

The Cambodian NGO Committee on CEDAW



NGO-CEDAW

Strategic Plan | 2025 - 2029

NGO-CEDAW Introduction

NGO-CEDAW is Cambodia's leading coalition dedicated to monitoring and promoting the implementation of the United Nations Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). Founded in 1995, by Cambodian women activists energized by their participation in the Beijing World Conference on Women, NGO-CEDAW has grown from 9 founding organizational members to a coalition of 32 active local member CSOs. Working with a wider network of 30 partner organizations, NGO-CEDAW gives voice to otherwise underrepresented groups of women and LGBTIQ+ communities.

Activities during the delivery of the current strategic plan have included collaborating with NGO-CEDAW coalition members to produce the annual CEDAW Monitoring reports to hold the government to account on their implementation of the CEDAW Committee's Concluding Observations (CoB), facilitating members' meetings and capacity development training and workshops, conducting and facilitating research to strengthen the evidence-base to support advocacy initiatives, skills and expertise sharing amongst youth, civil society and national and international NGOs and development partners, hosting annual university debates; and organizing campaigns, events and an annual art exhibition during the 16 Days Campaign to end Violence Against Women (VAW).



Dignity Cambodia



16 Days Campaign



Annual CEDAW Monitoring Report Launch



Annual University Debate

Lessons learnt from the delivery of the previous NGO-CEDAW Strategic Plan

NGO-CEDAW conducted a comprehensive consultation with coalition members and a diverse range of stakeholders to inform the development of the new Strategic Plan. Members and stakeholders all agreed that NGO-CEDAW's current strategy, priorities and approach are highly relevant, especially in the evolving context in Cambodia; and development partners and donors acknowledged NGO-CEDAW's unique role in holding the government to account on CEDAW in Cambodia.

Importantly, all of the stakeholders thought NGO-CEDAW's growing focus on youth through building on the mentoring programme and strengthening youth leadership on gender equality and women's rights was critical for bringing about lasting change in attitudes and behaviours, and they all recommended increased and more sustained engagement with young people and the wider public. Coalition members discussed the value they place on being part of NGO-CEDAW, especially in terms of individual and organisational capacity development support, solidarity with other women's rights organisations and the ability to collaborate to strengthen their advocacy voices and actions.

NGO-CEDAW members are all experiencing challenges with fundraising and have concerns about their sustainability in the longer term. None of the donors or development partners consulted during the strategic planning consultation felt that the funding situation will improve in Cambodia in the near future, so supporting members to develop creative fundraising strategies which consider new and innovative ways to mobilise resources will form a critical element of NGO-CEDAW's work during the first phase of the Strategic Plan delivery.

Network members discussed the challenges that they face trying to deliver their projects with civic space shrinking and freedoms of expression being increasingly suppressed in Cambodia. They are pleased that NGO-CEDAW will be building upon its engagement with the government during the delivery of the new Strategic Plan through increased contributions in strategic meetings and consultations, and they appreciate NGO-CEDAW's solution focused advocacy methodology which priorities building and nurturing relationships to achieve change.

Summary of Key Recommendations from the stakeholder consultations:



Strengthen Policy Engagement: Increase dialogue with government actors on issues highlighted in the Annual CEDAW Monitoring Reports and support their efforts to implement CEDAW Concluding Observations and NAPVAW IV.



Enhance Knowledge Sharing: Develop an online portal for coalition members to access blended-learning training resources, policy briefings, and advocacy materials.



Expand Youth Involvement: Target more young people in the next project phase, with emphasis on sustaining their engagement, mentoring, and capacity-building.



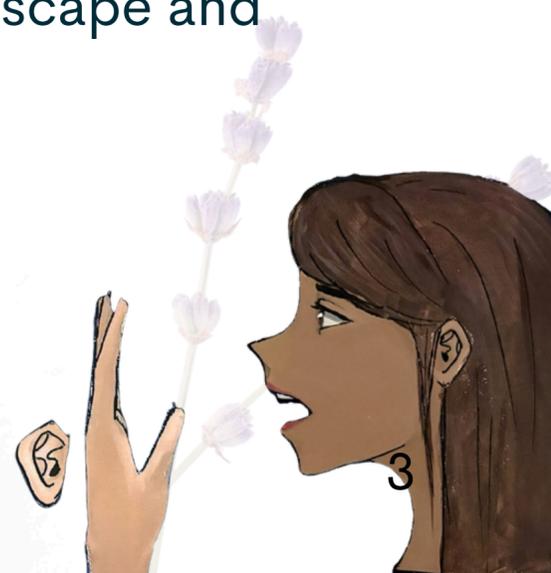
Scale Up Public Awareness: Broaden awareness-raising campaigns across Cambodian society, using diverse communication methods.



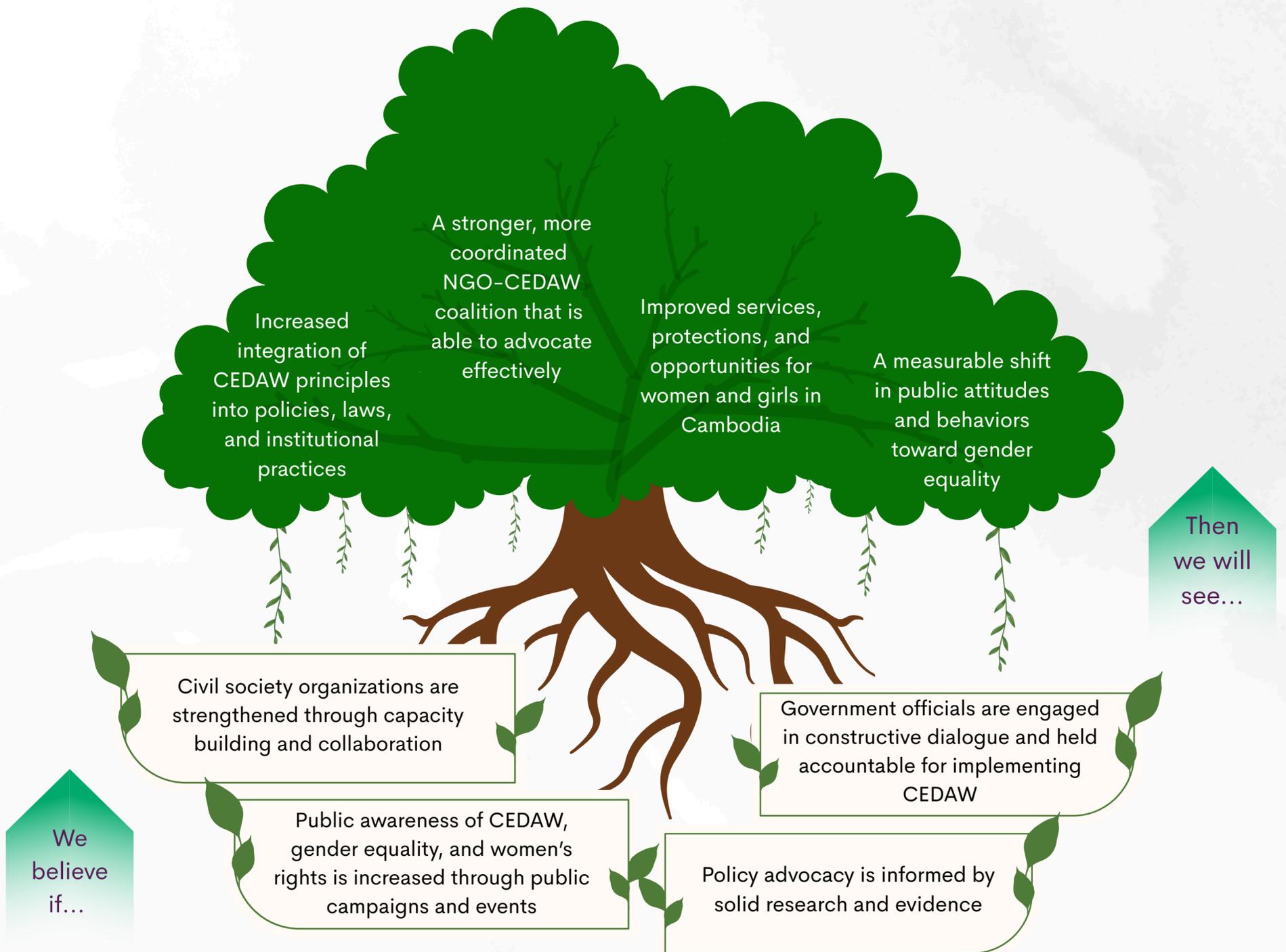
Collaborative Planning: Develop joint annual training plans and advocacy strategies with coalition partners to ensure alignment and ownership.



Sustainable Financing: Create a resource mobilization strategy which reflects the evolving donor landscape and supports long-term sustainability.



NGO-CEDAW's Theory of Change



Core strategies to be implemented



Our work is underpinned by the assumption that:



NGO-CEDAW Strategic Framework

VISION

A Cambodia where women and girls can thrive, lead, and live with dignity, equality, and freedom from all forms of discrimination.

MISSION

To promote and protect the human rights of women and girls in Cambodia by strengthening the NGO-CEDAW network, raising public awareness, and working collaboratively with civil society and government to ensure the full and permanent application of CEDAW principles across all institutions and sectors of society.

CORE VALUES

- Adopting a human rights-based approach
- Consultation and inclusive participation to promote ownership
- Utilising a feminist perspective in all problem-solving
- Promoting equality and fairness
- Pursuing transparency and accountability

Strategic Objectives

By the end of the delivery of the Strategic Plan (2029), NGO-CEDAW will have made good progress on achieving its **Strategic Goal** of: **Contributing to sustained government accountability and the consistent application of CEDAW principles across Cambodian institutions and sectors leading to measurable improvements on women's rights and gender equality.**

Objective 1: Enhanced Information Sharing and Documentation on CEDAW Monitoring

Key Activities include:

1. Coordinate and host regular NGO-CEDAW Coalition Members' Meetings
2. Facilitate the development and implementation of NGO-CEDAW Coalition Advocacy Strategy
3. Coordinate specialized time-limited working groups to support CEDAW monitoring and advocacy activities

Desired outcomes by 2029

Strengthened capacity of NGO-CEDAW members to monitor, document, and engage with CEDAW implementation processes

Objective 2: Strengthened Policy Advocacy for CEDAW Implementation

Key Activities include:

1. Conduct and facilitate participatory research on women's rights issues
2. Provide technical support to members on research design, analysis and research report writing
3. Publish Annual CEDAW Monitoring and periodic Shadow Reports
4. Provide input to strategic and consultation meetings and workshops with government stakeholders
5. Strengthen the capacity of members on legal analysis and gender-responsive policy review
6. Coordinate 'closed-door' or dialogue meetings with government to discuss CEDAW implementation and monitoring
7. Track and document implementation of national policies related to gender equality
8. Facilitate members to engage in regional women's rights and advocacy networks

Desired outcomes by 2029

Gender-responsive legal and policy reform influenced through collective advocacy and evidence-based engagement

Objective 3: Increased Public Awareness of CEDAW and Gender Equality Issues

Key Activities include:

1. Develop a Communications and Media Strategy; produce creative digital content and engage with influencers and media outlets to extend campaign reach
2. Organise the annual Dignity Arts Project and University Debate competitions and collaborate with youth and civil society during the 16 Days and IWD campaigns
3. Empower youth as leaders and advocates through mentoring and leadership programmes; and strengthen their capacity to advocate for women's rights and gender equality

Desired outcomes by 2029

Public awareness of gender equality and women's rights and social norm change promoted, with a focus on youth leadership, digital engagement and anti-GBV messaging



"NEVER ABANDON
YOUR DREAM.
STRIVE FOR CONTINUOUS
GROWTH TO ENSURE ITS
SUCCESS."

Objective 4: Strengthen Capacity Development for Network Members

Key Activities include:

1. Develop Annual Training Plans and conduct tailored training and workshops and follow-up coaching to respond to the expressed needs of coalition members
2. Facilitate skills-sharing among members
3. Support the development of members' internal gender and safeguarding policies and implementation guidelines

Desired outcomes by 2029

Individual and organisation capacity development amongst NGO-CEDAW members strengthened to support the delivery of their gender-focused objectives and organisational sustainability to engage with NGO-CEDAW in the longer term

Objective 5: Strengthened Organization Capacity and Sustainability of NGO-CEDAW

Key Activities include:

1. Develop and Implement Resource Mobilization Strategy to support the delivery of the Strategic Plan
2. Strengthen M&E Systems, develop knowledge management and digital security strategy
3. Conduct capacity assessments for staff and implement tailored professional development plans including supporting their participation in national and regional learning networks

Desired outcomes by 2029

NGO-CEDAW's organisational development capacity strengthened to promote robust financial management and programme quality assurance and the continued professional development of the staff team.



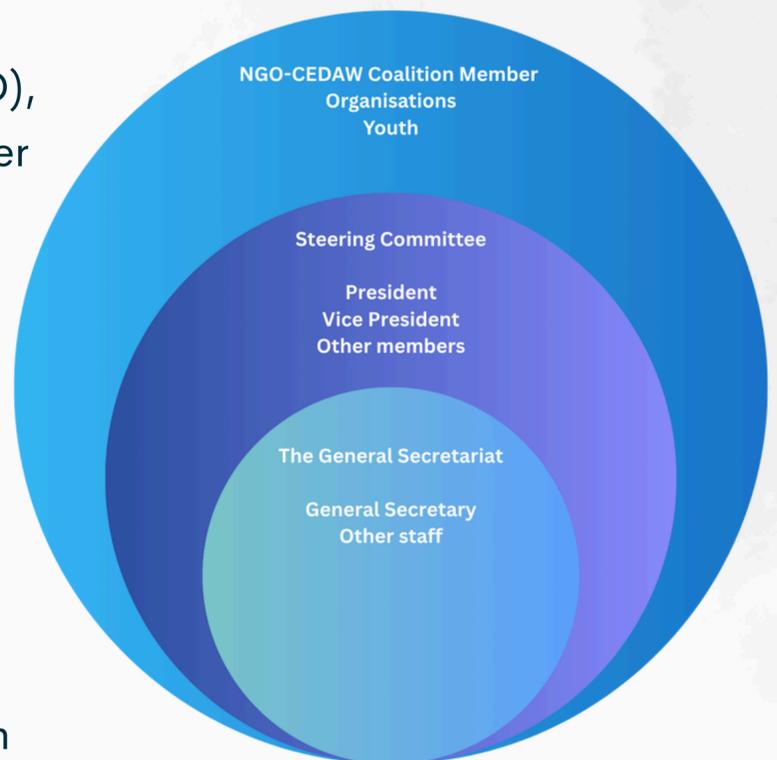
The only active women's rights coalition in Cambodia monitoring the implementation of CEDAW and producing Monitoring and Shadow Reports for the CEDAW Committee

NGO-CEDAW Unique Selling Points (USP)

Implementation Mechanisms

NGO-CEDAW team

An experienced NGO-CEDAW staff team consisting of the General Secretary (GS), a Technical Advisor (TA), a Networks and Communications Officer (NCO), an Admin and Finance assistant and a Finance Officer will all work closely together to ensure the effective implementation of the NGO-CEDAW Strategic Plan (2025-2029). The GS, TA and NCO will support all aspects of the delivery of the projects, as well as ensuring robust M&E and timely and impactful reporting to relevant stakeholders; whilst the admin and finance staff will ensure the transparent and efficient use of NGO-CEDAW's resources through regular budgetary reporting and annual audits which will be shared with all relevant stakeholders and donors. The staff team are supported by an elected steering committee who meet regularly to oversee the work of the organisation to ensure accountability to all of NGO-CEDAW's donors and other stakeholders.



NGO-CEDAW member organizations and network partner CSOs dedicate a significant amount of their own human and financial resources to participating in the NGO-CEDAW activities including: the CEDAW monitoring process, conducting evidence-gathering, attending meetings and consultations, and preparing for domestic, regional and international advocacy efforts. NGO-CEDAW's members and partners reach out to stakeholders in the rural areas to gather inputs for the annual CEDAW monitoring reports and the periodic Shadow Report, as well as disseminating NGO-CEDAW publications and campaigns and sharing information about the CEDAW Committee's Concluding Observations.



In recent years more **young people** have been supporting the delivery of different aspects of NGO-CEDAW's activities, including supporting the coordination of the annual student debates and providing mentoring support to debate participants, and supporting the delivery of the annual Dignity Project and the IWD and 16 Days campaign events. During the delivery of the new Strategic Plan NGO-CEDAW plans to build on the numbers and duration of young people's engagement with the programme activities, and we will provide a range of capacity development and mentoring support to strengthen their participation and role in raising awareness and challenging gender inequality and GBV amongst the wider public.

Monitoring and Evaluation

During the delivery of the new Strategic Plan, NGO-CEDAW will strengthen its M&E systems and processes through the development of standardized tools to support data collection and reporting activities. A Global Logical Framework has been developed to align with the new Strategic Plan, and a Results-based framework will set out the strategic objectives, desired outcomes and verification indicators which can track activities and progress against the workplan. Monitoring data will be updated every month to support the organisation to measure progress against both quantitative and qualitative indicators. These improvements will assist NGO-CEDAW to quickly identify any challenges in their project delivery whilst also supporting them be able to effectively demonstrate the changes that are being observed as a result of their interventions.



Conclusion

NGO-CEDAW's Strategic Plan 2025-2029 will build on their existing strengths and achievements whilst also continuing to strengthen important aspects of its work to further enhance its effectiveness in holding the government to account on its CEDAW obligations, and promoting gender equality and women's rights in Cambodia. Through strengthening the capacity of coalition members and partner CSOs; increasing public awareness of CEDAW, gender equality and women's rights; increased constructive dialogue with government officials and ensuring our policy advocacy is informed by a sound evidence-base, we hope by 2029 to see the increased integration of CEDAW principles throughout policies, laws and institutional practice, a stronger and more coordinated NGO-CEDAW coalition, a measurable shift in public attitudes and behaviours towards gender equality and women's rights, leading to improved services, protections and opportunities for women and girls in Cambodia.