

# Joint Strategic Framework (JSF) Cambodia

## 1. Introduction

This Joint Strategic Framework (JSF) for Cambodia is based on the Common Context Analysis (CCA) made in 2015 and approved by the Minister of Cooperation and Development, Mister De Croo, at the end of December 2015. All the following elements are developed in the CCA and will not be repeated in this JSF again: context analysis, analysis of relevant actors, analysis of risks related to the context, intervention domains/sectors and approaches, identification of opportunities of complementarity and synergies between organisations, description of how the CCA was elaborated, and in particular the way local partners have contributed. An in-depth review of existing strategic documents has been done by the participants during the CCA.

The list of 13 participants (OCS/IA) that have contributed to this JSF for Cambodia is available in annex 1. The methodology used to realise this JSF is the one proposed by the “coupoles” in their manual sent on the 8th of February 2016. A first draft made by the leader (Louvain Cooperation) has been sent to all the participants on 1th of March in order to be commented and completed latest by the 11<sup>th</sup> of March. A second draft has been transmitted to all participants on the 21th of March. In the same time, several informal meetings took place in Cambodia between participants interested to work together in Cambodia. Most of the participants had already met during the meeting organised in Phnom Penh for the CCA and keep in touch regularly. The final draft of the JSF for Cambodia has been approved by all participants on the 20th of April 2016.

Seen the importance of the issue around decent work in Cambodia the CCA on Cambodia already referred to the thematic CCA on decent work. Cambodia is also integrated as one of the countries in which the actors will work around decent work targets for the thematic Joint strategic framework. The commitments of complementarity and synergy between actors working around decent work will be described in Chapter 3 of this JSF for Cambodia. In this sense, the JSF for Cambodia and the thematic JSF for decent work are complementary and must be read together. They both contribute to the common strategic framework for Cambodia.

Most ANGC active in the South also develop actions in Belgium meaning that their actions and partnerships in the South influence their approach in the North. So the actions described in the JSF from the South feed and legitimate what is done and described in the JSF for the North (Education in Belgium).

It is important to stress that the legal framework for this JSF wasn't published neither at the start of this process (8th February 2016) nor at the date of finalisation of this document (20th April 2016).

## 2. Joint strategic goals

### 2.1 Description of the joint strategic goals

Joint strategic goal 1	Contribute to rural development and to food, nutritional and economic security of vulnerable rural populations	
	Approaches (contributions)	CSO/IA
<b>1A</b>	Increase production and productivity of vulnerable small-scale farmers (improved technology, irrigation, trainings, etc.) through the development of sustainable agricultural practices	LD, Vredeseilanden, WWF, APOPO, ADG, OWW
<b>1B</b>	Organise and structure small-scale farmers and micro-entrepreneurs into groups, organisations, cooperatives and associations in order to increase their access to services, markets and resources and to	LD, Vredeseilanden, WWF, ADG, OWW

	strengthen their capacities	
<b>1C</b>	Increase access to financial resources and income generating activities to small-scale farmers and micro-entrepreneurs (including among others women and youth) and their organisations to support their activities and improve their incomes	LD, Vredeseilanden, WWF, ADG, OWW
<b>1D</b>	Promote and upgrade small-scale farmers products' value chains	LD, Vredeseilanden, WWF, ADG, OWW
<b>1E</b>	Improve small-scale farmers' contributions towards reinforced governance, accountability and inclusive (focus on most vulnerable: women, youth, disabled, minorities...) policy dialogue in ways that sustain growth (water and land access, agriculture sub-sector policies, etc.)	LD, Vredeseilanden, WWF, APOPO, ADG, OWW
<b>1F</b>	Improve nutrition status of most vulnerable beneficiaries (mainly children and women) through production and consumption of diversified nutritious food, training, awareness, information, etc.	LD, Vredeseilanden, WWF, ADG, OWW
<b>1G</b>	Increase solidarity mechanisms amongst beneficiaries and reduce inequality worsening processes (including gender inequalities) among rural communities (self-help groups, success-case replication, model farmers, producer groups, agriculture cooperatives, etc.)	LD, Vredeseilanden, WWF, ADG, OWW

<b>Joint strategic goal 2</b>		<b>Contribute to quality of Health and to better access for all vulnerable patients</b>
<b>Approaches (contributions)</b>		<b>CSO/IA</b>
<b>2A</b>	Strengthen technical capacity of health actors and rehabilitation service providers	LD, ITM, RKV, HI, APOPO
<b>2B</b>	Support local research for improved evidence-based disease management and control of communicable and non-communicable diseases	LD, ITM, APOPO
<b>2C</b>	Improve quality of care and access for patients (mental health, diabetes, malaria, HIV, etc.)	LD, ITM, RKV, HI, APOPO
<b>2D</b>	Improve mother and child health	ITM, HI, LD, APOPO
<b>2E</b>	Organise health prevention, water and sanitation activities (IEC, First Aid, Road safety, mines, NCDs, etc.)	LD, RKV, HI, APOPO
<b>2F</b>	Improve community based care (peer-educators, etc.) and health education of the population	LD, RKV, HI, APOPO

<b>Joint strategic goal 3</b>		<b>Improve knowledge and implementation of Human Rights and Labour rights and support social economy</b>
<b>Approaches (contributions)</b>		<b>CSO/IA</b>
<b>3A</b>	Improve awareness, knowledge and negotiation power of vulnerable social groups (people with disabilities, children, women, small-scale farmers, etc.) in order to defend their rights (access to health, land, decent work,...)	WWF, ADG, LD, HI, Vredeseilanden
<b>3B</b>	Improve social protection, bargaining power and working conditions of vulnerable workers (migrant workers, poor women, informal economy workers, etc.)	Via thematic JSF Decent Work
<b>3C</b>	Strengthen organisations (trade unions, farmer organisations, etc) to defend and protect the interests of vulnerable social groups at national and international level (ASEAN, etc.)	WWF, ADG, LD, HI, Vredeseilanden
<b>3D</b>	Influence the governmental/public actor's to increase their accountability	WWF, HI, ADG
<b>3E</b>	Improve justice and legal framework (capacity building, development of good policies, access to justice, etc.)	WWF, ADG

<b>3F</b>	Increase interactions and alliances between public, private and civil society organisations for inclusive social and economic growth	ADG, WWF, Vredeseilanden
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<b>Joint strategic goal 4</b>	<b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>	
<b>Approaches (contributions)</b>		<b>CSO/IA</b>
<b>4A</b>	Improve enrolment and equal access to quality education in primary and secondary schools	APEFE, VVOB, HI
<b>4B</b>	Improve quality of learning and teaching methods from primary to secondary education level	VVOB (for mathematics in primary schools), APEFE (vocational training )
<b>4C</b>	Adapt education system to the needs of the labour market and improve vocational training	APEFE, ARES
<b>4D</b>	Improve informal vocational trainings for vulnerable social groups (including among others women and youth ) to support the development of income generating activities	ADG, LD, HI

<b>Joint strategic goal 5</b>	<b>Ensure and improve access to knowledge, improve research and stimulate innovation in order to contribute to development</b>	
<b>Approaches (contributions)</b>		<b>OCS/IA</b>
<b>5A</b>	Improve the quality and provision of higher education through capacity building and partnerships in a gender sensitive and environmentally sustainable way.	ARES, VLIR-UOS, ADG
<b>5B</b>	Improve research practices of higher education institutions through capacity building and partnerships in a gender sensitive and environmentally sustainable way.	ARES, VLIR-UOS, APOPO
<b>5C</b>	Promote innovation, extension and outreach of higher education and academic research as a contribution to the expectations and the needs of (civil) society.	ARES, VLIR-UOS, ADG, APOPO, LD
<b>5D</b>	Strengthen individual capacities through relative gender-balanced scholarship attribution.	ARES, VLIR-UOS
<b>5E</b>	Motivate research and higher education actors to promote a gender equal and environmentally sustainable approach (e.g. in the design of interventions).	ARES, VLIR-UOS, ADG

<b>Joint strategic goal 6</b>	<b>Improve Environmental protection and Climate change resilience</b>	
<b>Approaches (contributions)</b>		<b>CSO/IA</b>
<b>6A</b>	Work on sustainable economic and agricultural development (agro-ecology, eco-tourism, valorisation of local products, land use plans, NTFP, etc.)	LD, Vredeseilanden, WWF, ADG, OWW
<b>6B</b>	Raise awareness on link between environment, agricultural practices and health (use of chemicals and pesticides, “junk food”, etc.) based on operational research (evidence-based)	LD, Vredeseilanden, ITM, WWF, ADG
<b>6C</b>	Mitigate risks and effects of climate changes	LD, Vredeseilanden, WWF, ADG, OWW
<b>6D</b>	Work on policy in regard to land grabbing and ELC's	WWF
<b>6E</b>	Contribute to improve sustainable access, management, availability and use of natural resources (land, water, forest, fisheries...) at community level including protection and conservation of endangered species in a gender sensitive way and with a specific focus on youth	WWF, ADG, Vredeseilanden

## 2.2 Argumentation based on relevance for development

<b>Joint strategic goal 1</b>	<b>Contribute to rural development and to food, nutritional and economic security of vulnerable rural populations</b>
<p>Many challenges are related to the development of rural areas which include: the lack of control on imported products from neighbouring countries like Vietnam and Thailand and low competitiveness as Cambodian small-scale farmers don't receive subventions from the Government of Cambodia, the lack of scientific research and relevant experimentation, the lack of means of MAFF (Ministry of Foreign Affairs) and of coordination between MAFF, MoC (Ministry of Commerce), MOWRAM (Ministry of Water Resources and Meteorology) and all the actors of the sector, the lack of support to family farming (FF) in opposition to the agro-business sector, the lack of clear governmental policies and guidelines on FF, the limited access to credit and access to markets by small-scale farmers (due to small production, low yield and quality, poor infrastructure), the growing problems related to access to (safe, land mine free) land and the persistent child malnutrition. All these challenges must be tackled to ensure that every possible opportunity is given for sustainable, healthy and equitable socioeconomic development.</p> <p>Small-scale farmers concern the majority of the rural population, the main source of employment, and the first provider of food in Cambodia. Family farming can contribute to the management of natural resources and biodiversity, and to local development. Small-scale farmers are thus central to dynamics of change in the Cambodian society and environment. Supports should be channelled to allow them to act in the context in which they live, to enhance individual and collective voices and capacities to exercise and defend their interests, strengthening their capacities to create wealth based on durable natural resources and ensure food security.</p>	
<b>Joint strategic goal 2</b>	<b>Contribute to quality of Health and to better access for all vulnerable patients</b>
<p>Access to health care and rehabilitation services is limited in Cambodia due to lack of ability to pay for the poorest, lack of physical access, limited knowledge about assistance schemes, some traditional beliefs and socio-cultural practices, and lack of trust in public health care facilities. Education and clinical training of medical professionals for delivering high-quality, free medical care for the poor and disadvantaged in Cambodia are insufficient. The capacity of National Health Institutions is relatively weak compromising the implementation of evidence-based programming to address infectious diseases and other health problems in Cambodia. Non-Communicable Diseases (NCDs) need an innovative approach due to their prevalence and due to the fact that these diseases are still widely neglected. These NCDs have a disproportionate impact on the poor, worsen household poverty, and undermine poverty reduction efforts. As these NCD still represent a relatively new programme area in Cambodia, the government is not able yet to address this problem effectively due to several reasons including lack of financial and human resources and the low level of education, medical knowledge and practice of medical professionals delivering these services. The number of specialized, general health workers, social workers and Peer Educators dealing with these neglected diseases is insufficient. Although the health strategic plan and component strategic plan exist, diabetes &amp; hypertension and mental health remain a low priority for the government and the implementation of these services at the level of referral hospitals (RHs) and health centers (HCs) especially in rural areas are problematic. Moreover, the supply of drugs from the central medical store for the treatment of these diseases is still largely insufficient. On the other hand people also have low education on disease prevention and treatment. Over the last 10 years, the issue of road safety has also come to the forefront in Cambodia, with road crashes claiming nearly 2,000 lives each year. Unless additional road safety actions are taken, the number of fatalities in Cambodia is projected to increase to up to 3,200 per year by 2020.</p>	

In general more support is needed to conduct operational research, monitoring and evaluation and to improve the access to quality health care. The problem of antibiotic resistance has been documented by partners in Cambodia, however, the understanding of the underlying reasons and innovative ways to tackle this problem need further research involving implementers. In HIV-TB-Malaria, strong national programs exist, but new health problems like NCDs call for our attention in these patient groups. Cambodia has a heavy burden of viral hepatitis, for which now effective treatment is available. Lessons learned from the scaling-up of access to antiretroviral treatment in HIV can be applied to this new challenge. Concerning the epidemic of non-communicable diseases facing Cambodia this cannot be solved by the Ministry of Health alone and requires a strong collaboration and support from the NGOs and other development partners. They need to work together to implement the actions to strengthen the comprehensive chronic care system including the high quality and accessibility of the service for NCDs, an initiative of a biomedical and holistic model of mental health care and support, clinical guideline & policy development, and relevant evidence based-research to reduce the burden of these preventable and costly diseases in Cambodia. The peer Educator model plays a very important role to educate people about healthy diet, physical activity, screening, counselling, proper treatment and self-management of their own diseases. Furthermore evidence-based first aid education of lay persons is also a cost-effective manner to deliver medical care or to prevent health problems for the most vulnerable. As for the provision of rehabilitation services, strengthening of physical rehabilitations centers is required to ensure the sustainability of the rehabilitation sector and the handover to the government.

**Joint strategic goal 3**

**Improve knowledge and implementation of Human Rights and Labour rights and support social economy**

Cambodia's constitution as well as Cambodia's commitment to many international conventions regarding human, women's, children's and workers' rights, should guarantee that all Cambodians' enjoy these rights and freedoms. These frameworks also allow sufficient space for civil society actors to play an important role in monitoring these rights and claim for their enforcement. Nevertheless, Cambodia's track record in respect of these rights is very bleak, which has led to close monitoring by the international community, such as UNHCR and the European Parliament. Especially land rights, workers' rights and political rights are under constant threat. Defenders of these rights are targeted with harassment, repression and criminal charges. Access to legal justice became quasi impossible due to a weak and corrupted judiciary system. Space for civil society actors is regulated by law, but recent revisions have put important restrictions, hereby making it more difficult for active citizens to hold the government to account. Civil Society Organisations (CSOs), farmer organisations, and other organised groups have a limited impact on formal elaboration of public policies and budgets; there is almost no formal institutional mechanism for ensuring public dialogue and consultation on policy reforms.

The respect of international rights standards is however a condition to promote a fair, equal and inclusive development for all Cambodians. It forms the basis of a rights' based approach and good governance, and is therefore a key issue to be addressed for all stakeholders. CSO umbrella organisations (membership-based) are the most active to collectively express individual voices.

**Joint strategic goal 4**

**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

Overall government spending on education is still lower than most countries with similar income levels. There's a low student performance (particularly in mathematics) due to problems of quality within the education sector related to quality and shortage of teachers, limited opportunities for professional development, double shifts, low wages, insufficient capacity of the related Ministries and Departments, etc. The education system in Cambodia has also failed to provide life skills that lead to real world opportunities (poor linkage between vocational training sector and labor market and need for adapted informal vocational training), the inequality in educational opportunity is still important (between poor and non-poor and rural and urban students). The Government of Cambodia seems reluctant to invest in informal and vocational trainings meaning that local CSO's have to support the development of training services, providing techniques well adapted to local context and post-training supports to integrate trainees in professional situation.

Education is a crucial determinant of individual empowerment and human capital, and in that way a key driver of the socio-economic development needed in Cambodia	
<b>Joint strategic goal 5</b>	<b>Ensure and improve access to knowledge, improve research and stimulate innovation in order to contribute to development</b>
<p>For the global aspects related to education please refer to Joint strategic goal 4 described above. For higher education there is a fragmented system in place (a lot of different ministries and lack of coordination), research is underrepresented in decision making and researchers capacities are to be improved. The government's budget to universities is still limited resulting in low wages and low attractiveness of the teaching and research profession, and there is a lack of concerted scientific research program.</p> <p>Strengthening research capacity contributes to new knowledge and know-how, creates the necessary conditions for needed innovations in different themes/sectors and improves the quality of higher education. Performant higher education institutes contribute in their turn to the development of a stock of labour with the necessary skills, also relevant to different sectors.</p>	
<b>Joint strategic goal 6</b>	<b>Improve Environmental protection and Climate change resilience</b>
<p>Cambodia's natural resources are under a lot of external and internal pressure. A degraded environment in countries that rely heavily on natural resources for their economic prosperity (Cambodia is a perfect example) actually exacerbates poverty conditions. By and large, the poorest people are the most affected by environmental degradation. They have to eke a living from marginal lands, forests, coastal waters or the peripheries of urban centres. The urban poor are the most exposed to severe air and water pollution and cannot escape the negative impacts of urbanization. Many areas in rural Cambodia remain affected by land mines.</p> <p>The environment actually means soil - to grow food; water - to drink, wash and irrigate crops; air - to breathe; and a host of food and medicinal products (e.g. fruit, fish, wood, edible roots). Preserving the environment therefore means safeguarding food production, protecting air and water from contamination, sustaining livelihoods, and preserving health. It is also imperative that as much of this land (Environment) is declared free from explosive as soon as possible to ensure safe sustainable, socio-economic development. Furthermore, environmental assets make a far larger relative contribution to national wealth in developing countries such as Cambodia than in high income countries. In many poor countries, environmental resources provide a safety net which can prove to be vital during crises. At the same time, much economic activity in the developed countries also depends on a healthy environment. Environment is indeed a crosscutting issue, and is therefore necessary to protect Cambodia's natural resource in order to pursue a sustainable socioeconomic development.</p>	

### 3. Commitments concerning complementarities and synergies

It is quite difficult at this stage and with the tight timing to develop and to finalise definitive and specific complementarities and synergies between ACNG's. In the table below we have described several ways of collaborating. All the participants are interested and willing to continue these discussions in order to identify and formulate concrete and meaningful synergies and complementarities to be implemented during the next five-year program. As the bilateral Belgian cooperation isn't present anymore in Cambodia this column is empty at this stage.

	<b>Synergies / complementarities</b>	<b>OCS and / or IA</b>	<b>Other international actor's</b>	<b>Belgian Coop.</b>
<b>Crosscutting / transversal level</b>	Organizations (with the same partners) will meet to consider synergies or complementarities in their respective programmes	X	X	
	Encourage the sharing of the knowledge acquired in connection with the programs implemented (documents of capitalisation, research, advocacy, analysis, etc.)	X	X	
	Work together to combat societal mechanisms which generate inequality, in particular related to gender	X		
	Share offices, staff and/or material	X		
	Share information on effects of ASEAN, on migration on land issues, on available funds, on strategic issues, on advocacy and research items, on climate change and risk management ...	X		
	Make field visits together to see the strategies, partners and issues of each ACNG and know each other better. Potential joint follow-up missions of local partners and common evaluations.	X		
<b>At level of joint strategic goal 1 (Rural dvt)</b>	Sharing of technical information related to extension, agricultural productions (including organic production), market opportunities for agricultural products, sustainable agriculture, etc.	X		
	Sharing information related to (agricultural) communities and associations/organisations' experiences.	X		
	Working together on structuring and strengthening of self-help groups, farmers groups, agricultural cooperatives, farmer federations..., and for the buying of inputs, selling of agricultural products on market, and other FO collective activities (exchange of experience, mobilisation of respective staff).	X	X	
	Cross ANGs technical advices and development of pool of expertise (vs external consultants).	X		
	Exchange of experience and knowledge management on best agricultural practices (exchange visit, common action-research, common capitalisation documents or workshops, mobilisation of respective staff).	X	X	
	Exchange of experience on support to self-help groups, cooperatives and farmers for better access to financial resources (exchange of experiences, mobilisation of respective NGO and partners staffs in support to the other).	X	X	
	Working together to strengthen local NGO capacities in terms of: value chain approach, AE learning methodology (farmers to farmers), model farmers, networking, etc.	X		

<b>At level of joint strategic goal 2 (Health)</b>	Common definition of research themes in health but also in relations to other sectors (agriculture, environment, local economy, legal issues, education, social behaviours,...).	X		
	Development of joint research projects.	X	X	
	Training of medical staff, mainly in case management of diabetes, including infectious diseases affecting diabetes patients. Evidence-based data can be used for the training.	X		
	Active Case finding of TB in prisons and provide support in laboratory diagnosis of MDR-TB and early warning indicators for MDR-TB for other ANGC's.	X	X	
	Work together on Environment and health issues e.g. agriculture practices and link with occurrence and density of Aedes mosquitoes.	X		
	Improve access to diabetes and hypertension drugs.	X		
	Cross-Referral Mechanisms including training, follow-up and assessment between Rehabilitation Center and Mental Health services.	X		
	Research on the links between mental health distress and people with disability and their family.	X		
<b>At level of joint strategic goal 3 (Rights and Social Eco)</b>	Share information on human rights, gender issues, legal frameworks and policies related to the target groups (mainly vulnerable social groups)	X		
<b>At level of joint strategic goal 4 and 5 (Education and Research)</b>	Sharing information on capacity building methodologies of human resources, curriculum, existing manuals and training materials developed for the different sectors (agriculture, school health, technical branches,.....), informal vocational trainings and school opportunities (provided by Belgian ANG's and other institutions).	X	X	
	Sharing information for a joint advocacy in Education.	X	X	
	Technical assistance on teacher development.	X	X	
	Develop research or potential master theses on topics identified by Belgian and local NGAs, develop research and jointly supervised PhD aiming at increasing the skill of professors in higher education (and obtain evidence based knowledge on research topics linked to development issues).	X		
	Seeking for opportunities for synergy and complementarity in the areas of capacity development, research, technology transfer and scholarship opportunities.	X	X	
	Stimulate encounters between CSO's/IA's and the academic world in order for interested academics and other actors to meet each other and seek opportunities for complementarity and synergy.	X	X	

	Seeking for opportunities for academic projects that are in synergy and complementarity with the interventions of other Belgian actors (modalities to be defined)	X	X	
	Sharing the results of research with other actors (for potential extension/upscaling).	X	X	
	Involve teachers of schools supported by different ANGCs in shared trainings.	X		
	Exchange information on peer learning (common workshops or meetings).	X		
	Share expertise on psycho-social problems which can cause learning problems.	X		
	Organise specific management trainings together.	X		
	Cooperate on identifying group differences and classroom management and contribute to solve some (learning) problems related to the socio-economic context of parents in rural areas.	X		
	Specific management trainings for Teacher Education Centres (TECs) can be made available for farmer organisations management or group leaders as well.	X		
<b>At level of joint strategic goal 6 (Environment)</b>	Sharing information on environmental impact assessments of projects and on issues related to climate change.	X		

#### 4. Annex 1: list of participants to the JSF of Cambodia, April 2016.

	CSC - GSK - JSF	Avait participé à cet ACC ? Was deelnemer van de GCA ? Has participated at the CCA?
ADG	Cambodge	oui
APEFE	Cambodge	oui
ARES	Cambodge	oui
HANDICAP INTERNATIONAL (HI)	Cambodge	oui
Instituut voor Tropische Geneeskunde (ITM)	Cambodge	oui
Louvain Coopération au Développement (LD)	Cambodge	oui
Oxfam-Wereldwinkels (OWW)	Cambodge	non
Rode Kruis-Vlaanderen Internationaal VZW (RKV)	Cambodge	oui
VLIR-UOS	Cambodge	non
Vredeseilanden (VE)	Cambodge	oui
VVOB	Cambodge	oui
WWF	Cambodge	oui
Apopo	Cambodge	non