The Cambodian Center for Human Rights

The Cambodian Center for Human Rights (“CCHR”) is a non-aligned, independent, non-governmental organization (“NGO”) that works to promote and protect for human rights – in particular civil and political rights – democracy, and the rule of law in the Kingdom of Cambodia (“Cambodia”).

About the Strategic Plan

The purpose of the strategic plan is to set the course that CCHR will follow over the next five years (2021-25) to realize our vision, mission and strategic objectives.

The preparation of the strategic plan involved CCHR staff, Board members, partner civil society organizations and International NGOs, and beneficiary groups in a highly participatory process in which input was gathered through surveys and a variety of consultation meetings.

The strategic plan is intended to be a flexible guide rather than a prescriptive checklist. However, it is intended that it will provide strong strategic direction for CCHR over the next five years, while promoting the principles of transparency and accountability.

It is intended that a mid-term review will be conducted to consider the extent to which the strategic plan still reflects CCHR’s strategic needs and aims, to assess the changing human rights landscape in Cambodia, and to provide the opportunity for course corrections.

Queries and Feedback

Should you have any questions or require any further information about the strategic plan, or if you would like to provide any feedback, please e-mail CCHR at info@cchrcambodia.org, or contact CCHR Executive Director Chak Sopheap via telephone on: +855 (0) 11 943 213 or by e-mail at: chaksopheap@cchrcambodia.org.

December 28, 2020
CCHR
No.798, Street 99, Boeung Trabek
Khan Chamkar Morn, Phnom Penh, Cambodia
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<th>Acronym</th>
<th>Definition</th>
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<tr>
<td>BHR</td>
<td>Business and Human Rights</td>
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<tr>
<td>CBO</td>
<td>Community-based organization</td>
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<td>CCHR</td>
<td>Cambodian Center for Human Rights</td>
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<td>CFA</td>
<td>Core focus area</td>
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<td>CNRP</td>
<td>Cambodian National Rescue Party</td>
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<td>CSO</td>
<td>Civil society organization</td>
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<td>CPR</td>
<td>Civic Participation and Reform</td>
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<td>EBA</td>
<td>Everything But Arms</td>
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<td>EU</td>
<td>European Union</td>
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<td>END</td>
<td>Equality and Non-Discrimination</td>
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<td>FFMP</td>
<td>Fundamental Freedoms Monitoring Project</td>
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<td>GSP</td>
<td>Generalized System of Preference</td>
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<td>GBV</td>
<td>Gender-based violence</td>
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<td>HRD</td>
<td>Human rights defender</td>
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<tr>
<td>ICT</td>
<td>Information and communications technology</td>
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<td>ICCPR</td>
<td>International Covenant on Civil and Political Rights</td>
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<td>IFEX</td>
<td>International Freedom of Expression Exchange</td>
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<td>INGO</td>
<td>International non-governmental organization</td>
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<td>JLR</td>
<td>Judicial and Legislative Reform</td>
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<td>LANGO</td>
<td>Law on Associations and NGOs</td>
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<tr>
<td>LGBTIQ</td>
<td>Lesbian, gay, bisexual, transgender, intersex and queer</td>
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<tr>
<td>MoEYS</td>
<td>Ministry of Education, Youth and Sport</td>
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<td>MoI</td>
<td>Ministry of the Interior</td>
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<td>MoJ</td>
<td>Ministry of Justice</td>
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<td>MoWA</td>
<td>Ministry of Women’s Affairs</td>
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<tr>
<td>MoLMUPC</td>
<td>Ministry of Land Management, Urban Planning and Construction</td>
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<td>MoLVT</td>
<td>Ministry of Labor and Vocational Training</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
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<tr>
<td>OHCHR</td>
<td>Office of the High Commissioner for Human Rights in Phnom Penh</td>
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<tr>
<td>PESTLE</td>
<td>Political, economic, sociological, technological, legal and environmental</td>
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<tr>
<td>PFF</td>
<td>Protecting Fundamental Freedoms</td>
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<td>PFFP</td>
<td>Protecting Fundamental Freedoms Project</td>
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<tr>
<td>RGC</td>
<td>Royal Government of Cambodia</td>
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<td>RAP</td>
<td>Research, Advocacy and Policy</td>
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<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>SOGIESC</td>
<td>Sexual orientation, gender identity and expression, and sex characteristics</td>
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<tr>
<td>SOGIESCP</td>
<td>Sexual Orientation, Gender Identity and Expression, and Sex Characteristics Project</td>
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<tr>
<td>SWOT</td>
<td>Strengths, weaknesses, opportunities and threats</td>
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<tr>
<td>UPR</td>
<td>Universal Periodic Review</td>
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<td>VGE</td>
<td>Voices for Gender Equality</td>
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</table>
1. CCHR

1.1 Overview

CCHR is a non-aligned, independent, NGO that works to promote and protect for human rights – primarily civil and political rights – democracy, and the rule of law in Cambodia.

CCHR empowers civil society to claim its rights and drive change; and through detailed research and analysis, it develops innovative policy, and advocates for its implementation.¹ CCHR is a member of the International Freedom of Expression Exchange (“IFEX”) - the global network for freedom of expression; CIVICUS: World Alliance for Citizen Participation; and the World Organization Against Torture.

CCHR has been working on the promotion and protection of human rights in Cambodia since November 2002. CCHR was the first NGO to initiate a program of public forums throughout Cambodia, opening space for the public to learn and ask questions relating to their rights and democracy more generally, and training them in human rights advocacy and documentation.

CCHR has since expanded and its programs now touch upon many thematic areas: freedom of expression, assembly and association; human rights defenders (“HRDs”); judicial and legislative reform (“JLR”); business and human rights (“BHR”), including land and natural resources rights; women’s rights; and protecting the rights of lesbian, gay, bisexual, transgender, intersex and queer (“LGBTIQ”) people.

1.2 Governance summary

CCHR was founded and officially registered with the Ministry of Interior in October 2002 to promote and protect democracy and human rights in Cambodia.² CCHR is governed according to its constitution and by-laws.³ It has a Board of Directors – successful and influential individuals who have a passion for human rights - who support CCHR’s work. CCHR is managed day-to-day by the Management Committee, under the leadership of Chak Sopheap who became Executive Director in 2014. Chak Sopheap is one of Cambodia’s pre-eminent female bloggers and one of the country’s most prominent human rights advocates. Chak Sopheap’s work has been recognized by the former United States President Barack Obama⁴ as well as by Cambodian civil society and the Cambodian people.

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¹ Please read more about CCHR at https://www.cchrcambodia.org/index_old.php?url=aboutus/aboutus.php&id=2&lang=eng%3E
2. Strategic Plan Framework

2.1 Vision
CCHR’s vision is of a peaceful Cambodia in which all people can enjoy the fundamental human rights to which they are entitled, all are subject to the rule of law without impunity, all are treated equally without discrimination, all are empowered to participate fully in the democratic process, and all can share in the benefits of Cambodia’s sustainable economic development.

2.2 Mission
CCHR’s Mission is to promote and protect human rights - primarily civil and political rights – democracy and the rule of law for the benefit of all those living in Cambodia by inspiring and empowering people to understand and advocate for their rights and by protecting those whose rights are violated.

2.3 Value
CCHR expects its staff, interns, volunteers and beneficiaries to share certain values that reflect and complement its vision, mission, objectives and goals:

- Equality - we value diversity, champion non-discrimination, and encourage an intersectional understanding
- Objectivity - we value impartiality and loyalty to principles
- Integrity - we value honesty and commitment
- Transparency – we value openness and accountability
- Creativity - we value new ideas and the flexibility to deliver innovative solutions

2.4 Logo
CCHR’s logo shows a white bird flying out of a circle of blue sky, symbolizing Cambodia’s bid for freedom.

2.5 Strategic Objectives
CCHR’s strategic objectives represent what it intends to achieve over the period 2021-2025:

1. Raise awareness about human rights and their abuse so that people are better informed about their rights and the rights of others.
2. Inspire and enable full civic participation by all, including women, LGBTIQ people, youth and other under-represented groups.
3. Empower individuals, communities and marginalized groups to advocate for their own rights.
4. Denounce human rights abuse and discrimination of all kinds, and uphold full equality.
5. Advocate for justice, work to eradicate all instances of impunity, and protect human rights defenders and those whose rights are violated.
6. Advocate for a legal framework that respects, protects and fulfils human rights, and for its just implementation

2.6 Core Focus Areas

CCHR’s work for the period 2021-2025 will be organised into six core focus areas (‘CFAs’), which are based upon previous CFAs. However, changes have been made to reflect developments in the human rights context and the needs of beneficiaries. The names of the CFAs have been updated in some cases to reflect changes in emphasis.

The six CFAs, which are described in detail in Section 4, are:

1. CFA 1 - Protecting Fundamental Freedoms (‘PFF’)
2. CFA 2 - Judicial and Legislative Reform (‘JLR’)
3. CFA 3 - Equality and Non-Discrimination (‘END’)
4. CFA 4 - Business and Human Rights (‘BHR’)
5. CFA 5 - Civic Participation and Reform (‘CPR’)
6. CFA 6 - Research, Advocacy and Policy (‘RAP’)

2.7 Strategic Goals

CCHR has four strategic goals. These are high level outcomes that provide a framework within which CCHR’s projects and activities take place. The strategic goals are:

1. Expand and Enhance Civic Space
2. Educate and Empower
3. Protect Against Human Rights Violations
4. Research, Analyze and Advocate

Figure 1 shows the framework that includes the strategic goals linked to related strategic objectives that guide the work of CCHR.

Figure 1: CCHR Strategic Goals and Objectives

- Advocate for a legal framework in which human rights are protected, respected and fulfilled, and for its just implementation
- Denounce human rights abuse and discrimination of all kinds and support full equality
- Protect human rights defenders and those whose rights are violated, and advocate for justice and fight against all instances of impunity
- Raise awareness about human rights and their abuse so that people are better informed about their rights and the rights of others
- Inspire and enable full civic participation by all, including women, LGBTIQ people, youth and other under-represented groups
- Empower individuals, communities and marginalized groups to advocate for their own rights
The goals cut across the CFAs. The contribution of each of the CFAs to the goals is described in detail in Section 4. The following summarizes how CCHR intends to achieve each of the goals.

2.7.1 Expand and Enhance Civic Space
CCHR will raise awareness among the people of Cambodia about human rights issues through an integrated strategy that makes use of multiple complementary channels, primarily under CFA 5 (CPR).

The target beneficiaries will be the Cambodian people overall, and will include subgroups who have particular informational needs such as women, youth, LGBTIQ people, those affected by business and human rights, and other under-represented groups.

2.7.2 Educate and Empower
Education and empowerment will continue to be a central pillar of community engagement projects within the CFA 2 (JLR), CFA 3 (END), and CFA 4 (BHR).

On-the-ground community-facing projects provide in-depth support to communities that are subject to human rights violations. CCHR will build deep, long-standing relationships with identified communities, sometimes in partnership with other CSOs who can provide complementary services.

2.7.3 Protect against Human Rights Violations
The HRD protection mechanism will continue to provide legal, security, humanitarian and psychological support as well as case-based advocacy to human rights defenders under CFA 1 – Protecting Fundamental Freedoms. The number and type of qualifying HRDs is likely to be expanded as human rights come under increasing threat, and civic space narrows. HRDs and those whose rights are violated from the END, BHR and PFF programs will be covered by HRD protection mechanisms.

2.7.4 Research, Advocacy and Policy
Research and analysis to support evidence-based advocacy and policy will be front and center in the work of CCHR under CFA 6 (RAP).

It is essential that CCHR’s advocacy is based on fact-based research and analysis for it to be accepted by policy makers including government authorities. It will remain important to continue to emphasize the non-political nature of the activities and messages of CCHR.

A high level of importance will be attached to maintaining relationships with regional and international NGOs and human rights mechanisms. Coordination of civil society’s engagement with the UPR mechanism will continue.
3. SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats (SWOT) of CCHR based on opinions gathered during consultation meetings, focus group discussions and workshops was conducted to identify CCHR’s core competencies and align them with external success factors, and to address weaknesses and threats.

Table 1 provides a summary of the strengths, weaknesses, opportunities and threats.

Table 1: Strengths, Weaknesses, Opportunities and Threats.

<table>
<thead>
<tr>
<th>SWOT Analysis</th>
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<tbody>
<tr>
<td><strong>Strengths</strong></td>
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<tr>
<td>Credibility among donor and human right community</td>
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<td>Evidence-based advocacy using own data, research and analysis</td>
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<tr>
<td>Link between protection and advocacy; human rights defenders protection mechanism</td>
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<tr>
<td>Quality of programs</td>
<td></td>
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<tr>
<td>Education and empowerment of beneficiaries; e.g. women, LGBTIQ people, those affected by land and property disputes, indigenous people, and workers</td>
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<tr>
<td>Court monitoring</td>
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<tr>
<td>Strong partnerships e.g. with international NGOs and embassies, and domestic CSOs</td>
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<tr>
<td>Comprehensive and effective internal policies and processes</td>
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<td>Staff development and wellbeing</td>
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<td>Staff experience and capacity</td>
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<td>Financial stability through diversified donor portfolio</td>
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<tr>
<td><strong>Weaknesses</strong></td>
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<tr>
<td>Limited public awareness of CCHR beyond human rights community</td>
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<tr>
<td>Reach of awareness raising; rely on radio program for awareness raising but needs to be more effective</td>
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<tr>
<td>Limited reach with remote communities because only has an office in Phnom Penh</td>
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<tr>
<td>Difficult to gain endorsement and support for advocacy on the ground from authorities</td>
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<tr>
<td>Usually have to limit legal assistance to criminal (not civil) cases because of funding</td>
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<tr>
<td>Security when travelling to provinces e.g. if have to take taxi</td>
<td></td>
</tr>
<tr>
<td>Financial reliance on donors, and only exceptional donors willing to cover core operational costs</td>
<td></td>
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<tr>
<td>Donor funding for some areas such as core processes</td>
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<table>
<thead>
<tr>
<th>SWOT Analysis</th>
<th></th>
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<tbody>
<tr>
<td><strong>Opportunities</strong></td>
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<tr>
<td>Good communications with government will make advocacy work easier</td>
<td></td>
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<tr>
<td>Expand online presence using technology in the work of CCHR</td>
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<tr>
<td>Conduct more online activities such as training</td>
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<td><strong>Threats</strong></td>
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<tr>
<td>Growing authoritarianism and receding democracy</td>
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<tr>
<td>EBA withdrawal will have financial impact</td>
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<td>COVID-19 means more precarious livelihoods</td>
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<tr>
<td>Increased monitoring of social media</td>
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<tr>
<td>Greater threats to online activists</td>
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<tr>
<td>Key Points</td>
<td>Challenges</td>
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<tr>
<td>• Expand use of online civic space for debate and dialogue about human rights, the law and its impact</td>
<td>• The authorities are more likely to engage in surveillance of population</td>
</tr>
<tr>
<td>• Policy advocacy about legislation with the right partners, including regional and international actors</td>
<td>• Large number of laws being introduced that negatively affect human rights</td>
</tr>
<tr>
<td>• Develop risk assessments to protect online HRDs</td>
<td>• Government is working on criminalizing aspects of freedom of expression</td>
</tr>
<tr>
<td>• Youth rights will increase in importance as civic space narrows; develop innovative ways to engage more youth</td>
<td>• There is a sectoral deficit of capacity to do in depth critical analysis of laws</td>
</tr>
<tr>
<td>• Maintain relationships with INGOs and use of international mechanisms</td>
<td>• Media self-censorship</td>
</tr>
<tr>
<td>• Take a clear stance with partners and support with accurate information</td>
<td>• Donors possibly reducing engagement, although Human Rights, as a regionally important theme, may attract more donor attention</td>
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<tr>
<td>• Commune and national elections in 2023 and uncertainty around political context of the elections</td>
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4. Core Focus Areas

4.1. CFA1—Protecting Fundamental Freedom

4.1.1. Goals, Outcomes and Activities

The overall goal within CFA 1 (PFF), is that:

- People enjoy their fundamental freedoms without fear or retribution

CCHR aims to deliver the following outcomes under PFF in support of the goal:

- The RGC has greater respect for fundamental freedoms
- There is greater accountability and remedy for violations of fundamental freedoms
- HRDs and victims of human rights abuse are protected

Core work on protecting fundamental freedoms will continue as established within CFA 1 (PFF). However, CCHR intends to expand and strengthen its HRD protection mechanism to meet changes in demand, to the extent that funding will allow.

- Activity 1.1. Clearly define beneficiary HRDs and others who will be protected

  CCHR will clearly specify the HRDs and others that will be supported through the HRD protection mechanism, to ensure that the most important and urgent needs are met and that the quality and effectiveness of support is maintained.

- Activity 1.2. Respond appropriately using established evidence-based procedures with a fast-track mechanism

  CCHR will continue to use proven decision-making arrangements, and evidence requirements to determine whether HRD protection may be available. A fast-track mechanism will be used for urgent cases. CCHR will also coordinate with other CSOs to share information which will ensure that rapid support is appropriately targeted and not duplicated.

- Activity 1.3. Conduct strategic litigation

  CCHR will conduct strategic litigation in cases where it is felt that a significant strategic human rights impact may be made.

- Activity 1.4. Strengthen the effectiveness of support

  A pool of lawyers will continue to be used for legal assistance, since it is viewed as providing a flexible and effective response.

  To maximize the benefit of psychological support CCHR staff will receive training on:

  - Recognizing signs that psychological support may be necessary
  - Knowing the different support alternatives available, such as within the community, public healthcare facilities, private clinics, the clinics of partner organizations
Further, partners who provide psychological assistance to HRDs will be required to set out how they intend to maximize the impact they will have within the budget envelope.

- **Activity 1.5. Leverage support of responsible institutions**
  
  In certain cases, it will be necessary for CCHR to engage with the responsible authority to:
  
  - Make them aware of their obligations under international and domestic law
  - Build their capacity, knowledge and skills, in upholding the law and protecting HRDs and those whose rights are violated.

- **Activity 1.6. Raise awareness of violations of fundamental freedoms**
  
  This activity corresponds to the Fundamental Freedoms Monitoring Project (“FFMP”), and the third workstream of the PFF project. These will continue, since they provide vital evidence bases for advocacy.

### 4.2. CFA 2 – Judicial and Legislative Reform

#### 4.2.1. Goals, Outcomes and Activities

The overall Goal of CFA 2 (JLR) is:

- To have a strong and effective Judiciary that upholds the rule of law in respect of Cambodia’s obligations to respect and protect human rights and fundamental freedoms

Under CFA 2 (JLR), CCHR aims to deliver the following outcomes:

- Strengthened law enforcement regarding fair trial rights
- Laws comply with international human rights standards
- Relevant legal awareness is enhanced among the judiciary

- **Activity 2.1. Extend court monitoring to additional provinces**
  
  As new Courts of Appeal are established in Preah Sihanouk, Tbong Khmum and Battambang, CCHR aims to extend court monitoring to these provinces.

- **Activity 2.2. Increase the focus on substantive legal matters**
  
  Court monitoring is time consuming and resource intensive. With a limited number of resources, case types that enable recommendations to be made on both procedural and substantive matters help to maximize impact.
  
  CCHR will continue to monitor cases of gender-based violence. It will also consider monitoring other case types that align with its Mission and Vision.

- **Activity 2.3. Increase engagement with government to increase impact**
  
  Consultation meetings between CCHR and the RGC will be expanded to include the new Courts of Appeal and will be used to discuss findings and recommendations. Though the courts may provide input, CCHR will remain the author and owner of the reports.
CCHR will also engage with the Ministry with primary responsibility for the legislation that is relevant to the cases being monitored.

- **Activity 2.4. Provide support in civil law cases.**
  Currently, CCHR tends to limit support for legal representation to those whose human rights are violated and who are facing criminal trials. However, if donor funding is available, CCHR would extend its support to cases of civil law.

- **Activity 2.5. Extend the youth mentoring program to increase impact and sustainability of judicial reform.**
  The youth mentoring program is currently targeted primarily at law students. It will be expanded to include students of all subjects.
  The current program has received very favorable reviews from participants in terms of raising awareness of and stimulating interest in fair trial rights and the law.

- **Activity 2.6. Continue to build knowledge of fair trial rights and trial monitoring methodologies.**
  CCHR will continue to organize and facilitate capacity-building workshops on fair trial rights and trial monitoring methodology for other CSOs, university students and judicial stakeholders.

- **Activity 2.7. Raise awareness and stimulate interest in fair trial rights and the law!**
  CCHR will raise awareness of fair trial rights among the public by providing content and expertise, and coordinating with CFA 5 (CPR), to reach a wide audience.

### 4.3. CFA 3 – Equality and Non-Discrimination

#### 4.3.1. Goals, Outcomes and Activities

The overall Goal of CFA 3 (END) is that:

- Marginalized individuals and groups have equal and adequate access to all human rights

CFA 3 (END) has lead responsibility for the following outcomes:

- The public understand the rights of marginalized groups and there is no discrimination.
- Marginalized individuals and groups are empowered to exercise and advocate for their human rights.
- Government authorities fulfil their duties to protect the rights of marginalized groups.
- There is legal equality for marginalized groups.

- **Activity 3.1. Continue to prioritize and mainstream the rights of women and LGBTIQ.**
  Where possible CCHR’s programs will identify women and LGBTIQ people among their key beneficiaries and will develop specific outcomes and activities that meet their needs. CCHR will continue to train and sensitize Project Coordinators and staff to the issues faced by women and LGBTIQ people and the appropriate responses.
• **Activity 3.2. Maximize the impact of education and empowerment activities.**

CFA 3 (END) will focus on:

- Increasing knowledge about the human rights of marginalized individuals and communities and how to address issues that are faced.
- Empowering those whose rights are violated to advocate for themselves, with for example, authorities, employers or corporate actors.

The core of the approach will be to support learning, involvement and networking activities in which beneficiaries develop the skills and knowledge to advocate for themselves and to support the wider community.

To maximize impact, a narrow range of beneficiaries, who face specific human rights threats, will be targeted for learning and involvement activities.

• **Activity 3.3. Maintain partnerships to deliver effective outcomes at community level**

CCHR will continue to partner with CSOs who have local reach, strong relationships with communities and provide complementary services.

• **Activity 3.4. Engage with government**

It will be important to build on the engagement approaches already established with the RGC to maximize the impact of the work.

• **Activity 3.5. Educate and empower all parties**

CCHR will aim to educate and empower all parties involved in the rights of women and LGBTIQ people. The primary beneficiaries are women and the LGBTIQ community.

Additionally, the approach to involving multiple parties, including the RGC, the corporate sector and other CSOs, together with marginalized community members and delivery partners will continue to be pursued, at national and sub-national level, to deliver the goal and outcomes of CFA 3 (END) through public forums that address:

- Human rights issues of relevance to the community and other parties at the time
- The importance of participating in the civic space, and the need to claim human rights for sustainable development of the community more generally.

• **Activity 3.6. Strengthen relationships with and among beneficiaries.**

CCHR will informally identify local facilitators from communities who will be empowered and equipped through Training of Trainers (“ToT”) to further the rights of their communities with support from CCHR. This will enable CCHR to build strong, sustainable relationships with communities over a long period of time, and also enable better local responses to immediate needs.

• **Activity 3.7. Protecting women and LGBTIQ HRDs**

CCHR will continue to proactively engage with women and LGBTIQ HRDs to build networks that increase the resources and empowerment of the individuals and communities concerned. The HRD protection mechanism described in section 4.1. will be available to qualifying HRDs.
4.4. CFA 4 – Business and Human Rights

4.4.1. Goals, Outcomes and Activities

The overall Goal of CFA 4 (BHR) is to:

- Improve protection of, respect for and remediation of human rights by state and corporate actors in connection with business and human rights

Within CFA 4 (BHR), CCHR aims to deliver the following outcomes:

- Forced evictions by corporate actors in target areas are reduced
- State and corporate actors understand their obligations under UNGP, particularly in relation to land and property rights, and incorporate obligations into their policies
- The promotion and protection of other rights relating to the conduct of business such as workers’ rights is improved

- Activity 4.1. Increase knowledge among government and corporate actors

CCHR will address the deficit in knowledge by government and corporate actors of their roles in the protection, respect and remedy of human rights in relation to business activity through a corporate and government engagement approach that describes engagement strategies with entities involved in violations of human rights.

The approach will describe strategies to be incorporated within projects to achieve:

- Corporate Engagement
  - Awareness raising and education/training to support voluntary compliance by corporate actors of UNGP and respect for human rights and to accept remedies if necessary
  - Facilitating and enabling compliance through dialogue between those affected including companies, authorities and communities

- Government Engagement
  - Awareness raising, education and training to enable government to fulfil its obligations of protecting human rights in line with UNGP and to ensure remedies if necessary

- Activity 4.2. Continue support to unions and union leaders to protect workers’ rights

The need to support and empower union leaders to advocate with business owners will continue to be important; the demand for such support is likely to grow and CCHR will assist to the extent funding permits.

- Activity 4.3. Maximize the impact of education and empowerment activities.

CFA 4 (BHR) will focus on building the knowledge of affected individuals and communities about business and human rights and empowering those whose rights are violated to advocate for themselves with authorities or corporate actors. A narrow range of beneficiaries, who face specific human rights violations, will be targeted for learning and involvement activities within CFA 4 (BHR) to maximize impact.
• **Activity 4.4. Partner to deliver effective outcomes at community level.**

CCHR will continue to partner with CSOs who have local reach, strong relationships with communities and provide complementary services.

• **Activity 4.5. Maintain strong relationships with beneficiary communities.**

CCHR will identify informal local facilitators from communities who will be empowered to further the rights of their communities with support from CCHR through, for example, training of trainer activities.

• **Activity 4.6. Protecting BHR HRDs**

CCHR will continue to proactively engage with BHR HRDs to build networks that increase the resources and empowerment of the individuals and communities concerned. The HRD protection mechanism described in section 4.1. will be available to qualifying HRDs.

### 4.5. CFA 5 – Civic Participation and Reform

#### 4.5.1. Goals, Outcomes and Activities

The overall Goal of CFA 5 (CPR) is that:

- Citizens actively participate in civic space, exercising their human rights without fear of harassment or discrimination.

The high-level outcomes are:

- Citizens are aware of the situation regarding human rights and fundamental freedoms in Cambodia and are motivated to want to know more.
- Increasing numbers of people from target groups are inspired to participate in the civic space.

Over the period of the previous strategic plan, the understanding of Cambodian people about fundamental freedoms has declined whilst human rights have been eroded.

There is now an acute need to improve public awareness about human rights and fundamental freedoms, and the implications of changes to the legal framework and actions of authorities.

CCHR aims to achieve the goals and outcomes of CFA 5 (CPR) by delivering effective and inspirational awareness raising activities. CCHR will endeavour to make human rights something that everyone should care about and which mobilizes people because it touches everyone’s heart.

The target beneficiaries of CFA 5 (CPR) will be:

- The Cambodian people in general and specific sub-groups such as youth, and those who have an interest in particular thematic aspects of human rights such as women, LGBTIQ, indigenous people and those affected by land and property rights issues.
- The human rights community within Cambodia and beyond including human rights defenders and activists, and CSOs and INGOs.

• **Activity 5.1. Develop a broad and integrated multi-channel communications and involvement approach.**
CCHR will develop a broad and integrated ‘communications and involvement approach’ that raises the awareness of human rights issues among the population of Cambodia and target sub-groups and inspires them to participate in the civic space on matters of human rights. The approach will include:

- An enhanced and expanded radio program within a broader media strategy
- A cohesive online and social media strategy
- A plan for the innovative use of physical space

The approach will enable CCHR to be strategic in its use of media and in the messages delivered, to ensure that CCHR’s core strategic objectives are at the root of communications.

4.6. CFA 6 – Research, Advocacy and Policy

4.6.1. Goals, Outcomes and Activities

The overall goal of the CFA 6 (RAP) will be:

- The RGC and other actors fulfil their obligations to protect and respect human rights.

The following outcomes will support the goal:

- Policy makers, including the RGC, know what is required to align the Cambodian legal framework with international human rights law and standards.
- Policy makers, including the RGC are aware of the extent and nature of the violations of human rights in Cambodia and what is required to remedy them.

CFA 6 (RAP) will achieve these goals and outcomes through the below activities.

- **Activity 6.1. Continue with evidence-based advocacy.**
  
  CFA 6 (RAP) will aim to adopt and leading role in which research, advocacy and policy influences the agenda within CCHR.

  Under CFA 6 (RAP) will be conducted into urgent and important human rights issues both in support of ongoing projects in other CFAs and independently, as in the case of the analysis of laws and draft laws, devoting most attention to the highest priority items, rather than niche areas.

- **Activity 6.2. Strengthen the team that conducts legal analysis and support.**
  
  During the period of the last strategic plan, the large amount of legislation that has undermined human rights, has made comprehensive, evidence-based analysis even more important.

  There has been significant pressure on the team of legal consultants at CCHR to respond with considered, timely analysis.

  To ensure the quality of the response is sustained, CCHR intends to strengthen the team of legal consultants. It will specifically aim to incorporate Cambodian legal consultants and paralegals.

- **Activity 6.3. Coordinate with like-minded organizations.**
To amplify the legal analysis that CCHR provides, a sectoral response is required. CCHR aims to work with like-minded organizations to coordinate such a response that will better leverage the legal resources available across the sector to ensure that people are deployed on addressing the most important and urgent issues.

- **Activity 6.4. Develop an integrated annual calendar of reports, analysis and advocacy**

  To support a strategic approach to research, analysis and advocacy, an annual calendar will set out:
  
  - Donor reports
  - Project outputs
  - Other significant research, analysis and advocacy output based on an environmental scan of the highest priority matters.

  The calendar will show how the resources of CCHR may be aligned with the workload for the coming year and will support prioritization of work and negotiations with donors over managing the reporting workload.

  The calendar will make visible and explicit the dependencies between activities in different CFAs including the links between advocacy and the supporting research and analysis. It will enable strategic thinking and planning to inform decisions regarding research, analysis and policy.

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