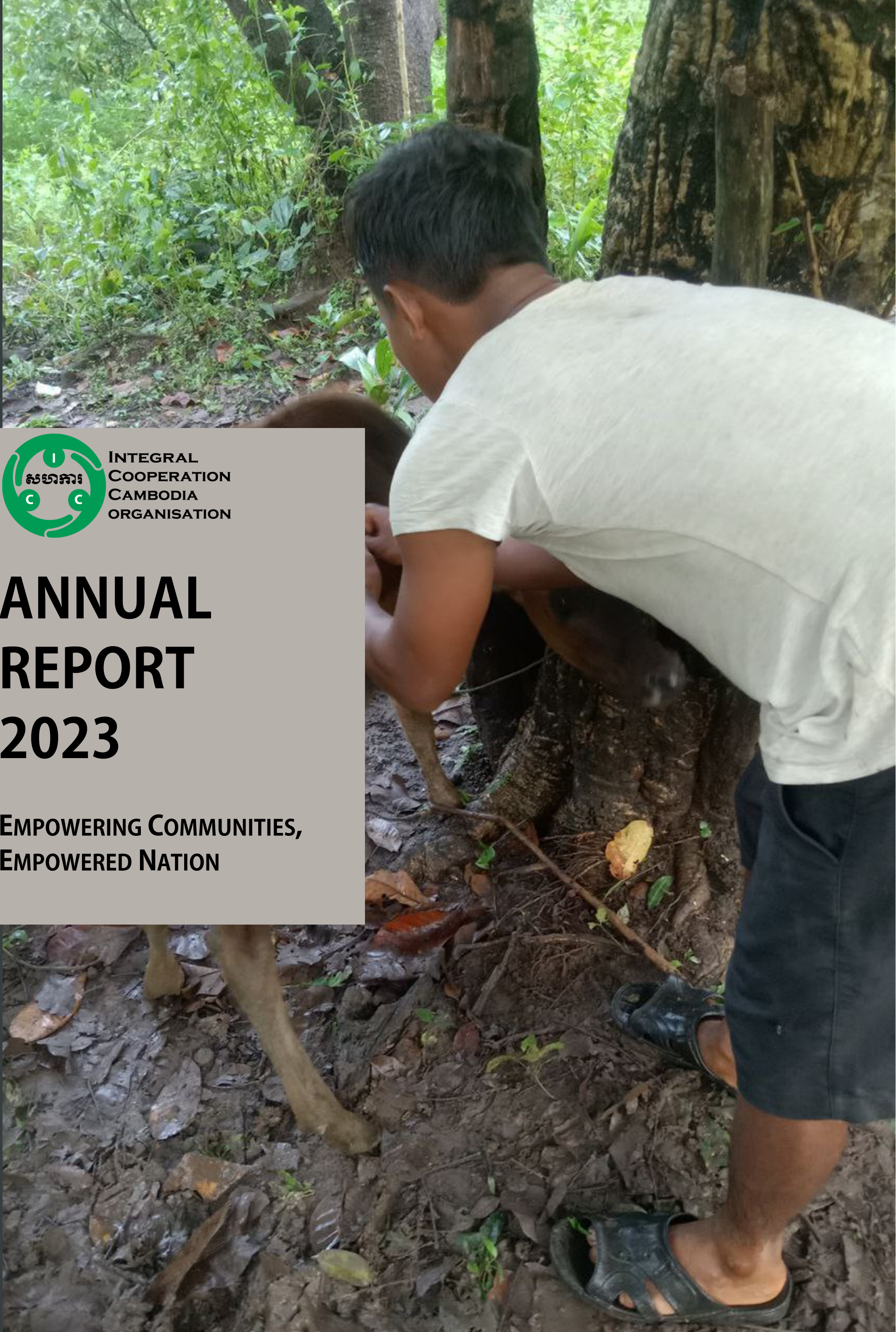




INTEGRAL  
COOPERATION  
CAMBODIA  
ORGANISATION

# ANNUAL REPORT 2023

EMPOWERING COMMUNITIES,  
EMPOWERED NATION





## STRATEGIC FOCUS

- Organizational development
- Partnerships and collaboration
- Qualities of ICC's Service to the least-served in Cambodian society



## INTRODUCTION

2023 was a remarkable year for ICC to celebrate achievements as we move on to the next chapter of operation as a local NGO after more than 20 years of successful operation under foreign NGO status. During the celebration ceremony, not only the ICC board and the funding partners, but ICC themselves also felt encouraged and motivated to hear the testimonies from the former target groups from different target areas of how their work have been sustained. These celebrated achievements contributed a large part in strengthening unity among ICC team members, helping us to boost confidence and increase motivation and ensure our team stays engaged. This also helped us to increase the buy-in to the vision, mission, and values of an organization at every level from the board to the operational level with the particularity of mobilizing the entire organization in creating an Anti-Fraud Culture.

We were not only busy in implementing the second year of

the current phase of most of ICC projects, but also took the effort in designing the new project which intends to inspire the churches to boldly reflect, collaborate, take action and learn with local authorities and other stakeholders to address needs which they feel that they can take on for the sake of those in particular need. The project is also clearly using a rights-based approach, mobilising and coaching rights holders to effectively engage the duty bearers, while supporting relationships between rights holders and duty bearers. The project design also used an actor-based programme logic which links people (ICC project staff - close boundary partners - Boundary Partners - other local partners in the system) and their behaviour to the problem identification (which also includes people and their behaviour). Furthermore, the assessment of primary strengths, needs, and rights of the target group were made with the inclusion of gender, disability,

and social inclusion.

In the beginning of 2023, ICC's operation has been fully running as a local NGO, and retaining highly committed staff to keep organizational unity up, even if not everyone is working from the same office. The major achievements and the update on any relevant context issues/changes of each ICC project in this report period has been written separately at the project level. However, this organizational report will be covering the following three strategic areas of work:

- **Organisational Development:** How ICC will change in order to realise greater efficiency and sustainability
- **Partnership and Collaboration:** How ICC will work in synergistic ways with others
- **Qualities of ICC's service to the least-served in Cambodian Society:** Ways of working that increase the value of ICC's empowerment of communities and individuals.

# ORGANISATIONAL DEVELOPMENT

## REALISE GREATER EFFICIENCY AND SUSTAINABILITY

Throughout 2023, ICC maintained its commitment to enhancing the skills and competencies of its staff through various training courses. These courses covered topics such as the freedom to believe in religion, gender mainstreaming, the fight against fraud and corruption, the protection of children's rights, monitoring and evaluation, donor engagement, setting project indicators, Do No Harm, multilingual education, parenting skills, word collection

program, digital security, new QuickBooks for financial operations, NGO's taxation law, and inclusion of people with disabilities. The courses were delivered by experts from different fields and organizations, and were tailored to the specific needs and challenges of the project. The main goals of these courses was to improve the quality of work and ensure the project's objectives were met efficiently and effectively.

Freedom of Religion and Belief

(FoRB) gave us a better knowledge of integrating the FoRB into the project implementation: for example, how FoRB relates to and manifests in other human rights, how FoRB applies and contributes to individual and collective life in community. This also helped ICC team members to experience and learn the vitality of FoRB for human flourishing. However, FoRB could also be a tool to fulfil Human Rights, as FoRB is part of the mechanism to eliminate



discrimination, and help to ensure people well understand and respect each other's faith and beliefs.

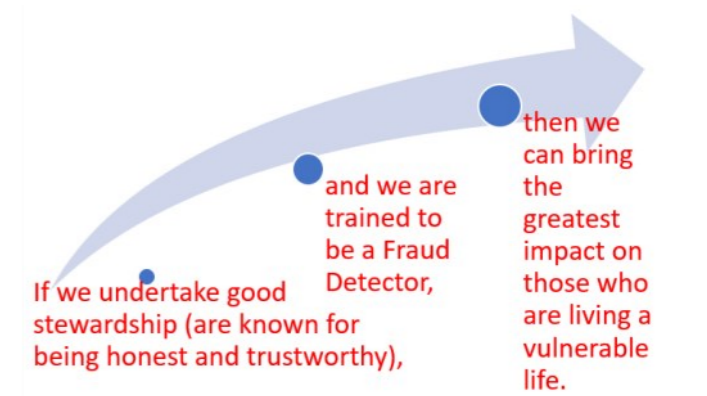
Gender Mainstreaming: Assist ICC to strive to create opportunities for open discussion on gender and identity and promote respectful communication and understanding among staff, beneficiaries, and target groups. We still intend to expand the understanding of Gender and Gender Norms. Focused efforts to discuss and reflect on restrictive gender norms and promote inclusivity, instead of relying on traditional expectations as we are fostering the characters that challenges those restrictive norms. With the further knowledge on Social and Disability inclusion (GEDSI), the plan of upgrading the ICC Gender

policy to GEDSI policy has been made.

Anti-fraud in NGO: As we gathered together to celebrate our achievements, we motivate each other to continue to mobilise the entire organisation in the fight against fraud, and to facilitate the reflective discussion on how to create an Anti-fraud Culture, conducting a Fraud Risk Assessment, and assessing Conflicts of Interest. This help to effectively protect our organisation from fraud and other harmful, high-risk behaviours including corruption, and asset misappropriation.

The below Theory of Change help us to remind each other about the responsibility of each of ICC's members to take an active role in the fight against corruption.

Even though it is unlikely to have a gathering for all ICC staff annually,



we are striving to ensure that our team will plan for the cross learning, exposure visit etc – this would help to boost staff engagement.

# PARNERSHIPS AND COLLABORATION

## HOW ICC WILL WORK IN SYNERGISTIC WAYS WITH OTHERS

We strengthen cooperation and coordination with other organisations and stakeholders in our project implementations is as follows:

- The UNDP coordinated the installation of solar mini-grids to provide lights to the community. ICC have participated consultation meetings with the UNDP, the Ministry of Mines and Energy and a company vendor which is instructing solar

min-grids in Ratanakiri province. This cooperation has gained ICC good relations with the local and national authorities.

- EKOenergy coordinated the installation of the solar pumping water for growing vegetables in some target communities as the solar panels would enable water to be pumped to the home gardens. Currently the water supply is a

major problem for the households in rural areas and it is impossible grow vegetables during dry seasons.

- The ECHO Asia organisation, we cooperated to research new technology and methods to improve the quality of soils and agriculture products.
- Through the Partners Consultation,



we intentionally strengthening network with those who has not funded ICC works i.e Mission Alliance, Tearfund UK. However, their discussion on Organisational Resilience is very useful to us as it relevants to both planning to manage the unexpected as well as adapting and reacting to hanging circumstances.

- The project staff collaborated with Chab Dai to provide training on Parenting Skills to Chab Dai members.
- The Project staff collaborated with the Provincial Anti-Human Trafficking Committee to celebrate the National Anti-Human Trafficking Day under

the theme “Technology Ways to develop humanity, not to support human trafficking”.

- The Provincial Agriculture Department and District of Agriculture Office cooperated and coordinated to establish the Agriculture Cooperative (AC) in target communities, enhance the capacity of focal point persons, and monitor the project's implementation.
- Local authorities, we cooperated to integrate an annual operational plan for community development and to monitor work plan implementations in the communities.

In addition, the project team who work with Indigenous Communities also actively engages in networking with organisations, community-based organisations (CBOs), and stakeholders to join some events and outreach activities to share and learn how to improve the practice of climate resilience measures for improving the livelihoods of the indigenous people in Cambodia.



# QUALITY OF ICC'S SERVICE TO THE LEAST-SERVED IN CAMBODIA SOCIETY

## WORKING WITH INDIGENOUS COMMUNITIES SUSTAINABLE LIVELIHOODS

There are five indigenous groups: the Brao, Jarai, Kreung, Tampuan and Kavet regarded as particularly vulnerable because of their limited livelihoods, food security, and disaster preparedness in comparison to the dominant Khmer ethnic group. The CRaSIL Project aims to improve the livelihoods of these minority communities with improved skills, income, and positions.

The project facilitated workshops to support and encourage the women. Due to the lower representation of women compared to men, training workshops were conducted in Ban Lung to enhance women's skillsets and improve their livelihoods. The project conducted workshops to

support and encourage women, who are often illiterate and dedicate significant time to their children and animals. During these workshops, we trained them in crafting and initiated testing in the field of food processing. An illustration of food processing would be bamboo shoots, which are often consumed fresh, but if you dehydrate them and store them in a container they can be preserved for an extended period of time.

During these workshops, participants were instructed on effective strategies for preserving high-quality seeds. We practiced the process of seedling preservation by storing them in plastic bags,

allowing them to be conserved for a duration of one to two years, and instructed them on the process of seed hydration. During these Workshop participants acquired knowledge on safeguarding the product from flies and implementing hygienic practices to prevent flies from contaminating the fruit. This is crucial to ensuring that the fruit maintains its quality and is suitable for sale in the market.

In 2023, we engaged in home gardening. The project connected with villages to help farmers maximize cashew nut production in accordance with the guidelines of the government, which is a priority for the department of agriculture as



it is exported to other countries. The project also taught participants about raising chickens in a controlled environment, including the care of both baby chickens and mother hens. Additionally, the project educated on the confinement of cows and vaccinations obtained from the agriculture department.

The project organized training sessions for two designated individuals in each village, involving communication through telephone and telegram. With each new initiative, we established a new telegram group where we also included the government and Agriculture department to exchange ideas and knowledge, and afterwards, the key people taught the rest of the village. By teaching these practices to parents, they can pass on the knowledge to their children.

During the execution of this project in 2023, we encountered five notable challenges.

1) Animals were free to roam and

as a result, they damaged a different plantation that belonged to another community member.

2) The younger generation enjoyed their training in acquiring new skills from the government. However, they discontinued their education halfway and did not complete their training in motorcycle repair or hairdressing. The typical duration of their training is six months; however, a few individuals discontinued after two or three months.

3) Certain communities did not acquire the new technology and skills but instead relied on their own established customs and practices. For instance, instructions on how to raise chickens, how to plant, and how to cook. They utilized numerous pieces of wood; however, we provided them with a fuel conserving stove which they were reluctant to use.

4) Microfinance loans have led to people obtaining new jobs far from their homes due to difficulties in

repaying the loans. The government works with microfinance institutions to ensure community awareness, but this presents challenges.

5) Animals that venture onto the plantations are at risk of being murdered due to the potential anger of the plantation owners. Therefore, individuals must keep them fenced in.

The project is currently working to assist young people in continuing their education and avoiding dropping out. In addition, when women apply to a learning center, they will be supported and encouraged to learn new skills in the short and long term. The project also continues to raise awareness of the importance of networking and cooperation between communes and police officers in promoting all villages to gain knowledge about animal raising and understand government laws.

# QUALITY OF ICC'S SERVICE TO THE LEAST-SERVED IN CAMBODIA SOCIETY

## WORKING WITH INDIGENOUS COMMUNITIES

### MULTILINGUAL EDUCATION

The goal of this project is to facilitate the indigenous population in Ratanakiri province to access quality education, with a focus on enabling them to have a multilingual education so they can learn in both the Khmer language and their mother tongue. We have collaborated with five tribes, each speaking a different language, and residing in a total of 21 villages.

In this project, our focus has been on three subsectors. The first one is related to early childhood

development. We have collaborated with five preschools, each representing a different tribe. Over the previous year, the primary emphasis in these preschools has been on student enrolment, resulting in a noticeable rise in the student population. A total of 34 new students were enrolled in these preschools over the course of 2023. This year, we have enhanced certain amenities in the schools, including the water supply and playground facilities.

The second subsector pertains to the implementation of multilingual education in primary schools. In 2023 we established and persisted in partnerships with a total of 11 schools, and we anticipate a growth in this figure for the year 2024. Similar to the initial subsector, the primary emphasis for 2023 has been on student enrolment. However, we have prioritized the promotion of all students. This includes female students and students with disabilities, ensuring equitable participation for



all pupils. In addition, we have provided training sessions for the teachers and the necessary materials. We are endeavouring to construct libraries with bilingual books. A total of approximately 400 new students were admitted in the year 2023.

The initial two subsectors are formal, whilst the final subsector pertains to literacy classes within the non-formal education sector. In 2023 the project conducted two distinct literacy programs, one for children and the other for adults. The children's version primarily caters to those who lack access to another primary school in their vicinity. We enhance the capabilities and expertise of literacy teachers, while also providing them with necessary resources and infrastructure. In 2023 we assisted six literacy programs aimed at children, and almost 200 children are currently enrolled in these educational activities. We hope to see this number

increase in 2024. We provide adult literacy classes as well. This is a six-month program that prioritizes assisting parents in enhancing their literacy skills to effectively support their children's academic progress. In 2023, a total of 194 students (141 girls) successfully finished this course. In addition, we provide conventional workshops. Several young indigenous individuals possess literacy skills in the Khmer language, but not in their native tongue. During their school vacation, pupils have the opportunity to participate in a class that focuses on deepening their understanding of their language and cultural customs.

In 2022, our primary emphasis was on the establishment of schools and the training and preparation of instructors. In 2023, we have successfully implemented this acquired knowledge. By engaging in monitoring, evaluating, and providing support to the schools

and teachers, we have facilitated the development of these educational institutions. In addition, we have prioritized enhancing the school environment, particularly by enhancing the cleanliness and the water provision. Our goal is to ensure that the indigenous population in Ratanakiri province has equitable access to high-quality education, delivered in both the Khmer language and their native tongue. In 2023, we achieved significant success with this initiative, particularly in terms of student enrolment and the enhancement of amenities. Nevertheless, we are continuously endeavouring to enhance our techniques to ensure that the information we convey possesses superior linguistic proficiency, cultural significance, and educational effectiveness.



# QUALITY OF ICC'S SERVICE TO THE LEAST-SERVED IN CAMBODIA SOCIETY

## COMBATING HUMAN TRAFFICKING AND SUSTAINABLE LIVELIHOOD

The TRaSL project aims to empower civil society, local authorities, and villagers to better protect children, youth, and young adults against human trafficking, modern-day slavery, and unsafe migration. This is achieved through increased capacities, commitment, and joint mobilization, providing them with the knowledge and skills necessary to sustain their livelihood. We are operating in 4 communes in Prey Veng province, located in Southeast Cambodia.

In all 4 target communes the representative watch teams have attended every monthly meeting of the Commune Council. During these meetings, the watch teams

provide updates on the month's activities, and engage in discussions regarding human trafficking and migration to raise awareness and seek solutions. As well as raising awareness in the Commune Councils, the watch teams also cooperate with other stakeholders. They have been cooperating with the Commune Police, Village Security Person and Village Leader. This demonstrates a strong collaboration between the initiative and local authorities. We have established 30 new watch teams and provided them with training on Cambodia's labour regulations.

The watch teams collaborated with the school management at four

state secondary schools to promote awareness of the Village Commune Safety Policy, and legal migration. The initiative initially emphasized enhancing the students' potential rather than the instructors. However, upon reflection, it was determined that prioritizing the teachers would lead to a more sustainable approach. There has been an important change as the government now sees the importance of raising awareness of human trafficking and its effect, so now they plan to integrate this knowledge into the state study curriculum. Our school monitoring indicates that approximately 70% of pupils share their knowledge of



human trafficking and illegal immigration to relatives who are considering migrating.

We have also targeted approximately 14 pagodas. These pagodas have primary schools in them or close to them, and we have been raising awareness on child rights among the Buddhist leaders. The majority of boy-monks and children living in the pagodas are illiterate, and we aim to address this issue. We have demonstrated to the Buddhist leaders that children can enhance their understanding of the Dhamma by acquiring reading skills. We have seen a shift in mindset and behaviour of Buddhist leaders, resulting in 84 boy-monks and children from the pagodas being enrolled to school in 2023. Buddhist leaders have been including social issues such as childcare, exploitation and human trafficking

into their teachings of the Dhamma. This is beneficial because the villagers prefer to listen to the Buddhist leaders rather than the Village leaders. In 2023, around 14 pagodas have emerged as advocates in their community, promoting the upbringing of children with human values and ethics, and safeguarding them from exploitation.

We have observed enhanced engagement from the legal duty bearers in this project. All the stakeholders acknowledge the significance of collaborative efforts among the watch teams, local authorities, and monks in addressing human trafficking and illegal immigration. Both legal and moral duty bearers collaborate to prevent the exploitation of children, youth and young adults.

In 2023, the project has built skills and shared knowledge about

agricultural techniques including livestock raising, vegetable cultivation, fish raising and pig raising. These skills are essential for enhancing agricultural production, ensuring food security, and generating income. Many target farmers report increased confidence in their employment and production, as well as receiving more community support for their products, resulting in increased income. 80% of the targeted farmers reported an improvement in revenue and productivity and expressed a desire to deter illegal migration. However, they desire the project to endure for a longer period as they lack extensive experience. 2023 has been a successful year for this project, and we are eager to carry on with the project's activities in 2024.

# QUALITY OF ICC'S SERVICE TO THE LEAST-SERVED IN CAMBODIA SOCIETY

## YOUTH EMPOWERMENT

The YFC project, also known as Youth For Cambodia, is an initiative focused on empowering and supporting young individuals in Cambodia. The objective of this project is to empower the youth of Koh Nhek by strengthening their ability to actively participate in community development, enhance the standard of their education, and get access to economic prospects. We are currently operating in a total of nine communities, spread over three communes. We are collaborating with three indigenous populations, namely Kraol, Bunong, and Stieng, as well as with the Khmer and Laos communities.

### Youth leadership

In 2023 we have committed to building up the leadership among youth. We have provided leadership training courses that were complimented with a refreshment

course. These seminars provide an opportunity for young individuals to reflect on the impact of a good leadership. We have also been working with the structure of youth development. In each village we have had a varying number of youth leaders, ranging from 5 to 11. These leaders facilitated the implementation of the action plan, which was devised by the youth themselves. It is important for ICC that the whole community can support the youth, so the community voted on who is suitable to be a youth leader.

We have also had an internship program. In 2023 we had 11 interns. Some worked for ICC, and some worked for other agencies. Internships are crucial not just for employment purpose, but also for fostering youth development and enhancing their self-assurance.

Several young individuals in Koh Nhek displayed a pronounced lack of confidence, exhibiting a reluctance to confront problems or engage in activities. The internship program has effectively fostered motivation and involvement among participants, and we anticipate an even greater number of interns next year.

### Youth's engagement in the community

One of our goals for this project is to conclude youth in community development. It is crucial to collaborate not only with the youth, but also with the local authorities and the community. We want the community around the youth to support them and help them take ownership of their own and their society's development. We have organized workshops focused on fostering collaboration for youth. On a quarterly basis we have invited everyone in



the community to sit together and discuss various topics. The main goal of these workshops is to help promote youth and encourage them to participate.

In 2023 we have seen an increase in the youth participation in the community. Some youth have assisted the local authorities in the process of cleansing the lake, and thus contributing to a more sustainable livelihood. Others have helped prepare the roads, and thus contributing to a better infrastructure for the society while gaining valuable work experience. Some youths have also worked together with the elders to actively advocate for the preservation and promotion of indigenous traditions and cultural. We highly appreciate witnessing the engagement among youth in community development.

### Education and vocational skill development

Another goal in this project is to improve the quality of the education and the vocational skills of the youth. We have been working with

the District Office of Education and the private sector to provide different courses for all youth, with a particular focus on those who have discontinued their education. In 2023 we have had 35 youth attending English class, 63 youth attending computer class and 13 youth learning how to work in a salon. While there are those who hold the belief that dropout kids are indolent, we refrain from assigning blame to them. The system is intricate, and instead of emphasizing their past actions, our goal is to motivate individuals to reintegrate into society and engage in employment. We also raise awareness in the schools about the consequences of dropping out and facilitate the youth in having a better understanding before they make their decision.

As well as improving the vocational skills of the youth, we are also committed to ensuring universal access to a high-quality education. To achieve this, we are contributing financially to two schools and their associated dorms.

The students residing in these dorms frequently hail from remote areas and face financial hardship, so we supply them with essential amenities such as soap, oil, mosquito nets, and blankets.

In order to foster more community involvement among the youth in Koh Nhek, we must engage both the youth and the local authorities. It is also important to build greater unity among those two. In 2023 we established telegram groups with all the stakeholders and the local authorities. This makes the communication easier and enables the exchange of information inside the group.

The YFC project has had significant success in 2023. We have observed an increased involvement of young individuals in community development, as well as a heightened sense of cohesion between the youth, local authorities, communities and private sector. Nevertheless, we eagerly anticipate enhancing the results of this initiative even further in 2024.





# QUALITY OF ICC'S SERVICE TO THE LEAST-SERVED IN CAMBODIA SOCIETY

## CHILD RIGHTS

An estimated 1.5 million children in Cambodia are vulnerable to neglect, including emotional, physical and sexual abuse, and various forms of exploitation. The main purpose of the ICC – CRA project is for children to be increasingly protected and fulfil their rights as a result of the effective awareness-raising, issue-promoting and solution-facilitating activities carried out to build resilient communities where children can thrive.

### Examples of results:

When it comes to the struggle

for children's rights in Cambodia, the Commune Committee for Women and Children (CCWC) has made tremendous progress. Twenty-one Focal Point Persons (FPPs) have improved facilitation skills, disseminated parenting skills, hygiene, birth certificate registration, and put an end to domestic violence. With 80% of children aged three to five years old enrolled in kindergarten, enrolment has increased to 95%. Children drop out of school at a rate of only two percentage and some of them have improved their mental and physical

health as a direct result of the care they receive from their parents.

As a result of their consistent attendance and knowledge dissemination, seventy percent of the members of the CCWC have a core grasp of their tasks and responsibilities. Although sixty percent of CCWC members have gotten training from FPPs, the initiative has suffered financial losses as a result of variations in exchange rates. As an alternative to delivering training, FPPs did not provide training but instead mainstreamed the knowledge gained from the project to the



remaining members of the CCWC during regular meetings.

At the provincial level of the Women's and Children's Consultative Committees (WCCC), a workshop was organized focused on "The work review in 2023," and Chantrea was one of the districts that was targeted for the workshop.

The dedication of the legal duty bearers in providing a safe environment for children is demonstrated by the Regional program, which includes the strengthening of capacity, collaboration with the ICC-CRA project, and knowledge dissemination.

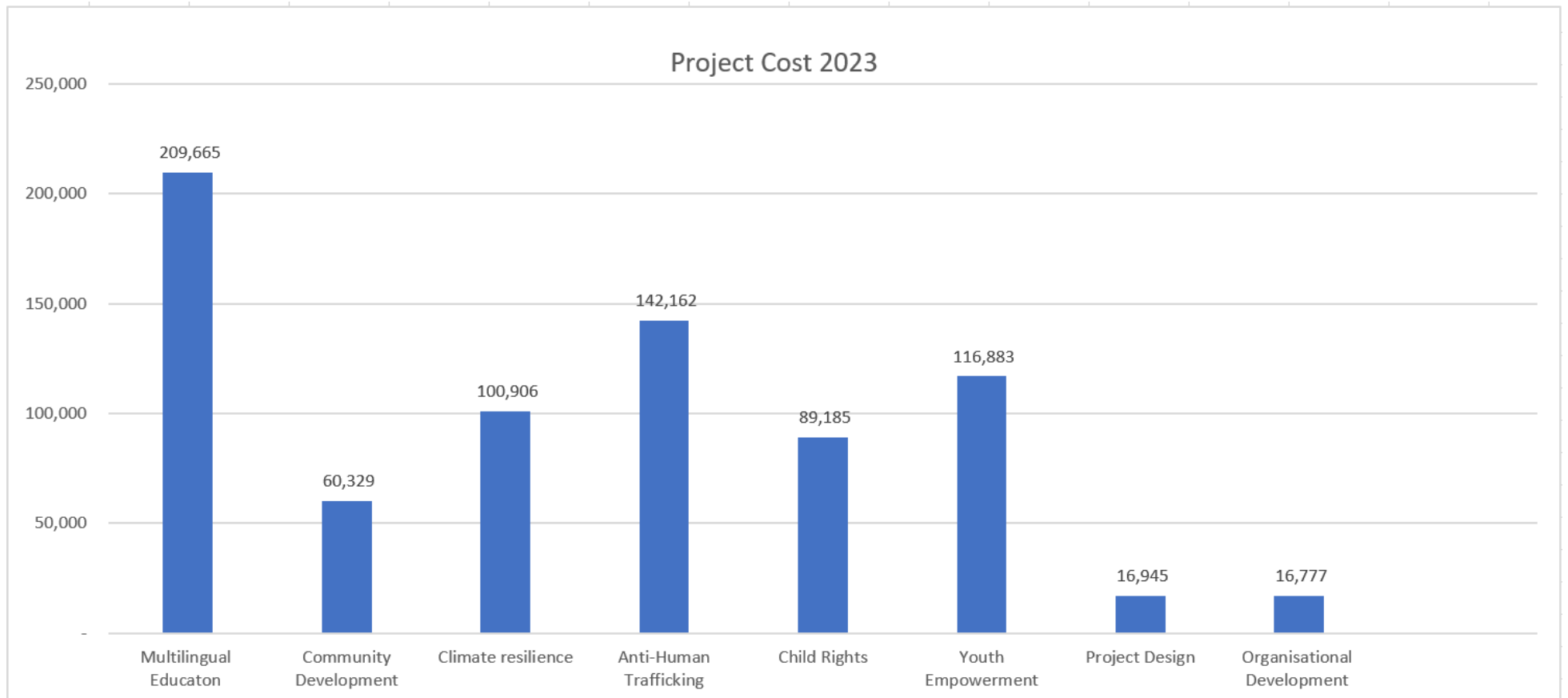
Following a consultation with the Child Rights Coalition Cambodia (CRC), the project intends to provide the Joint Statement on Child Rights Issues to the target group in the year 2024. It has been determined that the initiative has been successful in addressing the

requirements of the children in Takeo, with ninety percent of selected CPC representatives regularly attending quarterly meetings.

Cambodia is among the countries that have been significantly impacted by the global economic crisis, which has led to increased market prices and increased bank debt. The project staff is collaborating with FPPs and PTAs to adapt to the changing context, focusing on child development, hygiene, and drug use impacts. The project will strengthen the committee structure and promote child rights. Budget loss due to the exchange rate may affect the project's goals, but staff have made changes to implement, such as terminating one position and mainstreaming knowledge on Parenting Skills and environmental impacts. The project team has been advocating with the district and

commune councils to provide the WCCC and CCWC with a larger budget so that they can receive more experience in their respective fields of work.

The CRA project focuses on children as rights holders, aiming to promote hygiene, literacy, and study materials to poor students in six kindergartens. Due to budget loss, the project has not yet had the opportunity to work with target groups to enable participation by rights holders. The project aims to mainstream Freedom of Religion or Belief to target groups by 2024, strengthening mutual respect and solidarity between people of different faiths, particularly the right of children to choose their faith.



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