



Strategic Plan of Samaky Organization, 2025- 2029

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1. Organizational Context

Samaky, a local NGO based in Kampot Province, was recognized by the Ministry of Interior in 2001 and updated its structure, statute, and headquarters following the legal requirements of the organic law of the LANGO of Cambodia with MOI letter No. 2163 issued on 28th August 2019. Samaky focuses on the main developmental approach is to empower communities to improve living conditions with dignity, focusing on vulnerable groups, including women, children, and youths.

Samaky has extensive experience in addressing community challenges through capacity development, coaching, and empowering through participatory approaches in community development, educational improvement, and business development advocacy and development both at national and sub-national levels. Samaky has been trusted and worked collaboratively with various donors and development partners including Plan International, NGO Education Partnership, HANDICAP International, ActionAid, Guy's Trust, Sovann's Trust, BENOY, James Saint Bury, Aide et Action (AEA), and ASPIRE (IFAD) to address community challenges to improve better living conditions in both rural and urban areas. Samaky aims to empower communities to improve living standards with dignity through child sponsorship, education for women and girls, food rights, business development, and democracy, with a bylaw and long-term strategic plan.

The strategic goals of Samaky Organization 2019- 2024 aim to improve the living conditions of families in Kompot Provinces by enhancing healthcare services, fostering small businesses, addressing climate change, protecting natural resources, enhancing agricultural livelihoods, promoting healthy living, respect, increasing household incomes, and improved access to education from primary school to secondary school with following objectives:

Strategic Objective 1): aims to improve living conditions in targeted areas by improving healthcare services, fostering small businesses, addressing climate change, protecting natural resources, and improving agricultural livelihoods.

Strategic Objective 2): aims to improve the understanding of the roles and responsibilities of targeted populations in a democratic society, enabling transparent, accountable, sustainable, and equitable community development.

Strategic Objective 3): aims to improve education quality in targeted areas by enhancing capacity building and practical implementation guidance of School Management Committees, School Support Committees, Classroom Management Committees, and Children Clubs.

Strategic Objective 4 aims to improve Samaky's organizational capacity for transparent and accountable program implementation, fostering trust with donors, and enhancing relationships with local and international partners.

2. Vision and Mission

Vision: A Cambodia where all communities are empowered to reach their full potential through education, economic prosperity, and resilience, contributing to a sustainable, and equitable society.

Mission: Samaky is dedicated to empowering Cambodian communities through partnerships in implementing the rights-based approaches, generating opportunities to promote positive changes in contributing to a resilient, sustainable, and equitable society for all.

Core Value

Partnership: Samaky is committed to be a trustworthy and honest partner, collaborating with all relevant partners to serve the communities, and fostering strong relationships based on trust, respect, and collaboration.

Transparency: Samaky is dedicated to transparency, ethical conduct, and results, holding ourselves accountable to our beneficiaries, partners, and stakeholders through adherence to organizational and donor-required rules, systems, and processes.

Sustainability: Samaky is committed to empowering individuals and communities to take ownership of their development, promoting capacity building, ownership promotion, and sustainable development opportunities.

Creativeness: Samaky is dedicated to continued learning and development, seeking new knowledge and best practices, and exploring new innovative approaches to address the evolved context and community challenges.

3. Strategic Development Process

Samaky engaged an independent consultant to facilitate the participatory process to deep dive into the updated situational analysis, new emerging trends, and opportunities to inform the development of the strategic plan 2025-2029. The consultant conducted desk reviews on government overall strategies, sectoral development trends, relevant research, studies, and context analysis of relevant donor landscape, and development partners' trends and priorities, NGOs challenges, and opportunities to update situational analysis related to political, economic, social, technology, legislation, and environment at the national and community levels. We discussed and integrated the secondary data and analyses with the primary information from Key Informant Interviews (KII) conducted with the Board of Directors, ED, and key partners. The Strategic Workshop and Focus Group Discussions (FGDs) were organized involving management and staff on Samaky SWOT analysis and provided opportunities for partners, communities, and beneficiaries to express their views and inputs into the strategic development process.

4. Situational Analyses

Situational Updates:

Cambodia achieved lower-middle-income status in 2015 and aims to become an upper-middle-income country by 2030 and a high-income country by 2050. This ambitious goal is tied to a commitment to governance reform at both the national and sub-national levels, which is essential for strengthening capacity in local governance, improving public services, and fostering inclusive participation and equitable community development. However, implementing these reforms remains challenging due to the limited capacity of local governance structures to encourage meaningful participation from the community, particularly women and girls, in local governance and development processes, including the commune investment and development processes.

Cambodia's economy has been on a recovery post-COVID-19 with GDP growth of economy grew by 5.4% in 2023 and is expected to improve marginally to 5.8% in 2024¹. The ongoing recovery will be propelled by continued strength in garment and non-garment exports, tourism, and rising foreign investment. The country has made significant progress in reducing poverty over the past decade. The national poverty rate fell from 36.7% in 2014 to 16.6% in 2022. The reduction is attributed to rapid economic growth, structural transformation, and targeted social protection programs. Coastal provinces such as Kompot, Kep, Preah Sihanouk, and Koh Kong have experienced varying levels of poverty reduction. These areas benefit from tourism and related economic activities, which have contributed to poverty alleviation. However, the concerns remain, particularly in the rural and fishing communities where access to basic services and economic opportunities is limited. The poverty rate in the Coastal regions and those around Tonle Sap Lake remains high compared to the national average, with significant portions of the population relying on subsistence agriculture and fishing. Seasoning floods and environmental changes impact the livelihood and living conditions of the local communities, especially vulnerable households. The pandemic exposed pre-existing economic vulnerabilities, emphasizing the need for a more resilient and diversified economy. The Coastal and Tonle Sap regions face environmental challenges such as flooding and climate change, which impact livelihoods and exacerbate poverty, Program to address those challenges are crucial to ensure that economic growth benefits all segments of society, particularly marginalized and rural communities, remains a priority.

Cambodia has made progress in addressing violence against children and gender-based violence (GBV), but challenges remain. According to the latest data, the prevalence of domestic violence decreased from 29% in 2014 to 21% in 2022². However, one in five women aged 15-49 still reported experiencing physical, sexual, or emotional violence by partners. Although Cambodia has made some progress in reducing violence against children and gender-based violence, significant challenges remain, particularly in coastal provinces and those around Tonle Sap Lake. These regions have a higher rate of violence against children and GBV, particularly due to economic hardship and limited access to support services.³. Continued efforts in public awareness, community education, and support services are essential to further reduce violence and support survivors.

¹ IMF, 2024

² NIS, 2022

³ UNICEF, 2023

According to the Ministry of Education, Youth, and Sport (MoEYS), Cambodia's gross enrolment rate for primary education stands at approximately 97.5%, while secondary education enrolment is around 57.96%. Quality. For secondary education figures drop to 45% for reading and 35% for mathematics⁴. These statistics highlight ongoing challenges in improving both enrolment and educational quality across the country. There are concerns about dropout rates, particularly in secondary and higher education, and low student learning outcomes remain a significant issue. The government, with the support of international development partners, has been focusing on improving the quality of education through several initiatives on infrastructure development, teacher training programs, curriculum reforms, and the promotion of inclusive education. Assessments indicate that Cambodian students are behind their regional peers in literacy and numeracy. While Cambodia has made remarkable progress in expanding access to education, ensuring quality and equity remains a challenge. The region of coastal provinces and those around Tonle Sape have a higher proportion of disadvantages, which impact education and employment outcomes.

There are continued concerns about teacher shortages, inadequate infrastructure, and disparities in educational quality between urban and rural areas continue to hinder progress. Many students lack essential literacy and numeracy skills crucial for future learning and career development. Furthermore, there are limited opportunities for youth and adolescents, particularly those from poor and marginalized households, to develop life skills and receive vocational training. Poverty, geographical barriers, and the prioritization of work over education by parents contribute to high dropout rates and hinder access to quality education. Despite some progress, significant challenges remain, particularly in remote areas where there is limited capacity for digital technology and awareness of its associated risks, such as digital scams. This lack of capacity prevents these communities from accessing and utilizing digital infrastructure, tools, and skills that could enhance productivity, skill development, and employment opportunities for young people. Programs targeting these vulnerable groups are crucial for ensuring equitable access to quality education. Continued investments in teacher training, infrastructure, and inclusive education are essential for improving educational outcomes nationally and regionally, particularly in coastal provinces and those around Tonle Sap Lake.

Cambodia is highly vulnerable to climate change and disaster risks, with increased frequency and intensity of floods, droughts, and storms. From 2022 to 2024, severe weather events have significantly impacted livelihoods, particularly in coastal provinces and around Tonle Sap Lake. Rising sea levels and irregular rainfall patterns exacerbate food insecurity and economic instability. The vulnerable communities, including women, children, and people with disability are facing high risks due to limited resources and adaptive capacity.⁵. Cambodia's coastal provinces and regions around Tonle Sap Lake are highly vulnerable to the impacts of climate change and natural disasters. These areas face frequent and severe weather events, including floods, droughts, and storms, which significantly affect the livelihoods and well-being of local communities.

⁴ MoEYS, 2023

⁵ World Bank, 2023

The coastal provinces are facing the risk of rising sea levels and increased storm intensity. These floods not only damage infrastructure but also disrupt fishing and tourism, which are critical sources of income for these coastal and Tonle Sap communities. These regions face unique challenges due to their reliance on the lake's ecosystem. Climate change has led to irregular heavy rainfall patterns as an impact of La Niña, resulting in flooding. The 2019 El Niño event, for instance, caused significant droughts, impacting rice production. In contrast, heavy rains in 2022 caused severe flooding, affecting agricultural productivity and displacing communities. These environmental changes disrupt the traditional livelihoods of fishing and farming, increasing vulnerability and poverty among local populations.

The most affected are often the poorest and most marginalized groups, including women, children, and ethnic minorities. These communities have limited access to resources and services, making it harder for them to recover from disasters. Climate changes add a burden on the existing challenges and hardships, as these groups are less able to adapt to the changing conditions and are more likely to suffer from food insecurity, health issues, and loss of income. Addressing the impacts of climate change and disasters on these vulnerable communities requires comprehensive strategies, including improved sustainable agricultural practices, and enhanced social protection programs. Efforts must focus on building resilience and adaptive capacity to ensure sustainable development and reduce vulnerability to future climate risks.⁶.

Funding Landscape and Donor Priorities

Cambodia's local NGOs including Samaky have played a crucial role in addressing the country's developmental challenges, from improving education, agricultural livelihood, and community development, to advocating for human rights and environmental protection.

The landscape for funding opportunities becoming increasingly competitive and complex. With traditional donor funding declining and shifting priorities among international donors, Cambodian local NGOs need to adopt and explore innovative strategies to ensure sustainability and impact program delivery. According to the Cooperation Committee for Cambodia (CCC) 2024 on CSO Funding Landscape in Cambodia, the dynamic funding landscape faces challenges due to limited resources, competition, and changing priorities. The local NGOs that have limited capacity, lack funding diversifications, and rely heavily on foreign funding, are likely to struggle to maintain sustainability, facing funding shortages, with limited access to grant opportunities and challenges in competing to secure long-term operational funding.

Following are analysis of the Funding Landscape and Donor Priorities in Cambodia

Declining Traditional Donor Funds:

There has been a noticeable reduction in traditional donor funds, particularly from bilateral and multilateral agencies. This decline is partly due to shifts in global funding priorities, increased competition among NGOs, and a growing tendency of donors to fund larger, more established organizations and government programs.

⁶ UNDP, 2024

Changing Donor Priorities: Donors are increasingly focusing on specific thematic areas such as climate change, innovation, and social entrepreneurship. NGOs that are not aligned with these priorities and can meet donor requirements may struggle to access funding.

Increased Competition: With fewer funding opportunities available, the competition among NGOs has intensified. Smaller, local NGOs often find themselves at a disadvantage compared to well-resourced international organizations that can submit more competitive proposals that demonstrate a track record of expertise and success evidence.

Regulatory and Compliance: The Cambodian government has introduced regulations that increased requirements on NGOs, including additional compliances and reporting requirements. These regulations create additional administrative work and may restrict donors from engaging directly with local NGOs that have limited capacity to adopt and comply.

Capacity Constraints: Many local NGOs face challenges in financial management, proposal writing, and monitoring and evaluation. These capacity constraints are likely to limit their opportunity and ability to secure and effectively manage donor funds.

5. Strength, Weakness, Opportunity and Threat Analysis

Strength	Weakness
<ul style="list-style-type: none"> -Board of Directors, ED, Management, and Staff are open with high commitment to good government, and sustainability of Samaky. -Commitment to Quality Program/ project aligns with the vision and mission. -Samaky is known for good works in education, natural resource management, and community development in alignment with local priorities and government strategies. -Good experienced staff, with capacity developed by Samaky, Action Aid, and other partners. -Samaky developed and maintained trusted relations with the government, donors, development partners, and communities. -Samaky engages and consults with partners and communities to guide the new strategic plan and design program 	<ul style="list-style-type: none"> -Current vision and mission need to be modified to address the evolving context more holistically. -Staff have limited understanding of the current strategies of the organization. -The current Strategies developed since 2019 are not up to date in addressing the evolving situation and context of the country and communities. -Samaky does not have a resource mobilization and fundraising strategy. -Staff have limited capacity for new program design, project management, proposal development, report writing, English language, and technology skills.

Opportunity	Threat
<p>-Trusted and Influential Partnership Relations that Samaky has with existing partners could potentially expand to more meaningful partnerships in strengthening the quality and sustainability of the current projects.</p> <p>-The existing projects and experiences provided good opportunities to strengthen better designs building on the current successes to align and contribute to the overall Government Strategies and Priorities on strengthening civic engagement in local governance, protection, sustainability, quality education, skill development, and long-life learning.</p> <p>-Samaky is based in the potential geographical location that has potential opportunities to partner with Khmer Ocean Life and other potential partners to grow the projects on research and designing interventions on sustainable eco-tourism, ocean environment, biodiversity, sustainable livelihoods, climate change, and disaster resilience.</p> <p>-Samaky has potential opportunities with new strategies, and geographical operations to diversify the funding through continue building organizational capacity in new program design, partnership development, resource mobilization, and fundraising to sustain funding for the long-term development of the organization.</p>	<p>-The project faces challenges with a group of businesses and authorities that have conflicting interests with natural resources and environmental conservation and protection.</p> <p>-Limited participation, ownership, and commitment from the beneficiaries, local authorities, and community members.</p> <p>-Growing competition among NGOs on geographical operation and fundraising.</p> <p>-Recent major industrial development projects have a potential negative impact on communities, quality, and safety of biodiversity.</p> <p>-Climate changes and natural disasters negatively affect the lives of the beneficiaries and communities.</p> <p>-Changes in the funding landscape and donor priority with more requirements that Samaky does not have the capacity to engage in the complete proposal process.</p> <p>-Limited capacity to diverse funding sources and continued dependency on limited sources of funds could risk organizational stability and sustainability.</p>

6. Strategic Goal, Objectives and Priorities 2025- 2029

Strategic Goal:

Strengthening Cambodian communities through partnerships in implementing integrative strength-based initiatives to improve capacities, creating opportunities to promote positive change that contributes to resilient, sustainable, and equitable development.

Strategic Objectives 2025- 2029	Key Strategic Priorities
Objective 1: Improve Resilience Economic Opportunities and Sustainable Livelihoods	1.1. Enhance the capacity for sustainable agriculture approaches to improve food security and livelihoods.
	1.2. Expand economic opportunities for marginalized communities through skills training, entrepreneurship development, and improved access to safe and affordable finance.
	1.3. Strengthen the capacity of local communities to develop eco-tourism projects that integrate the disaster risk reduction and climate change resilience concept to sustain income generation activities for families and communities.
Objective 2: Enhancing Capacity in Local Governance, Protection and Sustainable Development	2.1. Strengthen the capacity of local authorities, to improve coordination, participation and actions on inclusive and sustainable community development.
	2.2. Promote awareness raising and implement prevention interventions and response mechanisms to address gender-based violence & harmful practices for women and girls within the community through local governance protection mechanisms.
	2.3. Partnership in research and development of projects on sustainable development of marine lives, biodiversity, and other environmental concerns in the coastal areas and provinces around Tonle Sap Lake.

Objective 3: Promote Access to Quality Education and Lifelong Learning	3.1. Increase access to quality formal basic education through the development of model schools and informal education centers in the communities for slow learners, and out-of-school children, including girls and children with disabilities.
	3.2. Improve the quality of education through infrastructure development, teacher training, and capacity development of model schools.
	3.3. Promoting lifelong learning opportunities through life skills, entrepreneurship programs, vocational, and financial management training, career coaching, and development.
Objective 4: Strengthening Organizational Development, Partnership, and Resource Mobilization	4.1. Enhancing governance, internal control, and accountable financial management.
	4.2. Strengthen organizational capacity on effective project management, monitoring, evaluation, and report writing.
	4.3. Enhancing strategic partnerships with government, civil society, private sector, donor, and development partners.
	4.4. Diversify funding sources and income generation activities to promote financial sustainability.

7- Prioritized Geographical Operations

The coastal provinces and Tonle Sap Lake region of Cambodia are home to a significant portion of the country's most disadvantaged communities. These areas often face limited access to quality education, healthcare, and economic opportunities, contributing to a cycle of poverty and marginalization. These regions are also highly vulnerable to climate change and environmental degradation. Kampot, in particular, is a critical area for conservation and sustainable development due to its rich biodiversity and natural resources. The coastal areas and Tonle Sap Lake face threats such as deforestation, pollution, and rising sea levels, which can have devastating consequences for local communities.

Given their strategic importance for Cambodia's overall development, these provinces have the potential to contribute significantly to the country's economy through ecotourism and sustainable agriculture. However, realizing this potential requires a concerted effort to address the challenges faced by these communities. Samaky aims to play a pivotal role in empowering these communities and addressing their needs. By focusing on sustainable livelihoods and educational initiatives, Samaky seeks to create opportunities for local populations, particularly women, youth, and marginalized groups, to participate meaningfully in local governance and development.

Through its current base in Kompot, Samaky will gradually expand the program operations in the coastal areas and regional provinces around Tonle Sape Lake to continue to contribute to broader national goals of inclusive growth and sustainable development. By ensuring that vulnerable communities are not left behind, Samaky helps to build a more equitable and resilient Cambodia.

8- Strategic Intervention, Expected Results, and Timeframe

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
Objective 1: Improve Resilience Economic Opportunities and Sustainable Livelihoods	1.1. Enhance the capacity for sustainable agriculture approaches to improve food security and livelihoods.	1.1.1. Training and capacity building for farmers with knowledge and skills to adapt resilient agricultural practices to climate change impacts.	1.1.1. # of people trained and improved on resilient agricultural practices to climate change impacts.	x	x	x	x	x
		1.1.2. Promote sustainable fishing practices of the fishery communities, and establish community fishing regulations and enforcement mechanisms.	1.1.2. # of fishery communities established, report the positive outcomes, and coordinate the community fishing regulations and enforcement mechanisms.	x	x	x	x	x
		1.1.3. Support the development of modern cooperatives, to improve collaborations, knowledge sharing, productivity, and value of local agricultural products	1.1.3. # of modern cooperatives established to report the progress in coordinating collaborations, knowledge sharing, productivity, and value of local agricultural products.		x	x	x	x
		1.1.4. Build community capacity to improve resilience to natural disasters such as floods, droughts, and typhoons.	1.1.4. # of people trained, reported on improved resilience to natural disasters such as floods, droughts, and typhoons.		x	x	x	x
		1.1.5. Promote sustainable land use practices and protect biodiversity, and ecosystems, such as mangrove forests and wetlands.	1.1.5. # of communities reported on improved land use practices, protecting biodiversity, and ecosystems, such as mangrove forests, and wetlands.		x	x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	1.2. Expand economic opportunities for marginalized communities through skills training, entrepreneurship development, and improved access to safe and affordable finance.	1.2.1. Partner with experts to develop practical skill training on sustainable agriculture, fisheries, and tourism to improve income generation activities for marginalized communities.	1.2.1. # of training delivered with participants on practical skill training on sustainable agriculture, fisheries, and tourism, reporting on improved income generation activities.	x	x	x	x	x
		1.2.2. Conduct training, and workshops to foster entrepreneurial skills, business planning, financial management, and marketing, coaching for aspiring entrepreneurs.	1.2.2. # of training, workshops organized, and reported on the progress of entrepreneurial skills, business planning, financial management, marketing, and coaching.	x	x	x	x	x
		1.2.3. Partner with the local authority, and other partners including microfinance institutions to offer financial literacy training to enhance borrowers' understanding of financial management.	1.2.3. # of partnership established, report on the financial literacy training, participants progress in enhancing understanding of financial literacy and debt management.		x	x	x	x
		1.2.4. Advocate for the development of social loan products and services that target the specific needs of marginalized communities.	1.2.4. # of social loan products and services developed and report on the benefits, and success stories of communities.			x	x	x
		1.2.5. Improve market access and linkage between fishery communities and farmers and buyers.	1.2.5. # of market connections established, report on progress relations between the farmers and buyers.			x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	1.3. Strengthen the capacity of local communities to develop eco-tourism projects that integrate the disaster risk reduction and climate change resilience concept to sustain income generation activities for families and communities.	1.3.1. Provide training on hospitality and customer service skills, social enterprise development, and business planning.	1.3.1. # of training organized, report on improved hospitality and customer service skills, social enterprise, and business planning.	x	x	x	x	x
		1.3.2. Facilitate the pilot of the sustainable community-based eco-tourism project.	1.3.2. # of the pilot eco-tourism project and progress report of the development of the pilot.	x	x	x	x	x
		1.4.3. Facilitate marketing and promotion linkage of community tourism products and services.	1.4.3. # of marketing and promotion events, report on the progress of tourism products and services.		x	x	x	x
		1.4.4. Provide technical assistance and mentoring for social entrepreneurs.	1.4.4. # of sessions and impacting outcomes of technical assistance and mentoring for social entrepreneurs.		x	x	x	x
		1.4.5. Promote access to social funding to expand sustainable social enterprise models that create jobs and address social and environmental challenges.	1.4.5. # of social funds identified, and successfully approved the social funding to expand sustainable social enterprise models.		x	x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
Objective 2: Enhancing Capacity in Local Governance, Protection and Sustainable Development	2.1. Strengthen the capacity of local authorities, to improve coordination, participation and actions on inclusive and sustainable community development.	2.1.1. Capacity building for local officials on participatory planning, community participation, budgeting, and decision-making processes on sustainable community development.	2.1.1. # Local officials participated in training, report the improvement of participatory planning, and community participation, budgeting, decision-making process on sustainable community development.	x	x	x	x	x
		2.1.2. Facilitate dialogues with local authority on local issues and priorities to promote community participation in local governance ensuring inclusive and sustainable development.	2.1.2. # dialogues, the progress of community participation in local governance ensuring inclusive and sustainable development.	x	x	x	x	x
		2.1.3. Improve the implementation of public information of public services and constructive feedback mechanisms at the target communes.	2.1.3. Report on Improvements in the implementation of public information and constructive feedback mechanisms at the target communes.		x	x	x	x
		2.1.4 Improve the implementation of a multi-sectoral committee to oversee the implementation of the Commune Investment/ Development Plan, resolving the feedback mechanism.	2.1.4 Report on the improvement of the implementation of a multi-sectoral committee to oversee the implementation of the Commune Investment/ Development Plan, resolving the feedback mechanism.			x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	2.2. Promote awareness raising and implement prevention interventions and response mechanisms to address gender-based violence & harmful practices for women and girls within the community through local governance protection mechanisms.	2.2.1. Organize community events and workshops to raise awareness about gender equality.	2.2.1. # of community events and workshops, report on improved awareness about gender equality.	x	x	x	x	x
		2.2.2. Conduct training and workshops on gender-based violence prevention, response, and referral mechanisms on gender-based violence.	2.2.2. # of training and workshops conducted, report on the improvement of gender-based violence prevention, response, and referral mechanisms in the target communities.	x	x	x	x	x
		2.2.3. Establish helplines to provide confidential support and counseling services in collaboration with the district and provincial social workers.	2.2.3. # of helplines established, report on case management developed in collaboration with the district and provincial social workers.		x	x	x	x
		2.2.4. Collaborate with local authorities, government legal and health care providers to ensure access to medical psychological, and legal services.	2.2.4. # Collaborate with local authorities, government legal, and health care providers established, case management report developed and regularly updated.			x	x	x
		2.2.5. Advocate for implementing and enforcing laws and policies related to gender-based violence for women and girls.	2.2.5. # of staff and community partners participated in advocating for implementing and enforcing laws and policies related to gender-based violence.			x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	2.3. Partnership in research and development of projects on sustainable development of marine lives, biodiversity, and other environmental concerns in the coastal and Tonle Sap Lake.	2.3.1. Partnership with research organizations, and experts in collaboration with local authorities to train selected communities in basic research methods, data collection, and analysis techniques.	2.3.1. # of local authorities trained on basic research methods and data collection/ analysis techniques. # of research conducted in partnership with organizations, and experts.	x	x	x	x	x
		2.3.2. Collaborate with local authorities and CBOs to establish community-based preservation and monitoring networks to track the development of marine ecosystems and biodiversity.	2.3.2. # of community-based preservation and monitoring networks established, report on the progress to track the development of marine ecosystems and biodiversity.		x	x	x	x
		2.3.3 Facilitate dialogues on community issues and priorities to initiate and implement sustainable pilot projects in partnership with the local authorities, civil society organizations, and private sector.	2.3.3 # of meetings, participants, and reports on the development of pilot projects in partnership with the local authorities, civil society organizations, and private sector.			x	x	x
		2.3.4. Promote the resource mobilization of public-private partnership fundraising to implement and expand sustainable initiatives and projects.	2.3.4. Resource mobilization committee established to mobilize the public-private partnership fundraising to implement and expand sustainable initiatives and projects.				x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
Objective 3: Promote Access to Quality Education and Lifelong Learning	3.1. Increase access to quality formal basic education through the development of model schools and informal education centers in the communities for slow learners, and out-of-school children, including girls and children with disabilities.	3.1.1. Partnering with Provincial Education Department to strengthen capacity of the school management committee to mobilize resources and participations to develop the model schools.	3.1.1. # school management committees trained and improved capacities. # model schools that supported by Samaky recognized by ministry of education.	x	x	x	x	x
		3.1.2. Establish community-based learning centers that offer flexible and accessible education opportunities for slow learners and out-of-school children and youths.	3.1.2. # of community-based learning centers established. # of students- slow learners and out-of-school children and youths participated.	x	x	x	x	x
		3.1.3. Provide conditional financial assistance on educational materials and other educational expenses to students from low-income families with difficulty accessing quality education.	3.1.3. # of students received conditional financial assistance on educational materials and other educational expenses, reported on improvement of learning outcomes.		x	x	x	x
		3.1.4. Implement education and literacy outreach campaigns in underserved communities to support and ensure that all children, including those with disabilities, have access to quality education.	3.1.4. # of education and literacy outreach campaigns conducted. # of children, including those with disabilities, who have access to quality education participated in the outreach campaigns.		x	x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	3.2. Improve the quality of education through infrastructure development, teacher training, and capacity development of model schools.	3.2.1. Facilitate school construction and renovation to provide adequate facilities for teaching and learning with necessary furniture, teaching materials, and technology.	3.2.1. # of schools constructed and renovated, furniture, teaching materials, and technology provided to improve adequate facilities for teaching and learning.	x	x	x	x	x
		3.2.2. Coordinate with PoE to enhance capacity building on school management and leadership, and teacher training to enhance quality teaching to improve learning outcomes.	3.2.2. # of training and participants in school management and leadership, and teacher training, reported on improved quality of teaching and learning outcomes for students.	x	x	x	x	x
		3.2.3. Provide training to the school management committee and teachers on inclusive teaching methods and practices in alignment with the inclusive education policies and guidelines.	3.2.3. # of training and participants in training on school management, and inclusive teaching methods, reported improved practices in alignment with the inclusive education policies and guidelines.		x	x	x	x
		3.2.4. Develop school environment and other qualifications to meet the criteria of a model school following the requirements of the Ministry of Education.	3.2.4. # of schools that Samaky supported improved to meet the qualifications and criteria of a model school following the requirements of the Ministry of Education.		x	x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	3.3. Promoting lifelong learning opportunities through life skills, entrepreneurship programs, vocational, and financial management training, career coaching, and development.	3.3.1. Partner with experts' institutions and individuals to deliver training and learning sessions in essential life skills on communication, problem-solving, decision-making, critical thinking, and stress management for personal and professional development.	3.3.1. # of sessions and participants in training and learning sessions, reported improvements in essential life skills.	x	x	x	x	x
		3.3.2. Partner with experts' institutions and individuals to deliver training and learning sessions on basic concepts and skills on entrepreneurship, financial literacy, budgeting, and money management.	3.3.2. # of sessions and participants in training and learning sessions, reported improvements in entrepreneurship, financial literacy, budgeting, and money management.	x	x	x	x	x
		3.3.3. Offer career counseling, coaching, and mentoring to assess skills and interests to support individuals in identifying their career goals and developing career plans.	3.3.3. # of sessions and participants in training and learning sessions, reported improvements in career goals and developing career plans.			x	x	x
		3.3.4. Partner with local organizations and businesses to provide on-the-job training in marketable skills to enhance their employability.	3.3.4. # of youths and adults received on-the-job training in marketable skills to enhance their employability.				x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
Objective 4: Strengthening Organizational Development, Partnership, and Resource Mobilization	4.1. Enhancing governance, engagements, internal control, and accountable financial management.	4.1.1. Enhancing Organizational Capacity in leadership and management.	4.1.1. Organizational Capacity in leadership and management are enhanced	x	x	x	x	x
		4.1.2. Strengthening effective external engagement through Social Media Platforms.	4.1.2. Effective external engagement through Social Media Platforms is strengthened.	x	x	x	x	x
		4.1.3. Strengthening Financial Management and Auditing.	4.1.3. Financial Management and Auditing are strengthened.	x	x	x	x	x
	4.2. Strengthen organizational capacity on effective project management, monitoring, evaluation, and report writing.	4.2.1. Improve Capacity in Project Management, Monitoring and Evaluation and report writing.	4.2.1. The capacity of Samaky management in Project Management, Monitoring and Evaluation, and report writing is improved.	x	x	x	x	x
		4.2.2. Promoting Innovative Program Delivery.	4.2.2. Innovative Program Delivery is promoted.		x	x	x	x
		4.2.3. Enhance Capacity in Proposal Development.	4.2.3. Capacity in Proposal Development is enhanced.		x	x	x	x
		4.2.4. Enhancing Capacity in Utilizing Technology and Digital Innovation.	4.2.4. Capacity in Utilizing Technology and Digital Innovation is enhanced.			x	x	x

Strategic Objectives	Strategic Priorities	Key Interventions	Key Expected Results	Short Term	Medium Term		Long Term	
				2025	2026	2027	2028	2029
	4.3. Enhancing strategic partnerships with government, civil society, private sector, donor, and development partners.	4.3.1. Enhancing partnership with International NGOs.	4.3.1. Partnership with International NGOs is enhanced.	x	x	x	x	
		4.3.2. Form Consortium with Other NGO partners.	4.3.2. Consortium with Other NGO partners is formed.	x	x	x	x	x
		4.3.3. Collaborate with government partners to explore opportunities to co-fund raising the project.	4.3.3. Partnerships with relevant government partners are established to co-fund raising for the specific project.		x	x	x	x
		4.3.4. Engaging in Advocacy, and Networks with Donor Platforms.	4.3.4. Advocacy and Networks with Donor Platforms are enhanced.		x	x	x	x
	4.4. Diversify funding sources and income generation activities to promote financial sustainability.	4.4.1. Expanding Relations with Donors and Development Partners.	4.4.1. Relations with Donors and Development Partners are expanded.		x	x	x	x
		4.4.2. Develop and Implement strategies to explore the local funding sources.	4.4.2. Mapping of Local Funding Sources is developed and implemented.		x	x	x	x
		4.4.3. Expanding Relations with relevant Donors, and Development Partners to develop social enterprise businesses to sustain the incomes for Samaky.	4.4.3. Relations with relevant donors and development partners are expended to explore possible funding for the development of social enterprise businesses to sustain Samaky's income.			x	x	x

9. Resources Mobilization, Financial, Human Resources, and Risk Management

To overcome these challenges identified in the mapping of the Funding Landscape and Donor Priorities for local NGOs in Cambodia, Samaky is proactively diversifying approaches and actions on resource mobilization and fundraising to effectively secure and diversify findings for continuing Samaky's important works in improving the lives of Cambodian communities, following are the priorities actions:

9.1. Financial Resources Mobilization

Diversification of Funding Sources

Expanding Relations with relevant Donors, Funding Agencies, and Development Partners:

Samaky is committing to expanding and exploring new targets of relevant donors, funding agencies, and development partners that are interested in funding specific projects in Cambodia through building effective relations that increase the likelihood of securing ongoing funding. Samaky led by the Board of Directors, ED, and Senior Management will coordinate to reach out and communicate regularly with the current and future potential donors, providing updates on project progress and impact to engage for future funding opportunities.

Explore Local Funding Sources:

Samaky led by the Board of Directors, ED, and Senior Management will increase the engagements with potential businesses operating in Cambodia who are interested in contributing to social causes through Corporate Social Responsibility (CSR) initiatives. Samaky will actively seek partnerships with these businesses, aligning projects with the CSR priorities of potential corporate donors. Samaky is committed to developing a community-based fundraising initiative that will establish local private funding support, particularly for targeted projects. This could include organizing fundraising events, leveraging local networks, and using crowdfunding platforms to reach a broader audience.

Capacity Building and Organizational Strengthening

Enhance Proposal Development and Writing Skills:

Samaky will continue to invest time and resources to engage in training to build the capacity and expertise of relevant staff in grant writing and proposal development to improve understanding of donor requirements, able to develop clear objectives, and quality proposals with evidence of past successes. This will be implemented in close collaboration with ActionAid, Plan International, NGO Education Partnership, HANDICAP International, ActionAid, Guy's Trust, BENOY, James Saint Bury, and ASPIRE (IFAD) as well as peer learning with other NGOs, exploring the opportunity of mentorship from experienced grant writers to improve capacity in quality proposal development.

Strengthen Financial Management:

Samaky is committed to enhancing strong financial management systems to track and report on funding management accurately, building donor confidence, and ensuring compliance with funding requirements. Samaky continues to demonstrate transparency in financial management, including regular audits and clear reporting, to continue to enhance credibility with donors.

Improve Monitoring and Evaluation (M&E):

Samaky will enhance the update and implementation of the M&E Frameworks to measure the impact of the project. Improving program design by setting clear indicators, collecting data systematically, and using the findings to improve program implementations, cross learnings and program quality improvement.

Strategic Partnerships and Collaborations**Enhancing partnership with International NGOs (INGOs):**

Many international NGOs in Cambodia receive large grants and are required to sub-grant to local NGOs. Partnering with those INGOs on program implementation can provide an opportunity for Samaky to access additional resources and technical expertise, in this regard, Samaky will continue to work closely with Plan International, NGO Education Partnership, HANDICAP International, ActionAid, Guy's Trust, Sovann's Trust, BENOY, James Saint Bury, Aide et Action (AEA), ASPIRE (IFAD) and other partners on sub-granting opportunities. Samaky commits to building relationships with existing partners and other INGOs that open up opportunities for Samaky to receive sub-grants and capacity building to enhance Samaky's Institutional Capacity Development.

Form Consortium with Other NGO Partners:

Samaky will explore opportunities in collaborative proposal development by forming a consortium with other NGOs to pool resources, share expertise, and increase the chances of winning larger grants through collaborative projects that bring together multiple stakeholders.

Collaborate with Government Partners:

Samaky will be proactively in developing and maintaining effective engagement and relations in the principle of Public-Private Partnerships to explore opportunities to work with government agencies on projects, this is including co-financing arrangements or technical collaboration on service delivery that aligns with national development priorities.

Samaky will continue to be active in engaging with the government, and NGOs to advocate for the improvement of policies and practices that create a more enabling environment for civil society organizations, including access to funding and simplifying the regulatory requirements and recognition of the role of Samaky in national development.

Enhancing Utilization of Technology and Digital Innovation**Strengthening Social Media Platforms:**

Samaky recognized the importance of Social media as a powerful tool for communicating and promoting public awareness and visibility Samaky works that can attract resource mobilization and fundraising. Samaky is committed to investing in building a strong online presence and engaging with the audience through regular updates on program activities and success stories on its Social Media Platforms.

Improving Innovative Program Delivery:

Samaky recognized the importance of innovative approaches in improving the effectiveness of program quality and delivery, to attract funding from donors who are interested in technology-driven solutions. In this regard, Samaky is committed to investing in building capacity to be able to adopt new technologies. This is including to explore how technology can be used to enhance program delivery, such as smart agricultural resilience to climate changes and e-learning platforms for education.

Utilizing the Digital Tools for Fundraising:

Samaky recognized the important opportunities of utilizing the Digital funding Platforms to access and engage with donors that interested in Samaky works. In this regard, Samaky is committed to investing in building capacity to be able to leverage online funding platforms nationally and internationally to reach global donors and development partners to raise funds for specific projects.

Advocacy and Networking

Samaky recognized the importance of building strong networks in shared learning and advocacy, being part of local, regional, and international NGO networks, donor forums, and conferences to stay informed about funding trends, connect with potential donors, and showcases to increase visibility and access to funding opportunities.

Samaky is committed to mobilizing and raising the estimated needed funding to ensure the successful delivery of the Samaky strategy 2025- 2029 as the summary in the following table:

Sources of Fund (USD)	Short Term	Medium Term		Long Term		Total
	2025	2026	2027	2028	2029	
Estimated funding of likely/ committed existing donors	200,000	220,000	240,000	260,000	280,000	1,200,000
Estimated Funding raised from the new opportunities	30,000	33,000	36,000	39,000	42,000	180,000
Other sources of income and contributions	20,000	22,000	24,000	26,000	28,000	120,000
Total of estimated budget needed	250,000	275,000	300,000	325,000	350,000	1,500,000

9.2. Financial Management

Samaky is committed to implementing its 2025-2029 strategic plan by prioritizing effective financial management. This includes strengthening financial systems, building reserves, and closely monitoring efficiency to ensure the organization remains resilient and adaptable.

Enhancing Financial Systems and Transparency: Samaky will ensure its financial systems are reliable, transparent, and aligned with donor requirements and standards.

Budgeting and Forecasting: Samaky will develop and implement multi-year budgets that align with its strategic goals. These budgets will be realistic, and flexible, and account for risks such as donor funding delays and inflation. Financial forecasting will help anticipate cash flow needs, ensuring continuous program implementation without disruptions.

Adopting Digital Financial Tools: With Cambodia's increasing digitalization, Samaky will adopt digital accounting tools and mobile banking platforms to streamline processes, reduce errors, and improve reporting accuracy. This will enhance transparency, which is key to maintaining donor and community trust.

Building Financial Reserves and Emergency Funds: Samaky will proactively build financial reserves, including an emergency fund, to ensure stability during funding shortages. This is critical for service continuity during emergencies and in maintaining donor confidence. A portion of unrestricted funds or specific grants will be allocated to build these reserves, providing flexibility to manage both planned and unexpected challenges.

Internal Controls and Auditing: Samaky will establish strong internal controls to prevent fraud and financial mismanagement. Clear procurement policies, segregation of duties, and regular audits will protect the organization and ensure it meets donor accountability requirements.

9.3. Human Resource Management

Samaky will effectively manage its human resources to achieve its strategic goals by focusing on strategic recruitment, continuous capacity building, employee retention, and adaptability. These efforts will ensure that Samaky has a capable, motivated workforce.

Strategic Recruitment: Samaky will prioritize hiring staff with expertise in key areas such as sustainable agriculture, climate adaptation, education, and gender equality. Recruiting professionals with local knowledge and a commitment to community-based approaches will enhance program impact. Samaky will partner with local universities, vocational centers, and international networks to attract well-qualified candidates and strengthen its workforce.

Capacity Building and Continuous Learning: Samaky is committed to ongoing capacity building to equip staff with skills needed for Cambodia's changing development landscape. Training will cover technical and soft skills, including project management, climate resilience, community engagement, and digital literacy.

To improve efficiency and impact reporting: Samaky will train staff in data collection, remote monitoring, and digital platforms. Internal job training and external capacity-building partnerships with international NGOs will allow staff to gain new knowledge, share best practices, and foster professional growth.

Employee Retention and Motivation: Samaky will promote a positive work environment that encourages engagement, teamwork, and long-term commitment. The organization will offer competitive salaries, clear career progression, flexible working conditions, health insurance, and recognition of employee contributions. By fostering a culture of collaboration, mutual respect, and shared goals, Samaky aims to boost job satisfaction and retain dedicated staff.

9.4. Risk Management

Effectively managing risks is central to Samaky's 2025-2029 strategic plan, safeguarding its ability to support Cambodia's vulnerable communities while remaining resilient in the face of uncertainties.

Following are the key identified potential risks, that we will regularly review, update, and integrate into our strategic programs, projects, and operational design and implementations.

Political and Regulatory Risks: Cambodia's political landscape, while generally stable, can pose risks to NGOs due to evolving regulations and scrutiny. To mitigate these risks, Samaky will foster strong relationships with government authorities at both local and national levels. By aligning its work with national development goals and staying informed on regulatory changes, the organization will ensure continued compliance and operational effectiveness.

Climate Change and Environmental Risks: As Cambodia faces increasing environmental challenges, Samaky will prioritize disaster risk reduction (DRR) efforts, preparing communities for extreme weather events. The organization will promote climate-resilient agriculture and sustainable fisheries, securing livelihoods in vulnerable areas. Partnering with local governments and international bodies, Samaky will access climate adaptation funding and provide training on climate adaptation strategies to enhance local resilience.

Financial Risks: Samaky will strengthen financial sustainability by diversifying its funding sources. It will seek grants from international development agencies, private foundations, and corporate social responsibility (CSR) initiatives. Additionally, Samaky will build an emergency financial reserve and enforce robust financial oversight, regularly reviewing budgets to reduce financial risks.

Operational and Human Resource Risks: To address operational challenges, Samaky will develop a capacity and succession plan for leadership continuity and manage staff turnover proactively. By partnering with local organizations and authorities, Samaky will improve access to hard-to-reach areas, ensuring timely and efficient program implementation.

10. Monitoring and Evaluation Framework

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
Objective 1: Improve Resilience Economic Opportunities and Sustainable Livelihoods						
1.1. Enhance the capacity for sustainable agriculture approaches to improve food security and livelihoods.						
1.1.1. # of people trained and improved on resilient agricultural practices to climate change impacts.	# of people trained and improved behavior and practices.	Training team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.1.2. # of fishery communities established, report the positive outcomes, and coordinate the community fishing regulations and enforcement mechanisms.	# of fishery communities established, report the positive outcomes	Community, Local Authority, Provincial Departments	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.1.3. # of modern cooperatives established to report the progress in coordinating collaborations, knowledge sharing, productivity, and value of local agricultural products.	# of modern cooperatives established to report the progress in coordinating collaborations	Community, Local Authority, Agriculture Department	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.1.4. # of people trained, reported on improved resilience to natural disasters such as floods, droughts, and typhoons.	# of people trained, reported on improved resilience	Community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.1.5. # of communities reported on improved land use practices, protecting biodiversity, and ecosystems, such as mangrove forests, and wetlands.	# of communities reported on improved land use practices, protecting biodiversity, and ecosystems	Community, Local Authority, Environment Department	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
1.2. Expand economic opportunities for marginalized communities through skills training, entrepreneurship development, and improved access to safe and affordable finance.						
1.2.1. # of training delivered with participants on practical skill training on sustainable agriculture, fisheries, and tourism, reporting on improved income generation activities.	# of training. # of participants -Progress Reports on improved income generation activities.	Training team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.2.2. # of training, workshops organized, and reported on the progress of entrepreneurial skills, business planning, financial management, marketing, and coaching.	-# of training. # of participants -Progress Reports on the outcomes of the training	Training team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.2.3. # of partnership established, report on the financial literacy training, participants progress in enhancing understanding of financial literacy and debt management.	-# of training. # of participants -Progress Reports on improved understanding of financial literacy and debt management.	Training team, partners, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.2.4. # of social loan products and services developed and report on the benefits, and success stories of communities.	-# of training. # of participants -Progress report on the benefits, and success stories of communities.	Training team, partners, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.2.5. # of market connections established, report on progress relations between the farmers and buyers.	# of market connections established. -Progress report on improved markets in the community.	Community, Local Authority, Provincial Department	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
1.3. Strengthen the capacity of local communities to develop eco-tourism projects that integrate the disaster risk reduction and climate change resilience concept to sustain income generation activities for families and communities.						
1.3.1. # of training organized, report on improved hospitality and customer service skills, social enterprise, and business planning.	-# of training. # of participants -Progress report on the outcomes of the training	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.3.2. # of the pilot eco-tourism project and progress report of the development of the pilot.	-# of the pilot eco-tourism project established and progress report of the development of the pilot.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.3.3. # of marketing and promotion events, report on the progress of tourism products and services.	-# of events, # of people reach, and the impact outcomes of the event	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.3.4. # of sessions and impacting outcomes of technical assistance and mentoring for social entrepreneurs.	-# of sessions, # of people served, and the impact outcomes of technical assistance.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
1.3.5. # of social funds identified, and successfully approved the social funding to expand sustainable social enterprise models.	-# of social funds approved, # of projects expanded and # of people benefited from the social enterprise project.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
Objective 2: Enhancing Capacity in Local Governance, Protection and Sustainable Development						
2.1. Strengthen the capacity of local authorities, to improve coordination, participation and actions on inclusive and sustainable community development.						
2.1.1. # Local officials participated in training, report the improvement of participatory planning, and community participation, budgeting, decision-making process on sustainable community development.	-# of training. # of participants -Progress report on the outcomes of the training in improving the participation of the community in local governance.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.1.2. # dialogues, the progress of community participation in local governance ensuring inclusive and sustainable development.	-# of meetings. # of participants -Progress report on the outcomes of the dialogues.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.1.3. Report on Improvements in the implementation of public information and constructive feedback mechanisms at the target communes.	-# of complaints. # of solutions -Progress report on the outcomes of the feedback mechanism and the impact of the solutions.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.1.4 Report on the improvement of the implementation of a multi-sectoral committee to oversee the implementation of the Commune Investment/ Development Plan, resolving the feedback mechanism.	-# of complaints. # of the beneficiary. -Progress report on the outcomes of the implementation of the CIP/ CDP benefits community development.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
2.2. Promote awareness raising and implement prevention interventions and response mechanisms to address gender-based violence & harmful practices for women and girls within the community through local governance protection mechanisms.						
2.2.1. # of community events and workshops, report on improved awareness about gender equality.	-# of events/ workshops. # of participants -Progress report on the outcomes of the events/ workshops.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.2.2. # of training and workshops conducted, report on the improvement of gender-based violence prevention, response, and referral mechanisms in the target communities.	-# of training/ workshops. # of participants -Progress report on the outcomes of training and workshop follow-up.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.2.3. # of helplines established, report on case management developed in collaboration with the district and provincial social workers.	-# of hotline established. # of cases reported. -Progress report on the outcomes of the interventions.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team.
2.2.4. # Collaborate with local authorities, government legal, and health care providers established, case management report developed and regularly updated.	-# of the partnership established. # of cases -Progress report on the outcomes of the partnerships.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.2.5. # of staff and community partners participated in advocating for implementing and enforcing laws and policies related to gender-based violence.	-# event, sessions. # of participants -Progress report on the outcomes of advocacy events and sessions.	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
2.3. Partnership in research and development of projects on sustainable development of marine lives, biodiversity, and other environmental concerns in the coastal and Tonle Sap Lake.						
2.3.1. # of local authorities trained on basic research methods, data collection, and analysis techniques, # of research conducted in partnership with organizations, and experts.	-# of local authorities trained -# of research conducted in partnership with organizations, and experts	Project team, community, Local Authority	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.3.2. # of community-based preservation and monitoring networks established, report on the progress to track the development of marine ecosystems and biodiversity.	-# of community-based preservation and monitoring networks established, -Progress Report on the Marine Ecosystems and biodiversity.	Project team, community, Local Authority, Provincial Department	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
2.3.3 # of meetings, participants, and reports on the development of pilot projects in partnership with the local authorities, civil society organizations, and private sector.	-# of meetings. # of participants and beneficiaries. -Reported on the development of pilot projects.	Project team, community, Local Authority, Provincial Department	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team.
2.3.4. Resource mobilization committee established to mobilize the public-private partnership fundraising to implement and expand sustainable initiatives and projects.	-# of Resource Mobilization committees established and amount of funds mobilized.	Project team, community, Local Authority, Dept of Environment	Monthly Quarterly Annually	Community update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
Objective 3: Promote Access to Quality Education and Lifelong Learning						
3.1. Increase access to quality formal basic education through the development of model schools and informal education centers in the communities for slow learners, and out-of-school children, including girls and children with disabilities.						
3.1.1. # School management committees trained and improved capacities. # model schools that are supported by Samaky and recognized by the Ministry of Education.	# of training. # of Participants. # model schools certified by the Ministry of Education.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
3.1.2. # of community-based learning centers established. # of students- slow learners and out-of-school children and youths participated.	-# of centers. # of Participants -Progress Report on improved access and quality learning outcomes.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
3.1.3. # of students received conditional financial assistance on educational materials and other educational expenses, reported on improvement of learning outcomes.	-# of students who received conditional financial assistance -Progress reports on improvement of learning outcomes.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team.
3.1.4. # of education and literacy outreach campaigns conducted. # of children, including those with disabilities, who have access to quality education participated in the outreach campaigns.	# of outreach campaigns conducted. # of children reached, improved learning outcomes.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
3.2. Improve the quality of education through infrastructure development, teacher training, and capacity development of model schools.						
3.2.1. # of schools constructed and renovated, furniture, teaching materials, and technology provided to improve adequate facilities for teaching and learning.	# of schools constructed and renovated, furniture, teaching materials, and technology provided. # of Children benefited, improved learning outcomes.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Contractor
3.2.2. # of training and participants in school management and leadership, and teacher training, reported on improved quality of teaching and learning outcomes for students.	-# of training. # of participants. -Progress reported on improved quality of teaching and learning outcomes for students.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
3.2.3. # of training and participants in training on school management, and inclusive teaching methods, reported improved practices in alignment with the inclusive education policies and guidelines.	-# of training. # of participants. -Progress reports on improved behaviors and practices in inclusive education.	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team.
3.2.4. # of schools that Samaky supported improved to meet the qualifications and criteria of a model school following the requirements of the Ministry of Education.	# of targeted schools transformed to meet the qualifications and criteria of a model school	Project team, School. community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
3.3. Promoting lifelong learning opportunities through life skills, entrepreneurship programs, vocational, and financial management training, career coaching, and development.						
3.3.1. # of sessions and participants in training and learning sessions, reported improvements in essential life skills.	-# of sessions. # of participants. -Progress was reported on the outcomes of the learning sessions.	Project team, School, Community, Local Authority.	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Contractor
3.3.2. # of sessions and participants in training and learning sessions, reported improvements in entrepreneurship, financial literacy, budgeting, and money management.	-# of sessions. # of participants. -Progress was reported on the outcomes of the learning sessions.	Project team, School, community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant
3.3.3. # of sessions and participants in training and learning sessions, reported improvements in career goals and developing career plans.	-# of sessions. # of participants. -Progress was reported in the improvement of career goals and developing career plans.	Project team, School, community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team.
3.3.4. # of youths and adults received on-the-job training in marketable skills to enhance their employability.	-# youths and adults' participants. -Progress was reported on the outcomes of the on-the-job learning and improvements.	Project team, School, community, Local Authority	Monthly Quarterly Annually	Community, School update, Local Authority, Project Report	Desk Reviews, Field Works, Visits, Internal and External M&E	Program Manager, Project Team, Consultant

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
Objective 4: Strengthening Organizational Development, Partnership, and Resource Mobilization						
4.1. Enhancing governance, engagements, internal control, and accountable financial management.						
4.1.1. Organizational Capacity in leadership and management are enhanced	-Progress reports on leadership and management enhancement.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.1.2. Effective external engagement through Social Media Platforms is strengthened.	-Progress reports on Social Media Platforms strengthening.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.1.3. Financial Management and Auditing are strengthened.	-Progress reports on Financial Management and Auditing are strengthening.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.2. Strengthen organizational capacity on effective project management, monitoring, evaluation, and report writing.						
4.2.1. The capacity of Samaky management in Project Management, Monitoring and Evaluation, and report writing is improved.	-Progress reports on sessions and capacity improvements	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.2.2. Innovative Program Delivery is promoted.	-Progress reports on success outcomes in adopting innovative program delivery.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.2.3. Capacity in Proposal Development is enhanced.	-Progress reports on sessions and capacity improvements.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.2.4. Capacity in Utilizing Technology and Digital Innovation is enhanced.	-Progress reports on improved capacity in utilizing digital innovation.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT

Key Expected Results	Key Measurable	Data Sources	Frequency	Means of Verification	Methods	Responsible Person
4.3. Enhancing strategic partnerships with government, civil society, private sector, donor, and development partners.						
4.3.1. Partnership with International NGOs is enhanced.	# Partnership on the joined project and fundraising established.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.3.2. Consortium with Other NGO partners is formed.	# of joint projects being designed and implemented.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.3.3. Partnerships with relevant government partners are established to explore opportunities to co-fund raising for the specific project.	# of co-fund-raising projects and funding approval.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT, Consultant
4.3.4. Advocacy and Networks with Donor Platform is enhanced.	# of networks with Donor Platforms enhanced.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT, Consultant
4.4. Diversify funding sources and income generation activities to promote financial sustainability.						
4.4.1. Relations with Donors and Development Partners are expanded.	-Progress report on new Donors and Development Partners	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT
4.4.2. Mapping of Local Funding Sources is developed and implemented.	-Updated Mapping of Local Funding Sources developed and implemented.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT, Consultant
4.4.3. Relations with relevant Donors and Development Partners are expended to explore possible funding to develop social enterprise businesses to sustain the income for Samaky.	-# of social enterprise businesses that generate sustained income for Samaky.	Management, partners, and Board	Semi-annual and Annually	Management, External Audit Report.	Desk Reviews, Visits, Internal and External M&E	ED, SMT, and PMT, Consultant