in advancing CCFC's mission, ensuring that workers, farmers, and marginalized communities have the knowledge, tools, and networks to secure their rights and improve their livelihoods.

3) **Ms. Sang Sambo is the Vice President and Financial Manager** of the Coalition of Cambodian Farmers Community (CCFC), responsible for overseeing financial management, compliance, and administrative operations. With extensive expertise in budget planning, financial reporting, and policy compliance, she ensures that CCFC's financial systems operate with transparency and efficiency.
   Her role involves developing and managing financial strategies, ensuring that all budget plans are accurate and aligned with CCFC's programs. She is responsible for monitoring expenditures, maintaining financial accountability, and ensuring compliance with audit regulations, taxation laws, and financial policies. Ms. Sambo also works closely with auditors, program staff, and donors to ensure that all financial reports are prepared and submitted on time.
   Additionally, she plays a key role in supervising human resources and administrative functions, ensuring that CCFC's financial operations are well-coordinated with its

strategic objectives. Through her leadership, she strengthens financial integrity, accountability, and sustainability, ensuring that CCFC continues to operate effectively in supporting workers, farmers, and grassroots communities.

4) **Mr. Nhel Pheap serves as the Deputy General Secretary** of the Coalition of Cambodian Farmers Community (CCFC), where he plays a pivotal role in community organizing, advocacy, and capacity-building for grassroots movements. With a strong commitment to defending land rights and natural resources, he works to expand and mobilize affected communities across the country.
   His responsibilities include organizing and facilitating community engagement, strengthening advocacy efforts, and ensuring that the needs and concerns of communities are effectively addressed. He plays a key role in networking and connecting communities to build collective solidarity and enhance grassroots mobilization.
   Mr. Pheap is also responsible for managing community membership databases, documenting background information, and reporting community progress to the Deputy General Secretary. Additionally, he develops common action plans for CCFC, implements projects at the local, provincial, and national levels, and provides technical support and training to communities.

   Through his leadership, he ensures that CCFC's programs align with community priorities, advocacy objectives, and long-term development strategies, empowering local communities to assert their rights and achieve sustainable solutions.

5) **Mr Tang Keoratanah - Deputy Chief Editor** at CCFC He has been with the Coalition of Cambodian Farmers Community (CCFC) since 2024. He graduated in 2012 from Asia Europe University with a degree in Banking and Finance. Prior to joining CCFC, Mr. Keoratanah built a strong background as a journalist, working in both local and international news media. He has extensive experience in writing hot news stories, producing breaking news videos, and covering a variety of fast-paced, high-impact events.
   As Deputy Chief Editor, Mr. Keoratanah is responsible for managing and growing the CCFC Association's social media presence across multiple platforms, including Facebook, Twitter, Instagram, YouTube, and other emerging channels. His work includes overseeing community management, developing content marketing strategies, and ensuring the organization's communications align with its overall goals.
   Mr. Keoratanah plays a critical role in planning and implementing content marketing campaigns that raise brand awareness, engage with core audiences, and support the execution of CCFC projects. Additionally, he monitors social media channels, responding to posts and comments, and identifying any issues that require escalation. Adaptable and dedicated, Mr. Keoratanah continues to learn and grow in his role to meet the dynamic demands of the position.

6) **Ms. Nhet Sreyoun - Accounting Officer**: She serves as the Accounting Officer at CCFC, with a range of key responsibilities in the financial management and administrative processes. Her primary duties include entering data into all accounting systems and providing assistance to the Financial Manager with various office tasks. She is responsible for maintaining and managing documents in Excel and Word, monitoring the case book, and overseeing the bank account and safe money box. Ms. Sreyoun ensures the daily review of all supporting documents and any related tasks for CCFC staff. She is tasked with preparing all provident funds and

managing program budgets, reporting the financial status to the Finance Manager as needed. Additionally, she ensures compliance with legal requirements, including the NSSF, taxation, and the LANGO law, by managing all relevant documentation. Furthermore, Ms. Sreyoun handles payroll processing for all staff on a monthly basis, ensures accurate timesheet management, and verifies staff attendance every day of the work week.

7) **Ms. El Sokhen is the Administration Officer** at CCFC, responsible for a range of administrative and operational tasks to ensure smooth office functions. Her main duties include monitoring and managing relevant inventories and office equipment in compliance with CCFC's procurement and administrative policies. She is responsible for sourcing quotations for any office purchases and ensuring that all administrative documents are securely stored and easily accessible.
   Ms. Sokhen also assists the Financial Manager with internal audits related to financial tasks, such as managing attendance lists and relevant forms. She maintains all staff background information, including ID cards, bank account numbers, CVs, membership cards, and other important records.
   Additionally, Ms. Sokhen serves as the point of contact for suppliers and stakeholders, handling communications via phone and email. She provides support to the management team during staff appraisals for the association and is responsible for taking meeting minutes and ensuring hospitality for all staff during meetings. She also plays a role in assisting with the hiring of external consultants, such as those experienced in pesticide research, by complying with the Terms of Reference (ToR) and assisting in the recruitment process for qualified consultants to provide technical support and report writing.
8) **Mr. Koch Sokhom - Organizing and Advocacy Officer**: He brings nearly three years of experience from his previous work at Community Voice Development (BCV) and Mlup Tapang in 2019. Since joining the Coalition of Cambodian Farmers Community (CCFC) in 2019, Mr. Sokhom has focused on facilitating community outreach, liaising with local authorities, and fostering effective teamwork. He is known for his strong sense of responsibility and ability to manage time effectively to deliver results.
   In his role at CCFC, Mr. Sokhom primarily works with the organizing and advocacy team in targeted provinces, focusing on building alliances and networking among women's groups and youth involved in agri-foods, in collaboration with other organizations or unions. He is instrumental in consolidating the organization's operational procedures, including the functions of various committees, group structures, and membership policies.
   Additionally, Mr. Sokhom plays a key role in training volunteer organizers and leaders to ensure strong teamwork and effective community organizing. He is also responsible for distributing reports on union and community organizing efforts and providing timely and appropriate recommendations to the management team regarding improvements in the organizing and advocacy department at CCFC.
9) **Ms. Keo Sreyneang - Media Officer** She has been with the Coalition of Cambodian Farmers Community (CCFC) since August 2019. She graduated from Paññāsāstra University of Cambodia (PUC) in 2016 with a degree in Environmental Science. Before joining CCFC, Ms. Sreyneang gained experience in social media as a Citizen Journalist with the SBN team for two years. Although she does not have a formal background in journalism or media, she is deeply involved in social work as a community journalist and has adapted her skills to her role at CCFC through continuous learning.
   As the Media Officer, Ms. Sreyneang is responsible for managing and growing CCFC's social media presence across multiple platforms, including Facebook, Twitter, Instagram, YouTube, and other emerging channels relevant to the organization's

communication strategy. She plays a crucial role in community management, content marketing, and the execution of campaigns to increase brand awareness among CCFC's core target audiences.

Her duties include developing and implementing content marketing programs, ensuring they align with the organization's objectives and project implementation. Ms. Sreyneang is also responsible for monitoring social media channels, responding to posts and comments, and identifying issues that need to be escalated. Her ability to adapt to her responsibilities and learn quickly ensures the success of CCFC's social media initiatives.

10) **Mr. Sem Tha - Organizing and Advocacy Officer (Local Regional Team)**: He has extensive experience in community organizing and advocacy. Before joining CCFC, he worked as a Project Assistant in Kratie province, focusing on community river conservation. Additionally, he has worked with youth networks as an organizer and advocate, equipping him with strong skills in mobilization, planning, and community engagement.

    In his role as an Organizing and Advocacy Officer with CCFC's Local Regional Team, Mr. Tha supports the development of monthly plans and assists in implementing organizing and advocacy strategies. He plays a key role in encouraging members of women's groups in the agri-food sector to become more aware of their environment and socio-economic challenges.

    His responsibilities include helping community members recognize their collective responsibilities, empowering them to participate in decision-making processes, and strengthening their ability to manage resources and advocate for sustainable solutions. He also works on securing internal and external funding to support community-led socio-economic projects.

    Furthermore, Mr. Tha is responsible for creating platforms that foster alliances for advocacy, knowledge sharing, and technology exchange. He facilitates the establishment of permanent and sustainable structures to help communities manage their resources effectively and address long-term challenges.

11) **Ms. Roeurn Lida - Organizing and Advocacy Officer (Local Regional Team)** She graduated from the Royal University of Phnom Penh in 2021 with a degree in Community Development. She has been actively working with CCFC to facilitate community outreach, liaise with local authorities, and support the organizing and advocacy efforts in CCFC's target provinces.

    Her role involves strengthening networks and alliances among women's groups, youth in agri-food sectors, and other organizations or unions. She helps consolidate CCFC's operating procedures, including refining committee functions, structuring groups, and developing membership policies. She also trains volunteer organizers and community leaders, distributes organizing reports, and provides strategic recommendations to CCFC's management.

    Ms. Lida plays a crucial role in mobilizing and empowering community members to identify their needs and collectively work towards solutions. She assists in forming community groups, engaging key stakeholders, and negotiating to resolve local issues. Additionally, she supports the establishment of sustainable, community-led institutions to ensure long-term resilience and advocacy.

12) **Mr. Miech Mean - Organizing and Advocacy Officer:** He graduated from the Royal University of Agriculture in 2021 with a degree in Agro-Industry. He has experience working with communities on advocacy, grassroots mobilization, and strategic planning for community development.

    As an Organizing and Advocacy Officer, he leads efforts in organizing women's and youth networks, developing solidarity movements, and coordinating advocacy initiatives. He educates community members on environmental and social issues,

encourages self-reliance, and strengthens access to internal and external funding sources. Additionally, he facilitates the establishment of permanent community structures that ensure sustainability, resource management, and long-term advocacy efforts.

13) **Ms. Ran Ros - Organizing and Advocacy Officer**: She graduated from Norton University with a Bachelor's degree in Law and Justice. She has been working with CCFC for two years, contributing to community organizing and advocacy efforts.
As an Organizing and Advocacy Officer, she plays a vital role in mobilizing and empowering community members, particularly women's groups, youth, and provincial networks, to identify their needs and advocate for sustainable solutions. She facilitates group formation, engages key stakeholders, and negotiates solutions to community challenges.
Additionally, Ms. Ros supports the establishment of democratic institutions within communities, ensuring they have the capacity and structure to address future challenges independently. Her work strengthens grassroots advocacy and fosters long-term resilience within the communities CCFC serves.

14) **Ms. Nhanh Thip - Organizing and Advocacy Officer**: She holds a Bachelor's Degree in Social Work from Saint Paul Institute, graduating in 2022. She has been working at the Coalition of Cambodian Farmers Community (CCFC), where she plays an important role in facilitating community outreach and liaising with local authorities. Ms. Thip is known for her ability to work well within a team, manage her time effectively, and take on high levels of responsibility. As the Organizing and Advocacy Officer, Ms. Thip focuses on the local regional team in CCFC's target provinces. She is responsible for building alliances and networking among women's groups and youth involved in agri-foods, in collaboration with other organizations and unions. Additionally, she works on consolidating the organization's operating procedures, including committee functions, group structures, and membership policies.
Ms. Thip is also tasked with training volunteer organizers and leaders to foster teamwork, distributing union and community organizing reports, and providing timely, appropriate recommendations for improvements to the management team and the organizing and advocacy department at CCFC.

15) **Ms. Roem Sreysros Organizing and Advocacy Officer** She is an Organizing and Advocacy Officer at CCFC, dedicated to community mobilization, grassroots empowerment, and policy advocacy. She holds a Bachelor's Degree in Social Work from Saint Paul Institute, graduating in 2022.
In her role, Ms. Sreysros focuses on strengthening community networks, particularly among women's groups and youth in the agri-food sector. She facilitates community outreach, builds alliances with local authorities, and collaborates with unions and partner organizations to drive positive change.
Ms. Sreysros is deeply committed to social justice, women's rights, and sustainable development. Through her work, she ensures that communities have the resources, knowledge, and platforms needed to advocate for their rights and drive meaningful change.

16) **Mr. You Veasna Journalist Reporter:** He is an experienced Journalist Reporter with a solid background in both management and journalism. He earned his Bachelor's Degree in Management from the National University of Management in 2004. With years of expertise in news reporting, investigative journalism, and storytelling, Mr. Veasna is skilled in gathering, analyzing, and presenting information across various media platforms, including print, online, and broadcast.
In his role as a Journalist Reporter at CCFC, Mr. Veasna focuses on covering projects that address social, economic, and environmental issues. His reporting links these initiatives to broader societal challenges, providing insightful coverage on

community engagement, policy development, and grassroots movements. His work aims to amplify the voices of marginalized groups, including rural farmers, women, and youth, ensuring that their experiences are shared with the wider public.

Mr. Veasna is integral in documenting and reporting on CCFC's initiatives, contributing to the understanding of their impact and outcomes. His investigative journalism highlights the real-time effects of these projects, particularly in sectors like agri-food, environmental conservation, and women's empowerment. By conducting interviews and engaging with stakeholders, he crafts comprehensive narratives that showcase the challenges and successes of each project.

Through his reports, Mr. Veasna advocates for policy changes and fosters collaboration among stakeholders, including grassroots organizations, local leaders, and government agencies. His role is crucial in connecting project goals with public communication, ensuring that the achievements and needs of the communities involved are widely recognized and understood. His dedication to amplifying these voices contributes significantly to social change and awareness of key issues.

17) **Ms. Toem Seyha - Assistant Organizing and Advocacy Officer**: She has been with the Coalition of Cambodian Farmers Community (CCFC) for one month as an Assistant to the Women's Group Facilitator. She graduated in 2015 from the Vanda Institute of Phnom Penh (RUPP) with a degree in Accounting, majoring in Sociology. Although she is new to the role of community facilitator and does not have prior experience in this area, Ms. Seyha has demonstrated adaptability and a strong willingness to learn.

    In her role as Assistant Organizing and Advocacy Officer, Ms. Seyha supports the process of mobilizing and empowering community members particularly women's groups, youth, and provincial networks to identify their needs in the agri-food sector and work together to resolve them. She is responsible for assisting in the organization of groups, identifying the structures and individuals who can help women's groups achieve effective solutions, and negotiating with these stakeholders to address community challenges.

    Ms. Seyha also plays a role in establishing community-driven institutions that are democratically controlled and equipped to face future problems, ensuring the community has the capacity to manage their resources and challenges in a sustainable manner.

18) **Ms. Eng Pov Assistant Organizing and Advocacy Officer:** She graduated from the Royal University of Phnom Penh with a Bachelor's degree in Social Work in 2024. She is a new staff member at the Coalition of Cambodian Farmers Community (CCFC). In her role, Ms. Pov is committed to mobilizing and empowering community members, particularly women's groups, youth, and provincial networks, to identify their needs in the agri-food sector and work collaboratively to resolve them.

    Ms. Pov is responsible for facilitating the process of organizing groups, identifying the right structures and key individuals who can help women's groups achieve effective solutions. She plays a critical role in negotiating with these individuals and organizations to address and solve community problems.

    Furthermore, **Ms. Pov** will assist in the establishment of community-driven institutions that are democratically controlled and have the purpose and capacity to tackle future challenges effectively. Through her efforts, she will help build sustainable solutions that empower the community to address ongoing issues independently

19) **Ms. Youn Sreynich Organizing and Advocacy Officer:** She graduated from the Royal University of Phnom Penh with a Bachelor's degree in Social Work in 2024. She is a new staff member at the Coalition of Cambodian Farmers Community (CCFC). In her role, Ms. Pov is committed to mobilizing and empowering community members,

particularly women's groups, youth, and provincial networks, to identify their needs in the agri-food sector and work collaboratively to resolve them.

Ms. Pov is responsible for facilitating the process of organizing groups, identifying the right structures and key individuals who can help women's groups achieve effective solutions. She plays a critical role in negotiating with these individuals and organizations to address and solve community problems.

Furthermore, **Ms. Sreynich** will assist in the establishment of community-driven institutions that are democratically controlled and have the purpose and capacity to tackle future challenges effectively. Through her efforts, she will help build sustainable solutions that empower the community to address ongoing issues independently.

20) **Mr. An Vichet, the Media Officer:** long-time working experience and practical knowledge on media and he graduated bachelor's degree from the National University in 2024. The skills and practical knowledge in reporting news writing investigative report collecting stories and publishing and broadcasting through social media. As the Media Officer, he focuses on the solution of socio-economic and environment and community participation for policy reform and local movement. His roles and responsibilities associated with disseminating voices of marginalized peasant communities, youth and women groups.

    Vichet's position is very important for documenting and disseminating any news related to initiatives performing by CCFC 's team. This includes the knowledge and impact sharing stemming from project intervention in terms of agri-food environment women empowerment etc.

21) **Mr. Lim Piyanet** is currently working as programmer Officer for Diakonia organization working on gender equality, democracy, human rights and development. He used to work for other international organizations such as CWS and VSO back from 1997 to 20029 as the programmer Officer respectively before joining with Diakonia in 2009. He is holding practical working experience for more than two decades in different fields ranging from integration development to disaster management. He graduated with a bachelor's degree as an engineer and pursued and successfully held a master degree in private law in 2019 and now he is chasing another master degree in Climate Change at the Royal University of Phnom Penh (RUPP). In his designated tasks, Mr. Lim Piyanet is responsible for managing a country programmer of Diakonia and monitoring and evaluating quality of the projects of local partner organizations, capacity development in advocacy and fund raising, facilitating partners to develop strategic plans and other relevant policies for the sustainability of the partner institutions.

    As Programmer Officer working to uplift human rights for Cambodian people, he plays important roles in advocacy on land rights for marginalized groups, protecting labor rights of workers working in garment sector and managing conflict and environment issues. He also held some skills in analyzing social issues and provides comments and input on environmental and gender issues through social platforms. Moreover, he has ample work experience in relief assistance based on the international standard for supporting urban and rural communities affected by natural catastrophe especially flood and drought and other types of man-made disaster like fire.

19- Logical Framework 5 Years 2025-2029

Project logic	Indicators	Means of verification	Risk/Assumption
Impact/long-term result: The living conditions and capacity of peasants to advocate for social protection, land rights, and improved agricultural governance have significantly improved.			
Program1: Building Empowered and United Communities			
Outcome 1: Targeted peasants, particularly women and rural youth, have strengthened solidarity, increased confidence in managing their natural and economic resources, and actively participate in shaping their communities through leadership, advocacy, and collective action.	- Number of peasant communities, women's groups, and provincial peasant networks that have expanded with clear structures, defined responsibilities, and effective functioning. - Growth in the number of women and rural youth taking on leadership roles and actively participating in decision-making within their communities and advocacy networks. - Number of targeted peasants, women, and rural youth who demonstrate improved confidence and capacity to manage resources, engage in policy dialogues, and advocate for their rights at local and national levels.	- **Documentation and Reports** : Meeting minutes, organizational records, and progress reports from peasant communities, women's groups, and provincial networks documenting their structure, activities, and decision-making processes. - **Increased Leadership and Participation :** Attendance records, testimonials, and surveys measuring the level of participation of women and rural youth in leadership roles, advocacy initiatives, and policy dialogues. - **Improved Resource Management and Advocacy Capacity** : Evidence of advocacy efforts such as petitions, policy proposals, and recorded	- **Assumption:** The government and local authorities remain open to engaging with peasant communities and their advocacy efforts. - **Mitigation:** Strengthen collaboration with allies, media, and civil society organizations to amplify voices and advocate for policy reforms. - **Assumption:** Peasants, women, and rural youth are motivated to engage actively and take leadership roles. - **Mitigation:** Provide continuous training, mentorship, and incentives to sustain engagement and develop leadership skills. - **Assumption:** Communities have access to resources and stability to implement strategic plans.

		engagements with local and national policymakers, along with financial or resource management plans led by peasant groups.	- **Mitigation:** Promote diversified income sources, climate-resilient farming practices, and social protection measures to enhance resilience.
Output 1: The number of provincial networks, peasant communities, rural women's groups, and rural youth organizations is increasing and being strengthened to collectively advocate for their rights and influence local development decision-makers.	- Number of new and existing community groups (including young farmers, rural women, business enterprises, and savings groups) organized, consolidated, and strengthened in the target provinces 315groups/ communities/network - Number of women's groups, young farmer groups, and savings groups organized and strengthened - Number of new and existing provincial-level networks of rural farmers and women mobilized and strengthened	- **Meeting Records and Reports:** Documentation of meetings, workshops, and advocacy activities conducted by provincial networks, rural women's groups, rural youth organizations, and community groups. - **Membership and Organizational Structure:** Updated lists of active members, leadership structures, and records of decision-making processes within communities and networks, including statutes and profiles of community and women groups. - **Policy Engagement and Advocacy Outcomes:** Evidence of participation in local decision-making processes, policy dialogues, and advocacy efforts, including meeting minutes, policy briefs, agreements with local authorities, and records of community-led initiatives.	- **Commitment and Participation**: Assumes that rural communities, women's groups, and youth networks remain actively engaged and committed to organizing and advocacy efforts. A risk is the potential lack of participation due to economic hardships or competing livelihood priorities. - **Support from Local Authorities:** Assumes that local decision-makers are open to engaging with peasant communities and considering their demands. A risk is resistance or lack of political will from authorities, which could hinder policy influence and grassroots advocacy. - **Resource Availability and Sustainability:** Assumes that financial and technical resources will be available to support capacity-building, advocacy, and network expansion. A risk is the

			potential lack of funding, which could weaken organizational structures and limit long-term impact.
Output 2: A total of **50 core** community organizers, including **25 women** and youth, will be trained and equipped with the necessary skills to effectively engage in deep community organizing. These organizers will be qualified and capable of leading and mobilizing their communities toward sustainable change.	- **50 (25 women and youth) core community organizers** will be selected and provided with capacity-building training in deep community organizing skills to strengthen effective community organizing in the target communities. - **5,200 activists** (including Provincial Committees - PCs, Community Management Committees - CMCs), and peasant members, especially women leaders, will be empowered to utilize their knowledge in protecting their resources and actively participate in local development. - **Enhanced community ownership**: At least 80% of trained community organizers and activists will demonstrate increased involvement in decision-making processes and initiate actions that address local	- **Training Attendance Records**: Documentation of attendance and participation in capacity-building workshops, training sessions, and community organizing activities for the 50 selected core community organizers (including 25 women and youth). This will include sign-in sheets, certificates, and training materials distributed. - **Survey and Evaluation Reports**: Post-training surveys and evaluations conducted with the 5,200 activists (including PCs, CMCs, and peasant members) to assess their knowledge and application of the skills learned, particularly in resource protection and local development. These reports will measure the increase in their participation and leadership, especially among women. - **Progress Monitoring and Activity Logs**: Reports from	- **Risk of Low Participation**: There is a risk that the targeted women and youth may face social or cultural barriers to full participation in community organizing activities, which could reduce the effectiveness of the training and organizing efforts. This may require additional support and tailored outreach to ensure active engagement. - **Assumption of Continued Community Support**: It is assumed that local community leaders and authorities will continue to support and collaborate with the trained organizers and activists. If there is a lack of local government buy-in or political instability, it could hinder the success of the organizing efforts and local development initiatives. - **Risk of Limited Resources**: There may be limited financial or

	challenges, with a specific focus on advancing gender equality and environmental sustainability.	community organizing activities, documenting the actions taken by the trained organizers and activists in their communities. These may include activity logs, project reports, and feedback from local leaders, ensuring that women's participation and empowerment are evident in local decision-making and resource protection initiatives.	logistical resources available to sustain long-term community organizing efforts and the application of learned skills. Without adequate funding, the trained organizers may struggle to implement planned activities or maintain momentum, affecting the project's impact over time.
Output 3: A total of **320 communities, women's groups, rural youth, and provincial peasant networks** will be engaged, with **528 activists (40% of whom are female)**, including Provincial Committees (PCs), Community Management Committees (CMCs), and members, enhancing their knowledge and skills in community self-management.	- **Number of local leaders** (40% of whom are female) including activists from Provincial Committees (PCs) and Community Management Committees (CMCs) who are involved in and participate in knowledge and skills-building activities on topics such as gender, leadership, peacebuilding, community management and planning, negotiation and facilitation, and digital security, all aimed at promoting community self-management. - **Number of peasant members** (40% of whom are female) who increase their knowledge and skills in fundamental human rights, social protection for small-scale	- Documentation and official records (Land titles, compensation letters, or demarcation maps issued by relevant ministries or local authorities, Social protection cards (e.g., IDPoor, Equity Health Fund) distributed to peasant families. And Policy or intervention letters related to land or agricultural governance from government institutions. - Community-based reports and M&E tools (Activity reports, meeting minutes, and attendance lists from trainings and advocacy forums) - Public and institutional sources(Media coverage, press releases, or public statements	- **Risk of Limited Female Participation**: There is a risk that the target of 40% female participation may not be achieved due to cultural, social, or logistical barriers that prevent women from fully engaging in the training and community organizing activities. Additional efforts may be needed to encourage women's participation and address these challenges. - **Assumption of Sustained Interest and Engagement**: It is assumed that participants, especially the local leaders and peasant members, will continue to be motivated and committed to applying the skills and knowledge

	farmers, land law, legal instruments, advocacy, and active citizenship. - **Increased community-led initiatives**: A significant increase in the number of community-led projects or initiatives directly linked to the knowledge and skills acquired by the activists and peasant members, especially in terms of gender-responsive community management, legal advocacy, and participation in local development processes.	regarding improvements or advocacy efforts.)	gained in community management and advocacy. A lack of sustained interest or follow-up support may reduce the effectiveness and long-term impact of the training. - **Risk of Inadequate Resources for Implementation**: There is a risk that insufficient resources (financial, human, or logistical) could limit the successful execution of the community self-management and advocacy initiatives. Without proper funding or resource mobilization, the trained activists and peasant members may struggle to implement and sustain the changes in their communities.

Major Activities:

1) **Organize 60 new rural farmers' groups, communities, or unions** to build their collective empowerment and strengthen grassroots leadership.
2) **Establish and support 80 rural women and young farmers' groups** to enhance empowerment and promote gender-responsive leadership.
3) **Form 4 new provincial peasant alliances and strengthen 10 existing ones** to actively engage in social dialogue and advocate for the rights and benefits of peasant members.
4) **Provide technical support to formal and informal meetings** of rural women's groups, rural youth groups, and provincial networks to ensure they have the capacity to manage their activities and address community issues effectively.
5) **Set up and select core community organizing groups**, and build their capacity in deep community organizing, citizen journalism (community news writing), while facilitating exchange visits between communities both domestically and internationally.

6) **Conduct Capacity Building for 1,900 local leaders' committees (50% women), activists, and provincial coalition committees** on leadership, peacebuilding, community planning and management, negotiation and dialogue, data collection and analysis, social protection for smallholder farmers, freedom of association/union, environmental and climate activism, digital security, and safe use of social media.
7) **Provide training to 8,500 farmer members (50% women)** on fundamental human rights, social protection, land law, legal frameworks, advocacy skills, active citizenship, gender equality, leadership, and environmental and climate change activism.
8) **Co-organize meetings, workshops, forums, social dialogues, consultations, and exchange visits** for activists and local committee members in collaboration with relevant partners.

Program 2: Strengthening Peasants' Economic Empowerment

Outcome2: The livelihoods of marginalized peasants, particularly women and rural youth, are strengthened and secured, ensuring improved economic stability, access to resources, and enhanced opportunities for sustainable development in their communities.	- The number of target peasants in the target communities (40% of whom are women) who adopt agroecological food systems and/or reduce the use of chemical fertilizers on their farmland, contributing to sustainable agricultural practices, enhanced resilience to climate change, and improved environmental health.	- **Farmer Surveys and Interviews**: Regular surveys and interviews with target peasants, including women, to gather data on the adoption of agroecological practices and reduction of chemical fertilizers. These can include detailed questions on the specific methods adopted, challenges faced, and observed benefits related to sustainability and climate resilience. - **Agricultural Production Records**: Documentation from farmers detailing changes in their farming practices, including shifts toward agroecology and reduced use of chemical fertilizers. This can include farm management plans, input usage records, and	- **Risk of Limited Adoption**: There is a risk that the target peasants, especially women, may face challenges in fully adopting agroecological practices or reducing chemical fertilizers due to lack of technical knowledge, access to alternative resources, or economic constraints. This could limit the overall impact of the intervention. - **Assumption of Continued Climate Resilience**: It is assumed that the adoption of agroecological practices will effectively increase the resilience of communities to climate change. However, unpredictable climate events or extreme weather patterns may still pose challenges, potentially

		production outputs before and after adopting sustainable practices. - **Environmental Monitoring Reports**: Reports from environmental monitoring activities assessing the impact of the changes on soil health, biodiversity, and overall environmental conditions. These reports will help track the effectiveness of agroecological practices in improving resilience to climate change and reducing environmental degradation	undermining the benefits of these practices unless additional adaptive measures are taken.
Output 1: A total of **500 peasants and activists** (40% of whom are women) in the target provinces will adopt non-chemical husbandry practices, sustainable food systems, and agroecological methods in their agricultural activities, contributing to environmentally friendly farming and improved community resilience.	- **Number of members (40% of whom are women)** peasants and activists in target provinces who demonstrate awareness of agroecology and food system concepts, as well as the negative impacts of agricultural chemical inputs such as fertilizers, pesticides, and herbicides. - **Number of peasants and activists** in the target provinces who receive training on climate change resilience and adopt climate-smart agricultural practices, contributing to more	- **Training Reports and Attendance Lists**: Documentation from agroecology and climate resilience training sessions, including participant lists (with gender disaggregation), training materials, photos, and evaluation forms to verify participation and learning outcomes among peasants and activists. - **Field Monitoring and Practice Adoption Records**: On-site monitoring reports, farmer practice logs, and visual	- **Risk of Limited Access to Alternatives**: There is a risk that peasants and activists may lack access to affordable and effective alternatives to chemical inputs (e.g., organic fertilizers, natural pest control), which could hinder the adoption of agroecological and non-chemical practices. - **Assumption of Community Willingness to Change**: It is assumed that community members are willing to shift from conventional chemical-based farming to agroecological

	sustainable and adaptive farming systems. - **Increase in knowledge and implementation** of non chemical husbandry practices and agroecological methods by targeted participants, as evidenced by improved farming techniques, reduced use of harmful chemicals, and integration of ecological principles in their production systems.	documentation (photos, videos) showing evidence of adoption of non-chemical husbandry practices, agroecological methods, and reduced use of chemical inputs in the target provinces.	methods. Resistance to change due to long-standing habits, perceived lower yields, or lack of immediate economic benefits could affect the transition process.
Output 2: New Saving for Change (SfC) groups are established in the target communities, engaging **between 550–600 members**, with at least **40% being women**, to promote community-based financial empowerment, mutual support, and increased economic resilience among peasants and rural activists.	**Number of Saving for Change (SfC) groups and members** in target communities who have improved their capacity in financial management, particularly in tracking income, managing expenses, and basic savings and lending practices. **Increase in the number of newly established SfC groups** in the target communities, with active participation from community members (at least 40% women), demonstrating growing interest and trust in community-based financial systems.	**Group Records and Financial Logs**: Documentation from each Saving for Change (SfC) group, including member lists, meeting minutes, savings and loan records, and income–expense tracking sheets, to verify active participation and financial management capacity. **Progress Reports and Monitoring Visits**: Reports from field staff or facilitators detailing the number of newly formed SfC groups, member engagement (with gender-disaggregated data), and observed improvements in financial literacy during follow-up and monitoring visits.	**Risk of Low Participation or Dropout**: There is a risk that members may lose interest or drop out of the Saving for Change (SfC) groups due to lack of immediate financial returns, internal conflicts, or competing livelihood priorities, which could affect group sustainability and growth. **Assumption of Community Trust and Cooperation**: It is assumed that community members will collaborate effectively and maintain mutual trust, which is essential for the success of savings groups. A lack of social cohesion or previous negative

			experiences with informal finance may hinder group formation and operation.
Output 3: A total of **4 collective enterprises** are established or initiated within the target communities, directly benefiting peasant members by enhancing their income generation, market access, and community-based economic cooperation.	- **Four collective agreements** are developed and formalized among the three groups involved in establishing the collective enterprises, outlining roles, responsibilities, profit-sharing mechanisms, and decision-making processes. - **Number of peasant members actively participating** in the management, production, or service delivery of the collective enterprises, with a focus on inclusive participation (at least 40% women) and equitable benefit-sharing. - **Increase in income or market access** for participating members as a direct result of the functioning collective enterprises, measured through sales records, member feedback, or economic impact assessments.	- Cooperative agreement - Record of income and expenditure of the peasant cooperative. - Shareholder records. - Internal rule and regulations**.**	- **Assumption of Understanding Cooperative Law and Cooperation with Authorities**: It is assumed that members in the target communities will understand cooperative law and operate within the legal framework while collaborating effectively with local authorities. Lack of understanding or compliance could lead to legal challenges or hinder the smooth operation of the collective enterprises. - **Risk of Limited Local Authority Support**: There is a risk that local authorities may not provide the necessary support or resources for the successful implementation of the cooperative enterprises, either due to lack of understanding, limited capacity, or political barriers, which could affect the enterprises' success and sustainability.
Major Activities:			

1) **Select and recruit 500 farmer activists, leaders, and family members** to participate in training courses focused on community livelihood improvement skills. 2) **Organize formal and informal meetings, workshops, and forums** on environmental issues, food systems, and the negative impacts of chemical fertilizers and pesticides across the 14 target provinces. 3) **Select and recruit trainers for Training of Trainers (ToT) programs** on environmental issues, food systems, the harmful effects of agrochemicals, savings practices, marketing, and economic empowerment skills. 4) **Establish 60 new Savings for Change (SfC) groups** and continue strengthening existing groups to enhance household and community economies and build farmer solidarity. 5) **Support the establishment of 3 new community enterprises** and strengthen 1 existing enterprise to enhance livelihoods and promote the sustainability of farming communities.. 6) **Produce video documentaries** that showcase local economic initiatives, environmental practices, agriculture, livelihoods, and cultural identity within the communities.			
Program 3: Advocacy Campaigns, Network Building, and Social Protection			
Outcome 3: Marginalized peasants, particularly women and rural youth, gain improved access to essential public services and enhanced social protection schemes. Additionally, there is a significant improvement in land and agricultural governance, leading to more equitable and sustainable development in the target communities.	- **Number of land-affected rural peasant families**, including rural women and youth, in target communities who receive **fair compensation and/or official land titles**, ensuring tenure security and legal recognition. - **Number of rural peasant families, especially women and youth**, who receive **social protection cards** or are enrolled in schemes that enable access to essential services such as **health care, maternity support, and income security**.	- **Land Titles and Legal Documents**: Copies of issued **land titles**, **compensation letters**, or **land demarcation documents** from relevant authorities., **Intervention letters from relevant ministries** (e.g., Ministry of Land Management) confirming support or action taken. Published land ownership updates in the **Royal Gazette** or official government websites. - **Social Protection Access**: Records of **IDPoor cards**, **Equality Healthcare Fund cards**, or other	- **Political Stability and Policy Enforcement**: It is assumed that the **political situation remains stable** and that existing **legislative frameworks and policies** related to land, agriculture, and social protection are **consistently implemented and respected** at both national and local levels. - **Availability and Reliability of Social Protection**: It is assumed that **social protection programs** (such as IDPoor and Health Equity Fund)

	- **Number of rural peasant families, women, and youth** with improved **access to local markets** and support to enhance **agricultural productivity**, contributing to better livelihoods and economic resilience.	**social protection scheme documents** distributed to rural peasants, women, and youth. **Activity reports and attendance lists** from outreach and registration events related to social protection. - **Market and Livelihood Access**: Project or partner **activity reports**, **beneficiary monitoring data**, and **training records** related to agricultural productivity and market access. And Updates or publications from **relevant institutional websites** (e.g., Ministry of Agriculture, Ministry of Commerce) confirming support programs or improved access for rural communities.	remain **available, accessible, and effectively delivered** to support the needs of marginalized peasant families, especially women and youth. - **Community Awareness and Network Solidarity**:Communities in the target areas are **well-informed about their shared issues** and rights and are **willing to participate in networks and advocacy efforts**, which is critical for collective action and sustainability of outcomes. - **Local Government Collaboration and Policy Reinforcement**: It is assumed that **local authorities are supportive and cooperative** in facilitating project activities, and that any **policy changes or reforms** (e.g., in land or agricultural governance) are **positively reinforced and implemented** in practice.
Output 1: A number of advocacy initiatives and collective actions are actively initiated and led by peasants, rural communities, women and youth groups, and the CCFC National Secretariat,	- **Number of petitions, proposals, complaints, or public statements** submitted by peasants, rural women and youth, or the CCFC national secretariat to **relevant**	- **Activity Reports and Attendance Lists**: Documentation from meetings, forums, advocacy events, and campaign activities, including **signed attendance lists**	- **Assumption of Community Awareness and Unity**: It is assumed that **community members and local networks clearly understand and agree on their common issues** (e.g.,

addressing key grassroots issues such as land disputes, climate change, agricultural governance, access to local markets, human rights violations, and social protection gaps, from the local to national levels.	**ministries and political parties**, advocating for the **resolution of land disputes**, improved **social protection**, and better **public services** for small-scale farmers. - **Number of intervention letters** or formal responses issued by **relevant ministries, sub-national institutions, or political parties**, acknowledging or addressing the community's demands related to **land governance**, **human rights**, and **access to essential services**. - **Number of advocacy campaigns, forums, or public dialogues** organized at **local, sub-national, and national levels**, with active participation from **community leaders, peasants, women, and youth**, focusing on key issues such as **climate change impacts, agricultural policies, market access**, and **social justice for marginalized groups**.	disaggregated by gender and age to track participation of peasants, women, and youth groups. - **Websites and Publications from Relevant Institutions**: Evidence from **official websites, press releases, or publications** of relevant ministries, local authorities, and political parties confirming receipt of community petitions, published intervention letters, or policy responses. - **Copies of Submitted and Received Documents**: Verified **copies of petitions, proposals, complaint letters, statements**, and **intervention letters** submitted to or received from ministries, political parties, or institutional bodies, including digital correspondence and filing records.	land disputes, climate change, social protection), enabling them to engage in **unified and strategic collective actions**. - **Assumption of Political Stability and Local Cooperation**: The project assumes a **favorable political environment** where **local authorities are cooperative** and supportive of community-led advocacy efforts, allowing for open dialogue and constructive responses to community demands. - **Risk of Inconsistent Policy Implementation**: There is a risk that even if **policy changes are introduced**, they may not be **effectively enforced or implemented at the local level**, which could limit the impact of advocacy and delay resolutions to issues like land disputes and social protection access.
Output 2: Peasant networks are strengthened and actively engaged with other civil society	- **Number of collective action plans or advocacy strategies** jointly developed and	- **Collective Plans and Advocacy Documents**: **Official documents** or **reports** showing the	- **Assumption of Stable Political Environment and Policy Reinforcement**: It is assumed

organizations (CSOs) and networks at various levels to collectively advocate for peasants' rights and interests, including those of rural women and youth. Their collaboration promotes expanded civic space, protection of fundamental freedoms and human rights, and supports democracy, social justice, climate action, environmental protection, and improved agricultural and land governance, including the reduction of pesticides and promotion of chemical-free farming practices.	implemented by **peasant networks in target provinces** in collaboration with **other CSOs and networks**, focusing on land governance, food systems, and peasants' rights. - **Number of peasants, including rural women and youth (with at least 60% women)** in target communities who have increased awareness and understanding of the **UN Declaration on the Rights of Peasants**, their **civic duties**, and the **state's obligations** to protect and support their livelihoods. - **Number of joint collaboration and advocacy initiatives** organized between **peasant networks and CSOs** at the **local, national, and regional levels** to promote and safeguard **peasants' rights**, including those of **agricultural workers**, as well as access to **social protection, seed subsidies, and support for local production systems**. -	development of **collective action plans** or **advocacy strategies** between peasant networks and CSOs. And Signed agreements, **action plans**, or **memos** outlining key initiatives and the roles of stakeholders. - **Participation and Awareness Reports**: **Activity reports**, **attendance lists**, and **survey results** documenting the participation of peasants, especially rural women and youth, in **training sessions** or **workshops** on **peasant rights**, **duties**, and **government responsibilities**. And Post-event **feedback forms** or **evaluation reports** that measure the awareness level of participants before and after the sessions. - **Collaboration and Advocacy Activity Documentation**: **Reports or minutes** from **meetings** and **joint initiatives** between peasant networks and CSOs. - **Participation lists** for **collaborative actions** such as workshops, forums, or	that the **political situation remains stable** and any **policy changes** (e.g., land rights, social protection, agricultural governance) will be **effectively implemented and reinforced**, ensuring the environment remains conducive for collective actions and advocacy by peasant networks. - **Risk of Limited Member Engagement and Network Participation**: There is a risk that not all **members of the network** may actively or fully participate in collective actions or discussions due to **lack of awareness, resources, or motivation**, potentially weakening the advocacy efforts and undermining the collective influence of the network. - **Assumption of Shared Understanding and Common Interests**: It is assumed that **network members** will have a **clear understanding of their shared issues and common interests**, which will encourage **unified action** and strengthen the advocacy capacity of the network for **peasant rights**,

		campaigns, showing active involvement across local, national, and regional levels. Official communications, such as **press releases** or **letters of support** from involved **CSOs and local authorities**, confirming the cooperation on **peasants' rights**, **social protection**, and **seed subsidies**.	**social justice**, and **climate action**.
Output 3: The number of peasant family members (including women and youth) who successfully access social protection schemes, local markets, and land titles from government institutions is significantly increased, ensuring better livelihood security, economic opportunities, and land tenure rights for marginalized peasants.	- **Number of peasants, rural women, and youth** (with at least 40% women) who successfully **access IDPoor cards**, **Equality Healthcare Fund cards**, or **other social protection schemes**, enabling them to benefit from healthcare, subsidies, and welfare support. - **Number of peasant families and individuals** who **receive official land titles** from **government institutions**, ensuring secure land tenure and improved access to resources and credit opportunities. - **Number of peasant communities, rural women, and youth groups** who **gain access to local markets**, enhancing their **economic participation** and	- **Social Protection Access (IDPoor Cards, Healthcare Fund)**: **Copies of IDPoor and Healthcare Fund registration cards** issued to **peasants, rural women, and youth**. And **Registration lists** or official **reports from relevant government institutions** confirming the distribution and access to these cards. - **Land Title Distribution**: **Land demarcation records** or **certification letters** from local authorities validating land ownership. - **Access to Local Markets**: **Activity reports** and **participation lists** from **market access training** or **events** where peasants, rural women, and youth were involved.	- **Assumption of Strong Collaboration with Government Institutions**: It is assumed that there will be **consistent cooperation and collaboration** with **relevant government institutions** for the successful implementation of social protection schemes, land title distribution, and market access initiatives. This collaboration is crucial for ensuring that the benefits reach the intended target groups. - **Risk of Delayed Government Action or Bureaucratic Hurdles**: There is a risk that **government institutions** may face delays in processing **land titles**, issuing **social protection cards**, or

	market-driven agricultural production.		facilitating **market access** for rural communities due to **bureaucratic inefficiencies**, political challenges, or limited resources. This could affect the timely realization of the intended outcomes. - **Assumption of Policy Consistency and Support**: It is assumed that **government policies** related to **land rights**, **social protection**, and **market development** will remain **supportive** and **consistent**, allowing for **smooth implementation** and **scalability** of interventions. Any significant **policy changes or shifts** could disrupt ongoing efforts to support marginalized peasants.

Major Activities:

1. Conduct regular meetings among peasant networks, communities, alliances, and target groups to organize collective actions for solidarity and development.
2. Lead and organize advocacy campaigns, social dialogues, and support advocacy initiatives through forums, workshops, conferences, and gatherings at local, national, regional, and international levels.
3. Join and Leading
4. advocacy campaigns via social media, traditional media, and public information channels to raise awareness about the activities and issues of communities, networks, alliances, and target groups.
5. Conduct consultation workshops, meetings, and dissemination sessions on the UN Declaration on the Rights of Peasants, as well as relevant legal and policy documents including new land laws targeting both male and female leaders and members.

6. Conduct research and document case studies that reflect the needs and realities of rural farmers, especially women and youth, as primary target groups.
7. Facilitate coordination with relevant institutions to support the issuance of Health Equity Fund (HEF) cards for peasants, particularly rural women, young farmers, and agri-food workers.
8. Organize annual assemblies and conferences with local member farmers, leadership teams, provincial peasant committees, and the general council.
9. Hold five-year general assemblies with members to strengthen governance and improve CCFC's management systems.

Program 4: Organizational Development and Governance Management

Outcome 4: CCFC's governance, staff capacity, and work environment have significantly improved, enabling the organization to effectively implement its mission and achieve its goals. This includes strengthening internal systems, enhancing staff skills, fostering a supportive work environment, and ensuring good governance practices for better organizational efficiency and impact.	- **Number of policies** (e.g., governance, financial management, HR, etc.) **developed and implemented** within the organization, ensuring alignment with best practices and organizational needs. - **Level of funds raised or allocated** to support the **operations of the organization** and provide adequate support to **peasant members**, ensuring financial sustainability and resource availability for activities. - **Percentage of staff** with improved **skills and capacity**, measured through **training completion rates**, performance evaluations, and feedback mechanisms, ensuring that staff are well-equipped to deliver the organization's mission.	- The **organization's audit report** demonstrates **transparent financial practices**, with clear evidence of proper financial management, accountability, and compliance with relevant regulations. - The **annual narrative reports** clearly document **progress on key activities**, **outputs**, and **outcomes**, with detailed analysis of how the organization's activities align with its goals and objectives, including improvements in governance and capacity. - **Staff performance evaluations** and **feedback surveys** indicate **positive improvements** in staff skills, satisfaction, and engagement, reflecting the	- **Assumption of Strong Donor Engagement and Support**: It is assumed that **CCFC's visibility** and **profile** within the donor community will remain **attractive**, allowing for continued **funding and partnerships**. This assumes effective **communication strategies** and positive track records of project impact that resonate with donors' priorities. - **Risk of Compromised Accountability and Transparency**: There is a risk that **accountability and transparency principles** could be undermined if **internal systems** are not **strictly adhered to**. Ensuring that **financial practices** and **decision-making**

		success of capacity-building initiatives and the supportive work environment.	**processes** remain open and compliant with donor requirements and organizational standards is essential to maintain trust and avoid reputational damage.
Output 1: CCFC has developed and implemented better policies and a robust Monitoring and Evaluation (M&E) system, ensuring effective governance, organizational learning, and accountability in the execution of its programs and activities.	- **Number of existing policies regularly reviewed and new policies set up:** The **number of existing policies** that have been **reviewed and updated** to align with current organizational needs, best practices, and changing external conditions. - The **number of new policies** developed and implemented, particularly those that address emerging organizational priorities or operational gaps. - **M&E system of the strategic plan set up and well implemented**:	- Number of Existing Policies Reviewed and New Policies Set Up - M&E System Set Up and Well Implemented - **Records of new policies** developed and formally adopted by CCFC, including approval documentation and policy dissemination. - **Annual or quarterly performance reports** that summarize the data collected through the M&E system, indicating progress toward organizational goals and outcomes. - **Regular monitoring reports** and **evaluation findings** demonstrating the use of the M&E system to assess and improve activities.	- **Assumption of Regular Policy Review and Adaptation**: It is assumed that there will be **regular and timely reviews** of existing policies to ensure they remain relevant and aligned with organizational needs and external developments. A failure to keep policies updated could limit the organization's effectiveness in adapting to changing contexts. - **Risk of Inadequate Implementation of M&E System**: There is a risk that the **M&E system** may not be fully **implemented or adhered to**, due to **limited resources**, **lack of staff capacity**, or **inadequate training**. This could lead to incomplete monitoring and evaluation, affecting the organization's ability

			to assess its progress and make informed decisions.
Output 2: CCFC has developed and strengthened its fund-raising strategy and institutionalized a membership fee structure, ensuring sustainable financial resources for the organization's activities and increased engagement with its members**.**	- **Increased membership contributions/fees**: The **total amount** of **membership fees** collected from CCFC's members has **increased**, indicating a higher level of engagement and commitment to the organization's financial sustainability. - **Increased fundraising and donor support**: The **total funds raised** from **donors** and **partners** has **increased**, showing improved success in securing financial support for CCFC's activities and initiatives. This includes both **new funding sources** and **increased contributions from existing donors**.	- Increased Membership Contributions/Fees - **Membership fee records** or **financial statements** showing the total amount of fees collected from members. - **Receipts** or **invoices** issued for membership contributions. - **Membership database** or **lists** that track member participation and payment history. - **Annual financial reports** showing a year-on-year increase in membership fee income. - **Financial statements** or **annual reports** indicating the total amount of funds raised and comparing it to previous periods.	- **Assumption of Continued Member Engagement and Contribution**: It is assumed that **members** will continue to be engaged and willing to contribute the **increased membership fees**, ensuring a sustainable financial foundation for the organization. Any **lack of member participation** or financial constraints could hinder the effectiveness of this funding model. - **Risk of Insufficient Donor Support**: There is a risk that **fundraising efforts** may not secure the necessary **support from donors and partners** due to **competition for resources**, changing donor priorities, or insufficient outreach. This could limit the organization's ability to meet its financial goals and sustain its activities.
Major Activities: **1. Conduct regular monthly meetings for staff and the Executive Committee (EC).**			

2. **Coordinate quarterly meetings of the General Council to review and adopt necessary policies.**
3. **Conduct internal reflections on the Monitoring and Evaluation (M&E) system and coordinate external evaluations as needed.**
4. **Review and develop necessary policies to enhance CCFC's operational effectiveness.**
5. **Establish a database system for managing membership and collecting contribution fees from members.**
6. **Strengthen capacity-building initiatives for CCFC staff, EC, and the General Council to improve organizational performance in supporting target communities.**
7. **Organize team-building activities and an Annual Reflection session for CCFC's work.**
8. **Facilitate exposure visits to enhance and improve the capacity of staff, EC members, and General Council members.**

20- Cross-Cutting Issue: Gender Equality and Women's Empowerment

Nations that fail to prioritize education for girls and support for women's work risk falling behind in the global economic and development process. Historically, women have been marginalized in decision-making, especially on critical issues. This marginalization has contributed to the undervaluing of women in society. The phrase "**Women turn the stove without turning"** reflects the deep-rooted misrepresentation and degradation of women's roles.

Based on past experience, the association recognizes the critical importance of women's political participation, particularly at the grassroots level. However, the current scope of women's leadership and participation remains limited. Addressing this requires proactive intervention such as promoting rural women leaders, enhancing their influence in land governance, and empowering them to engage in community development.

The five-year project (2025–2029) aims to strengthen the leadership and influence of rural women leaders in the association's 14 target provinces. The focus will be on farmers' issues and the empowerment of rural women at the community level.

To achieve this, the project will contribute to three key outcomes:

1. **Increase the number of rural women leaders** in the target provinces.
2. **Build leadership capacity and skills** among rural women leaders.
3. **Strengthen the voice and participation** of rural women in political decision-making, particularly at the sub-national level.

21-Compliance

The Coalition of Cambodian Farmers Community (CCFC) has developed a comprehensive five-year strategic plan titled **"Towards Farmers' Rights and Social Protection (2025–2029)"**. This strategic framework was formulated through a participatory and inclusive process involving local community representatives, CCFC staff, and the Executive Committee. These stakeholders contributed valuable input to ensure that the strategy aligns with the real needs and aspirations of rural peasants, especially women and youth. The draft was formally submitted to the General Council and approved on 11 April 2025.

The final strategic plan will be presented for formal adoption at CCFC's 3rd National Congress on 04 June 2025. The strategy outlines seven key thematic areas that will guide CCFC's work over the next five years:

- **Organizing and Capacity Building:** Strengthening grassroots structures and leadership capacity.
- **Advocacy and Governance:** Promoting accountability and influencing policies at all levels.
- **Empowerment and Livelihoods:** Enhancing economic opportunities and resilience for rural communities.
- **Social Protection and Policy Advocacy:** Advancing access to social safety nets and fair policies.
- **Active Citizenship and Digital Innovation:** Encouraging civic engagement and leveraging digital tools for empowerment.
- **Environmental Sustainability and Climate Action:** Promoting agroecology and climate-resilient practices.
- **Organizational Development:** Enhancing internal systems, leadership, and sustainability of CCFC.

This strategic plan ensures compliance with CCFC's mission and internal governance while providing a clear roadmap to promote justice, sustainability, and rights for Cambodia's rural farmers.

The **Approved by Representative Council**
Date: June 04, 2025
Phnom Penh, Cambodia
Sincerely Yours,

Mr. Soeun Sokhom
Chairman General Council of CCFC



PEASANT RIGHT ARE HUMAN RIGHTS

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