



CAMBODIAN CENTRE FOR MEDIATION

STRATEGIC PLAN 2026–2028

Strategic Theme:

***Strengthening Cambodia's Institutional Infrastructure for Mediation,
Dialogue, and Peacebuilding***

Motto:

"Justice Through Mediation & Dialogue"

Strategic Period:

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The Cambodian Centre for Mediation (CCM) is an independent professional institution dedicated to advancing mediation, dialogue, and peaceful dispute resolution in Cambodia and beyond. Guided by the principles of neutrality, professionalism, and inclusiveness, CCM works to strengthen mediation capacity, promote access to justice, and contribute to sustainable peacebuilding through dialogue, training, and institutional partnerships.

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FOREWORD BY THE EXECUTIVE DIRECTOR

Cambodia is entering a period of accelerated transformation. Economic growth, urbanisation, digitalisation, climate pressures, labour mobility, commercial expansion, and evolving governance systems are reshaping how conflicts emerge and escalate. Across communities, institutions, businesses, and public systems, disputes are becoming more complex, multi-layered, and sensitive.

Over the last decade, the Cambodian Centre for Mediation (CCM) has contributed to strengthening access to justice, peaceful conflict resolution, and dialogue-based approaches across Cambodia. Through mediation services, capacity building, policy engagement, and institutional partnerships, CCM has evolved from a pioneering initiative into an emerging national mediation institution.

The Strategic Plan 2026–2028 marks the next phase of this journey. Inspired by international best practices and informed by Cambodia’s realities, this strategy positions CCM not only as a service provider, but as a builder of Cambodia’s national mediation and peace infrastructure.

This strategy is grounded in CCM’s bylaws, lessons from our 10-year institutional journey, SWOT analysis, the operational mandate of Global Mediation Services (GMS), and strategic reflections from national and international dialogue platforms.

Over the next three years, CCM will focus on five interconnected priorities: institutional leadership, ecosystem development, service delivery, peacebuilding, and policy influence.

Together with government institutions, courts, regulators, academia, civil society, the private sector, and development partners, we believe Cambodia can institutionalise mediation as a trusted pillar of justice, governance, and social cohesion.

Meas Savath

Executive Director

Cambodian Centre for Mediation (CCM)

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1. CCM'S MISSION

CCM strengthens Cambodia's mediation ecosystem by advancing professional standards, expanding access to justice, and institutionalizing dialogue-based conflict resolution.

CCM's mission is to help prevent, mitigate, and transform disputes and social tensions in Cambodia through mediation, dialogue, and collaborative conflict resolution.

As Cambodia's leading mediation institution, CCM works to strengthen peaceful conflict resolution by building trusted mediation systems, developing professional mediators, and supporting individuals, communities, institutions, and businesses to resolve disputes constructively.

CCM facilitates dialogue among conflict parties, supports justice institutions and local actors in strengthening mediation practice, and promotes inclusive approaches that address the root causes of conflict while preserving relationships and social cohesion.

Our approach is practical, adaptive, and locally grounded. We combine contextual knowledge, professional standards, and strategic partnerships to respond to emerging conflict dynamics across community, family, labor, commercial, financial, land, and institutional disputes.

Through our work, CCM seeks to expand access to justice, institutionalize mediation within Cambodia's justice and governance systems, and contribute to a society where conflicts are managed peacefully, differences are addressed through dialogue, and trust becomes the foundation of sustainable peace.

2. CCM'S VISION AND CORE VALUES

Vision

To build a Cambodia where conflicts are peacefully resolved through mediation and dialogue, justice is accessible to all, and positive peace is sustained.

CCM envisions a Cambodia where mediation and dialogue are recognized as essential pillars of justice, governance, and peaceful coexistence. We believe that sustainable peace is built not only through the resolution of disputes, but through strengthening relationships, fostering inclusion, and creating systems that enable individuals, communities, institutions, and businesses to address conflict constructively.

Our vision is rooted in the belief that when people have access to fair, trusted, and professional conflict resolution mechanisms, societies become more resilient, institutions become more responsive, and development becomes more inclusive and sustainable.

CCM's mediation and peacebuilding efforts therefore seek to contribute to a Cambodia where division is transformed into dialogue, conflict becomes an opportunity for understanding and collaboration, and positive peace is sustained across generations.

Core Values

The following values define CCM's identity, guide our decisions, shape our relationships, and underpin all of our mediation, institutional, and peacebuilding efforts.

Integrity

We act with honesty, ethics, accountability, and transparency in all that we do. We build trust by ensuring that our actions, decisions, and institutional practices reflect the highest standards of professional and moral responsibility.

Impartiality

We engage all parties with fairness, neutrality, and respect. We do not take sides, impose outcomes, or allow external interests to compromise the integrity of our mediation processes.

Professionalism

We are committed to excellence in mediation practice, continuous learning, innovation, and evidence-based approaches. We uphold recognized national and international standards, ethics, and quality assurance in all areas of our work.

Inclusion

CCM further commits to gender-responsive, disability-inclusive, trauma-informed, and culturally sensitive mediation and peacebuilding approaches that ensure equitable participation and access to justice for indigenous peoples, marginalized groups, vulnerable communities, and underserved populations.

Collaboration

We recognize that lasting peace cannot be built alone. We work in partnership with government institutions, justice actors, civil society, academia, communities, development partners, and the private sector to strengthen Cambodia's mediation ecosystem and national peace infrastructure.

These values are further grounded in CCM's institutional foundations and constitutional principles of neutrality, confidentiality, peaceful engagement, and service to the public good, and they guide how CCM builds trust, delivers services, and contributes to Cambodia's long-term peace and justice agenda.

3. CCM'S STRATEGY FOR 2026–2028

3.1 Organizational Objective

To strengthen CCM's identity, credibility, and leadership at national, regional, and international levels as a trusted, impartial, and independent mediation institution, while advancing the institutionalization of mediation, dialogue, and collaborative conflict resolution within Cambodia's justice, governance, and peacebuilding systems.

Strategic Ambition by 2028

By 2028, CCM will be recognised as:

Cambodia's:

- National mediation standard-setter
- Leading mediator training institution
- Trusted mediation service platform
- Peacebuilding and dialogue hub
- Policy influencer for mediation and ADR reform

Strategic Model

CCM will pursue a systems-based approach built around:

- Professional standards and accreditation
- Nationwide mediation services
- Peacebuilding and conflict prevention
- Institutional integration and policy reform
- Organisational sustainability and resilience

3.2 Strategic Transformation Pathway

CCM's Strategic Journey

CCM's institutional journey reflects a progressive transformation, from an emerging mediation initiative to a nationally recognized institution for mediation, dialogue, access to justice, and peacebuilding. Each phase represents a distinct stage of organizational learning, expansion, professionalization, and system influence, shaped by Cambodia's evolving conflict landscape and the growing demand for trusted alternative dispute resolution mechanisms.

Phase 1: Foundation (2012–2014)

Institutional Emergence, Concept Development & Early Piloting

This phase marked the conceptual birth of CCM. Building on Cambodia's broader justice reform agenda and growing recognition of the limitations of adversarial dispute resolution mechanisms, CCM began exploring the relevance of mediation as a culturally appropriate and sustainable approach to conflict resolution.

During this formative period, CCM focused on building institutional identity, stakeholder trust, and operational understanding of mediation within Cambodia's social, legal, and governance context.

Strategic focus:

- Introducing mediation and Alternative Dispute Resolution (ADR) concepts in Cambodia
- Conducting stakeholder consultations with justice actors, local authorities, and civil society
- Mapping conflict trends and identifying priority dispute sectors

- Adapting international mediation practices to Cambodian cultural and institutional realities
- Piloting informal dialogue facilitation and community conflict engagement
- Developing initial training methodologies and facilitator competencies

Key achievements:

- Institutional concept and mission established
- Early strategic relationships developed
- Initial mediation champions identified
- Foundational operational models tested

Strategic legacy:

CCM established the institutional foundations, trust, and conceptual clarity necessary for long-term system development.

Phase 2: System Building & Public Engagement (2015–2018)

Awareness Raising, Pilot Systems & Community Mediation

This phase marked CCM's formal operational expansion and public visibility. Drawing on early lessons, CCM began translating mediation concepts into practical service delivery and community-based dispute resolution mechanisms.

CCM focused on introducing mediation to broader public audiences while testing localized service models and building initial institutional credibility.

Strategic focus:

- Public awareness campaigns on mediation and peaceful dispute resolution
- Community mediation pilots and local conflict management initiatives
- Initial mediator training programs
- Collaboration with local authorities and justice service actors
- Development of case intake and referral mechanisms
- Promotion of dialogue-based dispute resolution at grassroots level

Key achievements:

- Mediation services piloted in multiple communities
- Increased public awareness of mediation
- Initial network of trained mediators established
- Local stakeholder trust strengthened

Strategic legacy:

CCM demonstrated that mediation could provide accessible, culturally appropriate, and effective alternatives to conventional dispute resolution.

Phase 3: Expansion & Diversification (2019–2022)

Institutional Partnerships, Sector Expansion & Program Scaling

As institutional confidence grew, CCM entered a phase of strategic expansion. The organization diversified its services, broadened its thematic engagement, and strengthened partnerships with national institutions and development actors.

CCM moved beyond community mediation toward sector-specific dispute resolution and institutional collaboration.

Strategic focus:

- Building partnerships with ministries, courts, universities, NGOs, and development partners
- Expanding mediation into labor, business, land, family, debt, and commercial disputes
- Strengthening regional and international cooperation
- Organizing policy dialogues, forums, and knowledge-sharing platforms

- Scaling mediator training and institutional outreach

Key achievements:

- Strategic MoUs and institutional partnerships established
- Expanded thematic mediation portfolios
- Increased geographic reach and service delivery
- Stronger national recognition and external visibility

Strategic legacy:

CCM evolved from a pilot initiative into a recognized institutional actor in Cambodia's emerging mediation ecosystem.

Phase 4: Professionalization & System Integration (2023–2025)

Standards, Accreditation & Institutional Recognition

This phase marked CCM's transition from programmatic growth to institutional maturity. Recognizing the increasing complexity of disputes and the need for quality assurance, CCM prioritized governance strengthening, professional standards, and system integration.

CCM focused on establishing itself as Cambodia's professional mediation institution.

Strategic focus:

- Development of mediation standards, ethics, and quality assurance frameworks
- Certification and accreditation systems for mediators and trainers
- Strengthening internal governance, strategic management, and institutional systems
- Establishment of Global Mediation Services (GMS) operational architecture
- Policy engagement with justice and governance institutions
- Integration of mediation into institutional and professional systems

Key achievements:

- Institutional governance strengthened
- Professional standards and certification frameworks initiated
- National and international partnerships expanded
- GMS platform established
- Increased policy credibility and professional recognition

Strategic legacy:

CCM emerged as a trusted, impartial, and professionally grounded mediation institution with national relevance.

Phase 5: National Institutionalization (2026–2028)

Policy Leadership, Ecosystem Scaling & Peace infrastructure

This phase represents CCM's next strategic ambition: to move from institutional excellence toward national systems leadership.

Building on over a decade of learning and practice, CCM will focus on institutionalizing mediation across Cambodia's justice, governance, education, business, and peacebuilding systems.

Strategic focus areas:

- Policy advocacy, legal reform, mediation law development, and national mediation standards and accreditation framework
- NADR collaboration, institutional mediation initiatives, pilot programs, and public sector ADR capacity building
- Ministry of Justice, regulators, universities, civil society, development partners, and private sector partnerships
- Access to justice, vulnerable groups, inclusive mediation services, and nationwide service expansion

- Digital dispute resolution, online mediation systems, and mediation service innovation
- Women and youth leadership, community peacebuilding, SDG 16 engagement, public awareness, and promotion of a culture of dialogue
- Academic integration, policy research, knowledge leadership, and regional and international ADR cooperation
- Building Cambodia's national mediation ecosystem and long-term peace infrastructure

Expected outcomes by 2028:

- Mediation embedded in national justice and governance systems
- Nationwide professional mediator network established
- Stronger public trust in mediation services
- Sustainable institutional financing and operational resilience
- Recognition of CCM as Cambodia's leading mediation and peacebuilding institution

Strategic legacy:

By 2028, CCM aims to leave a lasting national legacy: a professional mediation system, stronger institutions, broader access to justice, and a sustainable culture of dialogue and peace.

3.3 Theory of Change

Theory of Change

CCM believes that sustainable peace, social cohesion, and equitable access to justice can be strengthened when individuals, communities, institutions, and businesses have access to trusted, professional, inclusive, and accessible mediation and dialogue mechanisms.

By strengthening professional mediation standards, expanding nationwide mediation services, developing human capital, promoting inclusive peace leadership, and influencing institutional and policy reform, CCM seeks to contribute to a Cambodia where conflicts are increasingly resolved through dialogue rather than confrontation.

CCM's strategic approach is based on the understanding that:

- Professional mediators strengthen trust in peaceful dispute resolution;
- Accessible mediation services improve access to justice;
- Dialogue and peacebuilding strengthen relationships and social cohesion;
- Institutional integration improves governance and justice system efficiency;
- Policy reform and public awareness institutionalize a national culture of dialogue.

Through this integrated systems approach, CCM aims to contribute to:

- Reduced conflict escalation and recurring disputes;
- Increased public trust in mediation and justice systems;
- Stronger institutional resilience and governance;
- Greater social cohesion and peaceful coexistence;
- Sustainable national peace infrastructure for future generations.

4. THE CHALLENGE – A COMPLEX AND UNCERTAIN CONFLICT LANDSCAPE

Cambodia's conflict landscape is becoming increasingly complex due to:

Domestic Drivers of Conflict

1. *Land and Natural Resource Disputes*
Persistent tensions related to land tenure, resource governance, development projects, and compensation mechanisms.
2. *Labour, Workplace, and Economic Disputes*
Growing disputes across garments, manufacturing, services, informal sectors, and commercial or financial transactions.

3. *Household Debt, Migration, and Social Stress*
Rising family and community tensions linked to indebtedness, labour migration, urbanisation, and changing social dynamics.
4. *Digital Polarisation and Online Conflict*
Misinformation, cyber-related disputes, reputational harm, and social media-driven tensions are increasing social mistrust and division.
5. *Climate and Livelihood Pressures*
Flooding, drought, environmental stress, migration, and competition over natural resources are intensifying community vulnerabilities and disputes.

Institutional Challenges

Cambodia's mediation ecosystem continues to face several structural and institutional challenges, including:

- Limited professional accreditation, certification, and quality assurance systems
- Incomplete legal recognition and enforcement of mediated settlement outcomes
- Fragmented ADR and court referral mechanisms
- Limited nationwide professional mediation standards and institutional capacity
- Low public awareness and understanding of mediation as a structured dispute resolution process
- Unequal access to affordable mediation services, particularly in rural and underserved areas
- Financial sustainability and resource mobilization constraints

Global and Regional Trends

Mediation and peacebuilding practices globally are evolving in response to increasingly complex conflict environments. Key trends include:

- Expansion of digital, online, and hybrid mediation models, including Online Dispute Resolution (ODR)
- Growing demand for commercial, cross-border, and sector-specialized mediation services
- Increasing complexity of multi-stakeholder and multi-sector disputes, requiring advanced facilitation and process design
- Greater adoption of trauma-informed, restorative, and conflict-sensitive dialogue approaches
- Stronger emphasis on women's leadership, youth engagement, and inclusive peacebuilding

These trends reinforce the need for Cambodia to build a stronger, professional, and institutionalized mediation ecosystem, and they directly inform CCM's strategic direction for 2026–2028.

5. CCM'S RESPONSE – OUR CONTRIBUTION TO MEDIATION, JUSTICE, & PEACEBUILDING

CCM supports individuals, communities, institutions, businesses, and public actors to identify and develop constructive solutions that prevent, mitigate, and transform disputes through mediation, dialogue, and collaborative conflict resolution.

We focus on disputes and tensions that often remain unresolved, underserved, or inadequately addressed by conventional systems. In doing so, CCM helps fill critical gaps in Cambodia's justice, governance, and social cohesion architecture by providing trusted, impartial, and professional mediation services while strengthening long-term institutional capacity.

Our approach is practical, adaptive, and locally grounded. We combine mediation practice, institutional partnerships, professional development, and policy engagement to respond to evolving conflict dynamics across Cambodia.

CCM applies a range of complementary mediation and peacebuilding approaches across the community, provincial, national, and international levels, including:

Mediation and Dialogue Facilitation

CCM brings together individuals, groups, institutions, and stakeholders in structured dialogue processes to identify mutually acceptable solutions, rebuild trust, and promote peaceful coexistence.

Mediation Support and Case Advisory

CCM provides technical support, process design, case advisory services, and professional accompaniment to mediators, institutions, and dispute resolution actors handling complex disputes.

Capacity Development and Professional Certification

CCM equips mediators, trainers, justice actors, and institutional leaders with the skills, ethical standards, and professional competencies needed to deliver high-quality mediation services.

Institutional Partnership and Systems Development

CCM works with government institutions, courts, local authorities, universities, civil society organizations, and private sector actors to embed mediation into formal and informal dispute resolution systems.

Policy Dialogue and Knowledge Leadership

CCM generates evidence, policy recommendations, professional standards, and practical innovations that strengthen Cambodia's mediation ecosystem and influence broader justice and peacebuilding reforms.

THROUGH THESE INTERVENTIONS, CCM CONTRIBUTES TO FIVE INTEGRATED AREAS OF IMPACT:

1. Professionalizing Mediation

CCM strengthens the credibility, quality, and consistency of mediation practice in Cambodia by establishing professional standards, ethical frameworks, certification pathways, and accreditation mechanisms.

Through training, mentorship, quality assurance, and institutional learning, CCM supports the emergence of a nationally recognized community of professional mediators capable of handling increasingly complex disputes.

This contributes to:

- Stronger public confidence in mediation
- Higher professional standards
- Improved consistency and quality of mediation outcomes
- Greater institutional legitimacy of mediation practice

2. Expanding Access to Justice

CCM works to ensure that mediation services are accessible, affordable, timely, and inclusive for all people, particularly women, youth, vulnerable populations, and underserved communities.

Through decentralized services, provincial networks, digital platforms, and institutional partnerships, CCM expands access to alternative dispute resolution across Cambodia.

This contributes to:

- Faster and less costly dispute resolution
- Reduced pressure on formal justice institutions
- Increased public access to peaceful dispute resolution
- More equitable justice outcomes

3. Building Human Capital

CCM invests in developing the next generation of mediators, trainers, specialists, and peace practitioners.

Through structured learning pathways, certification systems, mentoring programs, and professional networks, CCM strengthens Cambodia's national mediation talent pipeline.

This contributes to:

- A stronger national pool of mediators
- Increased local ownership of mediation processes
- Sustainable professional development systems
- Enhanced institutional resilience

4. Transforming Conflict

CCM goes beyond dispute settlement by supporting parties to rebuild relationships, restore communication, and address underlying drivers of conflict.

Through dialogue, trust-building, reconciliation processes, and inclusive engagement, CCM helps transform conflict into opportunities for cooperation, learning, and social cohesion.

This contributes to:

- Reduced recurrence of disputes
- Improved relationships between parties
- Greater community trust and cooperation
- Stronger social cohesion and peaceful coexistence

5. Influencing Systems

CCM works to institutionalize mediation within Cambodia's justice, governance, education, economic, and peacebuilding systems.

Through policy engagement, strategic partnerships, legal reform dialogue, academic collaboration, and public awareness initiatives, CCM helps shape the national architecture for mediation and conflict prevention.

This contributes to:

- Stronger institutional adoption of mediation
- Improved justice system efficiency
- Greater integration of mediation into public policy
- Long-term sustainability of Cambodia's peace infrastructure

6. CCM'S STRATEGIC PRIORITIES FOR 2026–2028

Strategic Objective 1: National Leadership, Institutional Legitimacy & Professional Standards

Strategic Intent

Position CCM as Cambodia's leading independent professional institution for mediation, dialogue, and peacebuilding through strengthened governance, professional standards, accreditation systems, quality assurance, and institutional leadership.

Strategic Focus Areas

Governance, Standards & Institutional Excellence

- Governance strengthening and institutional accountability
- National mediation standards, ethics, accreditation, and certification systems
- Professional development pathways for mediators and trainers
- Institutional quality assurance and operational excellence
- Strengthening CCM Global Mediation Services (GMS)

Policy & Legal Reform

- Mediation legislation and policy advocacy
- Legal recognition and enforcement of mediated agreements
- Justice sector reform and ADR policy engagement

Judicial & Government Integration

- Institutional mediation initiatives and referral systems
- Partnerships with ministries, judicial institutions, and regulators
- Public sector ADR capacity building and mediation integration

Academic & Private Sector Integration

- University and professional partnerships
- Mediation leadership and sector-specialist development
- Corporate mediation and private sector collaboration

National Movement Building & Public Awareness

- Public awareness and media engagement
- National ADR, mediation, and dialogue forums
- Promotion of a culture of dialogue and peaceful conflict resolution

Regional Leadership & International Cooperation

- Regional ADR partnerships and cooperation
- Cross-border knowledge exchange and networking
- International collaboration in mediation and peacebuilding

Strategic Results by 2028

By 2028, CCM will have:

- Established itself as Cambodia's leading independent professional institution for mediation, dialogue, and peacebuilding
- Operationalized nationally recognized mediation standards, ethics, accreditation, certification, and quality assurance systems
- Certified or accredited at least 150 mediators, trainers, and sector specialists
- Fully operationalized CCM Global Mediation Services (GMS) as a sustainable professional mediation and innovation platform
- Advanced mediation legislation, national policy frameworks, and legal recognition of mediated agreements

- Strengthened strategic partnerships with government institutions, judiciary bodies, regulators, universities, and private sector stakeholders
- Established institutional mediation and referral-based pilot initiatives within selected public institutions and strategic sectors
- Expanded academic collaboration, professional certification, and mediation leadership development pathways
- Increased national public awareness, stakeholder engagement, and utilization of mediation services
- Strengthened regional ADR cooperation, professional networking, and Cambodia's regional recognition in mediation and peacebuilding

Key Performance Indicators (KPIs)

- 150+ mediators, trainers, and sector specialists certified or accredited
- National mediation standards, ethics, accreditation, and quality assurance systems operationalized
- CCM Global Mediation Services (GMS) fully operational
- Governance, institutional management, and accountability systems strengthened
- At least 6 policy papers, legal reform submissions, or technical recommendations submitted
- At least 15 strategic partnerships or MoUs established
- At least 3 institutional mediation or referral-based pilot initiatives established
- At least 5 university or professional partnerships established for mediation education and certification
- At least 3 national public awareness campaigns conducted
- At least 5 national ADR, mediation, or dialogue forums convened or co-hosted
- At least 3 regional ADR cooperation or knowledge exchange initiatives participated in or co-hosted by CCM
- Increased public trust, institutional recognition, and utilization of mediation and dialogue services nationwide
- Cambodia increasingly recognized regionally as an emerging leader in ADR, mediation, dialogue, and peacebuilding in Asia

Strategic Objective 2: Sustainable Mediation Ecosystem & Human Capital Development

Strategic Intent

Build a resilient and sustainable national ecosystem of mediators, trainers, peace practitioners, and institutional partners through professional development, specialized training, leadership pathways, and institutional sustainability.

Strategic Focus Areas

National Mediator Development

- Nationwide mediator recruitment and talent development
- Training and deployment of mediators, trainers, and peace practitioners
- Mentorship, coaching, and professional supervision systems
- Women, youth, and provincial leadership participation

Professional Certification & Leadership Development

- Training of Trainers (ToT) programmes
- National trainer certification and accreditation systems
- Advanced mediation and leadership development pathways

- Professional competency and quality assurance systems

Specialized Mediation Pathways

- Commercial, banking and finance mediation
- Labor, workplace, family, community, and land dispute mediation
- Sector-specialist mediation expertise development

Continuing Professional Development & Knowledge Systems

- Continuing Professional Development (CPD) programmes
- Khmer mediation curriculum and training materials
- Cambodian case studies, research, and practical mediation tools
- Professional learning, peer exchange, and knowledge-sharing platforms

Resource Mobilization & Institutional Sustainability

- Diversified funding and revenue-generation mechanisms
- Fee-based training and professional service models
- Strategic donor, corporate, and institutional partnerships
- Long-term financial sustainability and operational resilience

Strategic Results by 2028

By 2028, CCM will have:

- Established a nationwide mediator recruitment, training, and deployment system across all provinces
- Trained, certified, or accredited at least 150 mediators, trainers, peace practitioners, and sector specialists
- Operationalized a nationally recognized ToT, accreditation, and professional certification system
- Developed a national pool of qualified mediators and sector specialists across community, institutional, and commercial sectors
- Institutionalized advanced mediation, leadership, and sector-specialist development pathways
- Expanded specialized mediation programmes in commercial, banking and finance, labor, family, community, and land disputes
- Operationalized CPD systems, professional learning platforms, and mentorship mechanisms nationwide
- Developed Khmer mediation curricula, training manuals, case studies, and practical knowledge products
- Strengthened professional peer learning, coaching, and knowledge-sharing systems
- Established diversified funding, partnership, and revenue-generation mechanisms to support long-term institutional sustainability and financial resilience

Key Performance Indicators (KPIs)

- 150+ mediators, trainers, peace practitioners, and sector specialists trained, certified, or accredited nationwide
- National mediator recruitment and deployment systems operational across all provinces
- At least 30 certified national trainers and mediation facilitators developed through ToT programmes
- National ToT, accreditation, and professional certification systems operationalized
- Specialized mediation programmes operational across priority sectors
- At least 50 specialized mediators trained in commercial, financial, labor, family, community, and land dispute mediation

- CPD systems, mentorship programmes, and professional learning platforms fully operational
- Khmer mediation curricula, training manuals, and knowledge products developed and utilized nationwide
- At least 10 Cambodian mediation case studies, research publications, or practical tools produced
- At least 10 strategic donor, academic, corporate, or institutional partnerships established
- Fee-based training, mediation, and professional service models operational as sustainable revenue streams
- Increased participation of women, youth, and provincial practitioners in mediation leadership and professional development programmes
- CCM's institutional sustainability, financial resilience, and operational capacity significantly strengthened through diversified resource mobilization and partnerships

Strategic Objective 3: Accessible, Inclusive & High-Quality Mediation Services

Strategic Intent

Expand equitable nationwide access to affordable, inclusive, trusted, high-quality, and technology-enabled mediation services, particularly for vulnerable and underserved communities.

Strategic Focus Areas

Service Delivery & Case Management

- National case intake, referral, and case management systems
- Mediation panels and sector-specialist deployment
- Strengthening NADR and institutional referral mechanisms
- Standardized mediation procedures and quality assurance systems

Access Expansion & Inclusive Mediation Services

- Community, provincial, and mobile mediation services
- Pro bono and vulnerable-user support mechanisms
- Inclusive, culturally responsive, and equitable access to mediation services

Institutional Referral & Integration Networks

- Court, ministry, financial sector, and private sector referral systems
- Institutional partnerships and mediation integration mechanisms
- Cross-sector coordination and collaboration frameworks

Digital Innovation & Online Dispute Resolution

- Online Dispute Resolution (ODR) and virtual mediation platforms
- Hybrid and technology-enabled mediation services
- Digital case management and communication systems

Community-Based Mediation & Outreach

- Community mediation outreach and engagement initiatives
- Local mediation networks and referral pathways
- Public awareness, trust-building, and mediation promotion initiatives

Strategic Results by 2028

By 2028, CCM will have:

- Operationalized a national case intake, referral, case management, and mediation coordination system

- Established mediation panels and sector-specialist deployment mechanisms across commercial, institutional, and community sectors
- Strengthened NADR and institutional referral systems integrated into CCM mediation services
- Expanded community, provincial, mobile, and pro bono mediation services nationwide
- Increased access to mediation services for women, youth, vulnerable groups, and underserved communities
- Established court, ministry, financial sector, and private sector referral partnerships
- Strengthened a sustainable national mediation referral ecosystem through institutional collaboration
- Operationalized Online Dispute Resolution (ODR), virtual mediation, and digital case management systems
- Expanded technology-enabled mediation services for provincial, remote, and underserved communities
- Strengthened local mediation networks, community engagement, and public trust in mediation services
- Increased nationwide utilization and recognition of mediation and dialogue services

Key Performance Indicators (KPIs)

- National case intake, referral, and case management systems fully operational across CCM mediation services
- At least 200 mediation cases managed or supported annually through CCM systems and referral mechanisms
- Mediation panels and sector-specialist deployment mechanisms operational across key sectors
- Standardized mediation procedures, service protocols, and quality assurance systems implemented nationwide
- NADR and institutional referral systems integrated into CCM mediation services
- Community and provincial mediation outreach programmes operational in at least 10 provinces
- Provincial, mobile, and pro bono mediation services expanded nationwide
- At least 30% of mediation users represented by women, youth, vulnerable groups, or marginalized communities
- At least 10 institutional referral partnerships established with courts, ministries, regulators, financial institutions, or private sector actors
- Online Dispute Resolution (ODR) and virtual mediation platforms fully operational and accessible nationwide
- At least 25% of mediation cases supported through hybrid, online, or technology-enabled systems
- Local mediation outreach, awareness, and trust-building initiatives implemented nationwide
- Increased public trust, institutional recognition, and utilization of mediation and dialogue services through CCM programmes and partnerships

Strategic Objective 4: Conflict Transformation, Social Cohesion & Inclusive Peacebuilding

Strategic Intent

Strengthen social cohesion, trust, peaceful coexistence, and conflict resilience through inclusive dialogue, community peacebuilding, and transformative conflict engagement across Cambodia.

Strategic Focus Areas

Dialogue & Peacebuilding Platforms

- Community dialogue platforms and Peace Circles
- Multi-stakeholder and Track 2 dialogue initiatives
- Intergenerational dialogue, reconciliation, and trust-building forums
- Community mediation and local conflict prevention initiatives

Inclusive Peace Leadership Development

- Women and youth peace leadership programmes
- Community peace facilitator and mediator development
- Leadership capacity building in dialogue, mediation, and reconciliation

Community Peace Structures & Conflict Prevention

- Local peace committees and grassroots peace structures
- Community conflict prevention and early response systems
- Local mediation, social cohesion, and resilience initiatives

Healing, Restorative & Transformative Approaches

- Trauma-informed dialogue and facilitation
- Healing circles, restorative dialogue, and reconciliation practices
- Restorative justice and transformative conflict engagement

Social Cohesion & Relationship Building

- Promotion of peaceful coexistence and community trust
- Inclusive dialogue and relationship-building initiatives
- Community resilience and conflict transformation programmes

Strategic Results by 2028

By 2028, CCM will have:

- Established community dialogue platforms, Peace Circles, and multi-stakeholder peacebuilding forums across target communities
- Strengthened Track 2 dialogue, reconciliation, and collaborative problem-solving initiatives
- Developed active networks of women peace leaders, youth peace facilitators, mediators, and community peace practitioners
- Strengthened leadership capacities in dialogue, mediation, reconciliation, and peace facilitation
- Established or strengthened local peace committees, grassroots peace structures, and community conflict prevention systems
- Expanded community mediation, social cohesion, and resilience-building initiatives in partnership with local stakeholders
- Integrated trauma-informed, restorative justice, and healing approaches into mediation and peacebuilding programmes
- Increased peaceful coexistence, trust, relationship-building, and community participation in dialogue and peacebuilding initiatives
- Strengthened local capacities for conflict prevention, reconciliation, and transformative conflict engagement nationwide

Key Performance Indicators (KPIs)

- 30+ community dialogue platforms, Peace Circles, or multi-stakeholder forums established and operational
- At least 15 Track 2 dialogue, reconciliation, or informal peacebuilding initiatives facilitated

- 500+ youth leaders and peace facilitators trained and engaged in peacebuilding and social cohesion programmes
- 200+ women peace leaders, mediators, and community facilitators actively engaged in mediation and peacebuilding initiatives
- At least 100 community peace facilitators, mediators, and dialogue practitioners trained in conflict transformation and reconciliation approaches
- Local peace committees and grassroots peace structures established or strengthened in at least 20 target communities or institutions
- Community conflict prevention and early response systems operational in target communities
- At least 10 community mediation or local conflict prevention pilot initiatives implemented
- Trauma-informed dialogue, restorative justice, and healing approaches integrated into CCM mediation and peacebuilding programmes
- At least 20 healing circles, restorative dialogue sessions, or reconciliation initiatives conducted
- Increased public participation, trust, and engagement in dialogue, mediation, reconciliation, and peacebuilding initiatives
- Strengthened community resilience, social cohesion, and peaceful conflict resolution mechanisms across target communities

Strategic Objective 5: Policy Influence, System Integration & National Mediation Movement

Strategic Intent

Institutionalize mediation and dialogue within Cambodia's justice, governance, academic, and economic systems through policy influence, strategic partnerships, institutional integration, innovation, and public engagement.

Strategic Focus Areas

Policy Advocacy & Legal Reform

- Mediation legislation, policy reform, and legal recognition of mediated agreements
- Justice sector reform and access to justice initiatives

Judicial, Government & Institutional Integration

- Partnerships with ministries, NADR, judicial, and regulatory institutions
- Institutional mediation frameworks, referral systems, and public sector ADR capacity building
- Government and institutional dispute resolution integration initiatives

Academic & Private Sector Engagement

- University and professional partnerships
- Mediation certification, research, and capacity-building pathways
- Corporate mediation and private sector dispute resolution initiatives

National Mediation Movement & Public Awareness

- National awareness campaigns, media engagement, and ADR forums
- Promotion of dialogue, social cohesion, peaceful conflict resolution, and SDG 16 principles
- Public participation and national mediation movement initiatives

Inclusive Access & Digital Innovation

- Access-to-justice initiatives for vulnerable and underserved groups

- Inclusive mediation and dialogue innovation
- Digital dispute resolution, online mediation, and technology-enabled services

Regional Leadership & International Cooperation

- Regional and Asian ADR partnerships and cooperation
- Cross-border knowledge exchange and institutional networking
- International collaboration in mediation, dialogue, and peacebuilding initiatives

National Flagship Initiatives (2026–2028)

To accelerate mediation institutionalization and national impact, CCM will prioritize several flagship initiatives during the implementation period:

- Cambodia Financial Dispute Resolution Initiative
- National Mediation Academy
- Digital Mediation and Online Dispute Resolution (ODR) Platform
- National Youth Peace Leadership Network
- Women Mediators and Peace Leaders Initiative
- Provincial Mediation Access Programme
- National Dialogue and Peacebuilding Platform

These flagship initiatives will serve as strategic platforms to strengthen innovation, institutional partnerships, public engagement, professional development, and long-term systems impact nationwide.

Strategic Results by 2028

By 2028, CCM will have:

- Advanced mediation legislation, national mediation policy frameworks, and legal recognition of mediated agreements
- Strengthened partnerships with ministries, NADR, judicial institutions, regulators, universities, and private sector stakeholders
- Established institutional mediation frameworks, referral systems, and public sector pilot initiatives
- Expanded ADR capacity-building programmes for government officials, justice actors, and institutional stakeholders
- Strengthened mediation education, certification, research, and professional development systems through academic and professional collaboration
- Expanded corporate mediation partnerships and private sector dispute resolution initiatives
- Increased public awareness, trust, and utilization of mediation and dialogue services nationwide
- Strengthened a national mediation movement promoting dialogue, social cohesion, peaceful conflict resolution, and SDG 16 principles
- Expanded inclusive mediation, access-to-justice, and digital dispute resolution initiatives for vulnerable and underserved groups
- Strengthened regional ADR cooperation, international networking, and Cambodia's recognition as an emerging regional leader in mediation and peacebuilding
- Operationalized national flagship initiatives to strengthen mediation innovation, institutional integration, and nationwide access to mediation services

Key Performance Indicators (KPIs)

- At least 10 strategic partnerships or MoUs established with ministries, judicial institutions, regulators, universities, professional associations, and private sector stakeholders

- At least 3 institutional mediation, ADR, or public sector pilot initiatives established
- At least 6 policy papers, legal reform submissions, technical recommendations, or policy briefs submitted to relevant institutions
- Significant progress achieved toward mediation legislation, national mediation policy development, and legal recognition of mediated agreements
- National mediation, dialogue, and public awareness campaigns implemented nationwide
- At least 5 national ADR, mediation, or dialogue forums convened or co-hosted by CCM
- ADR capacity-building programmes implemented for government officials, justice actors, regulators, and institutional stakeholders
- Institutional mediation frameworks and referral systems established within selected ministries and partner institutions
- At least 5 university or professional partnerships established to strengthen mediation education, certification, and research collaboration
- Private sector mediation partnerships and pilot initiatives established with businesses, financial institutions, or industry associations
- At least 3 inclusive mediation or access-to-justice initiatives implemented for vulnerable or underserved groups
- Digital dispute resolution and online mediation systems operational and increasingly utilized nationwide
- At least 3 regional ADR cooperation or cross-border knowledge exchange initiatives participated in or co-hosted by CCM
- National flagship initiatives operationalized to support mediation innovation, leadership development, digital transformation, and nationwide access to mediation services
- Increased public awareness, trust, and utilization of mediation and dialogue services nationwide
- CCM increasingly recognized as a trusted national policy and technical partner on mediation, ADR, justice reform, and peacebuilding initiatives
- Cambodia increasingly recognized regionally as an emerging leader in ADR, mediation, dialogue, and peacebuilding in Asia

7. CCM'S STRUCTURE AND WAYS OF WORKING

CCM is a national mediation and peacebuilding institution dedicated to strengthening Cambodia's mediation ecosystem, expanding access to justice, and advancing dialogue-based conflict resolution across community, institutional, and policy levels.

CCM's success depends on its ability to combine strong governance, professional leadership, operational excellence, and decentralized national engagement. As conflict dynamics continue to evolve, CCM adapts its structure, expertise, and ways of working to respond effectively to Cambodia's justice, governance, and peacebuilding needs.

CCM's institutional architecture is built around four mutually reinforcing pillars:

7.1 Strategic Partnerships and National Alignment

CCM recognizes that sustainable mediation systems and national peace infrastructure can only be achieved through broad-based institutional cooperation and strategic partnerships.

During the implementation period 2026–2028, CCM will strengthen collaboration with national and international partners to support mediation institutionalization, justice reform, professional development, peacebuilding, and access to justice initiatives.

National Strategic Partners

CCM will strengthen collaboration with:

- Ministry of Justice
- National Authority for Alternative Dispute Resolution (NADR)
- National Bank of Cambodia
- Financial Consumer Protection Center (FCPC)
- Bar Association of the Kingdom of Cambodia
- Arbitration Council
- Provincial and local administrations
- Universities and academic institutions
- Civil society organizations and community-based institutions

International and Regional Partners

CCM will strengthen regional and international cooperation with:

- United Nations Development Programme (UNDP)
- Oxfam Cambodia
- Mainland–Hong Kong Joint Mediation Center (MHJMC)
- Mediators Beyond Borders International
- International Finance Corporation (IFC)
- Asian ADR institutions and regional mediation networks

These partnerships will support:

- Mediation law and policy development
- Professional accreditation and certification systems
- Financial dispute resolution innovation
- Community peacebuilding and access to justice
- Digital dispute resolution systems
- Regional cooperation and institutional learning

7.2 Governance

Board of Directors and Advisory Council

CCM is governed by its **Board of Directors**, which holds ultimate responsibility for the institution's strategic direction, governance oversight, policy guidance, financial stewardship, and institutional accountability.

The Board ensures that CCM remains faithful to its mission, values, constitutional mandate, and long-term strategic objectives. It provides leadership on institutional priorities, approves strategic plans and annual operational frameworks, and safeguards CCM's credibility, independence, and public trust.

Supporting the Board is the **Advisory Council**, composed of respected national and international experts from mediation, justice, academia, diplomacy, business, governance, and peacebuilding sectors.

The Advisory Council provides:

- Strategic advice on emerging mediation trends and institutional opportunities
- Technical expertise on justice reform, conflict transformation, and policy engagement
- Access to professional networks, partnerships, and international best practices
- Independent reflection on institutional growth, innovation, and strategic positioning

Together, these governance mechanisms ensure strong accountability, institutional integrity, and strategic relevance.

7.3 Executive Leadership

Executive Director and Management Team

Day-to-day management of CCM is delegated to the **Executive Director**, who provides strategic leadership, institutional representation, and operational oversight.

The Executive Director is responsible for:

- Implementing the Strategic Plan
- Translating Board priorities into operational results
- Building strategic partnerships and institutional alliances
- Ensuring financial sustainability and organizational resilience
- Representing CCM nationally, regionally, and internationally

Supporting the Executive Director is the **Management Team (MC)**, composed of senior technical and operational leaders responsible for program delivery, quality assurance, administration, finance, communications, and institutional development.

The Management Team ensures:

- Strategic coordination across units
- Effective resource allocation
- Performance monitoring and learning
- Risk management and compliance
- Organizational innovation and adaptive leadership

This leadership model enables CCM to remain agile, accountable, and responsive to emerging conflict dynamics.

7.4 Operational Platforms

Technical and Service Delivery Architecture

CCM delivers its mandate through four specialized operational platforms, each designed to strengthen Cambodia's mediation ecosystem from service delivery to systems influence.

Global Mediation Services (GMS)

GMS serves as CCM's professional mediation service platform for domestic, regional, and cross-sector dispute resolution.

GMS provides:

- Commercial mediation
- Labor and workplace mediation
- Family and community mediation
- Institutional and organizational conflict facilitation
- Negotiation support and dialogue facilitation
- Online dispute resolution and hybrid mediation services

GMS positions CCM as a professional service provider capable of handling increasingly complex disputes.

Training and Accreditation Unit

This unit develops Cambodia's mediation profession by building human capital, professional competencies, and quality assurance systems.

Its functions include:

- Mediator training and certification
- Training of Trainers (ToT) programs
- Continuing Professional Development (CPD)
- Competency assessment and accreditation
- Ethics and professional standards compliance
- Curriculum development and academic partnerships

This unit ensures that Cambodia's mediation workforce remains competent, credible, and internationally aligned.

Peacebuilding and Dialogue Unit

This unit focuses on conflict transformation, social cohesion, and inclusive peace processes.

Its core functions include:

- Community dialogue facilitation
- Social cohesion initiatives
- Youth and women peace leadership programs
- Multi-stakeholder dialogue platforms
- Conflict prevention and trust-building interventions
- Local peace architecture development

This platform enables CCM to move beyond dispute settlement toward long-term peacebuilding impact.

Research and Policy Unit

This unit generates evidence, policy analysis, and strategic knowledge to strengthen mediation systems and influence reform.

Its responsibilities include:

- Conflict and dispute trend analysis
- Mediation case data and institutional learning
- Policy research and legal reform recommendations
- Publication of standards, guidelines, and knowledge products
- Academic collaboration and thought leadership
- National and regional policy dialogue

This unit positions CCM as both a practitioner and a knowledge institution.

7.5 National Network

Provincial Mediators, Trainers, and Institutional Partners

CCM's impact depends on a strong and decentralized national network.

Across Cambodia, CCM works through a growing network of:

- Accredited provincial mediators
- Certified trainers and mentors
- Justice and court actors
- Local authorities and community leaders
- Universities and academic institutions
- Civil society organizations
- Private sector and professional associations

This network allows CCM to:

- Respond rapidly to emerging disputes
- Deliver mediation services closer to communities
- Promote local ownership of peace processes
- Ensure nationwide access to professional mediation services
- Build long-term institutional partnerships

By 2028, CCM aims to establish a sustainable national mediation network across all provinces and municipalities.

CCM's Ways of Working

Across all levels of its work, CCM is guided by the following institutional principles:

Impartiality and Independence

CCM engages all parties fairly and without bias.

Confidentiality and Trust

CCM protects sensitive information and creates safe dialogue spaces.

Contextual Adaptation

CCM tailors its approaches to local realities, cultural dynamics, and conflict contexts.

Inclusion and Participation

CCM promotes meaningful participation of women, youth, vulnerable groups, and diverse stakeholders.

Results and Learning

CCM uses monitoring, evaluation, accountability, and learning systems to continuously improve practice and impact.

8. STRATEGY IMPLEMENTATION

The CCM Strategic Plan 2026–2028 is designed as a dynamic and adaptive institutional framework. While this strategy provides a clear direction for the next three years, CCM recognizes that conflict dynamics, justice reforms, social tensions, political developments, economic transitions, technological change, and emerging crises may shape the operating environment in unpredictable ways.

To remain relevant and effective, CCM will implement this strategy with flexibility, institutional discipline, and continuous learning—ensuring that our interventions remain responsive to Cambodia’s evolving mediation, justice, and peacebuilding needs.

The implementation of this strategy will be guided by the following institutional principles:

8.1 Adaptive Leadership

Responding to an evolving conflict landscape

CCM recognizes that no strategy can fully predict the nature, scale, or timing of future disputes and institutional challenges. As Cambodia’s conflict landscape evolves—shaped by social change, economic pressures, climate risks, digital transformation, and governance transitions—CCM will remain agile and responsive.

CCM will:

- Continuously assess emerging conflict trends and dispute patterns
- Rapidly adapt operational priorities when new mediation needs arise
- Reallocate resources to high-priority areas when necessary
- Design context-specific interventions tailored to local realities
- Encourage innovation, creativity, and strategic flexibility across teams

This adaptive approach will ensure that CCM remains relevant, effective, and trusted in rapidly changing environments.

8.2 Evidence-Based Decision Making

Using data, learning, and analysis to strengthen impact

CCM is committed to making strategic and operational decisions based on evidence, professional judgment, and institutional learning.

To strengthen decision-making, CCM will:

- Develop a national mediation case management and data system
- Track dispute trends, settlement patterns, and user satisfaction
- Conduct annual conflict and mediation landscape reviews
- Generate policy research, institutional analysis, and strategic assessments
- Document lessons learned, innovations, and good practices
- Use data to improve program design, service quality, and policy engagement

By integrating evidence into planning and decision-making, CCM will strengthen both accountability and long-term institutional effectiveness.

8.3 Digital Transformation and Innovation

CCM recognizes that Cambodia’s dispute landscape is increasingly shaped by digital transformation, online communication, financial technology, and evolving service delivery expectations.

To strengthen accessibility, efficiency, and institutional resilience, CCM will invest in digital innovation and technology-enabled mediation systems.

Priority areas include:

- Online Dispute Resolution (ODR)
- Virtual and hybrid mediation services

- Digital case intake and management systems
- Online learning and certification platforms
- Data analytics and mediation intelligence systems
- Digital public awareness and outreach platforms
- Technology-enabled access for remote and underserved communities

CCM will also explore future innovations involving:

- Artificial intelligence-supported mediation administration
- Digital mediation knowledge systems
- Financial dispute resolution technology
- Cross-border online mediation systems

Digital transformation will support nationwide accessibility, institutional efficiency, and long-term modernization of Cambodia's mediation ecosystem.

8.4 Partnership-Driven Delivery

Building impact through collaboration

CCM recognizes that sustainable mediation systems and peace infrastructure cannot be built alone. Effective implementation requires strong partnerships across sectors and institutions.

CCM will co-create and implement this strategy in partnership with:

- Relevant ministries and public institutions
- Courts, justice actors, and legal professionals
- Provincial and local authorities
- Universities and academic institutions
- Civil society organizations and community leaders
- Development partners and international organizations
- Private sector associations and professional bodies

These partnerships will help CCM:

- Expand service delivery nationwide
- Strengthen institutional legitimacy and ownership
- Promote legal and policy reform
- Mobilize technical expertise and innovation
- Build a stronger national mediation ecosystem

CCM will prioritize partnerships that align with its mission, values, impartiality, and institutional independence.

8.5 Financial Sustainability

Building long-term institutional resilience

To achieve lasting impact, CCM must maintain financial independence, operational resilience, and diversified resource mobilization.

Over the implementation period, CCM will strengthen its financial sustainability through a balanced institutional business model that combines service income, partnerships, and strategic investment.

Additional long-term sustainability strategies may include:

- Institutional membership systems
- Strategic mediation retainers and advisory partnerships
- Endowment and sustainability funding initiatives
- Social enterprise and innovation models
- Digital mediation service platforms
- Research, consulting, and policy advisory services
- Regional professional cooperation programmes

CCM will pursue a balanced financial model that protects institutional independence while ensuring long-term operational sustainability and public service impact.

Key revenue streams will include:

Professional Services

- Mediation service fees
- Commercial and institutional dispute resolution services
- Facilitation and dialogue services
- Negotiation advisory support

Capacity Development

- Mediator training programs
- Training of Trainers (ToT) programs
- Continuing Professional Development (CPD) services
- Customized institutional capacity-building programs

Accreditation and Certification

- Professional certification fees
- Accreditation and quality assurance services
- Professional membership and licensing systems

Institutional Partnerships and Grants

- Institutional development grants
- Technical cooperation agreements
- Strategic donor partnerships
- Research and policy funding

Innovation and Strategic Alliances

- Digital mediation platforms
- Academic partnerships
- Knowledge products and consulting services

CCM recognizes that mediation, justice reform, and peacebuilding initiatives operate within complex and evolving political, institutional, economic, and social environments.

To strengthen institutional resilience, CCM will establish a proactive risk management framework addressing:

- Financial sustainability risks
- Institutional coordination challenges
- Policy and legal reform delays
- Mediator quality and professional standards risks
- Digital and cybersecurity risks
- Public trust and reputational risks
- Political and stakeholder sensitivities
- Operational and organizational risks

CCM will regularly assess emerging risks and implement adaptive mitigation strategies to maintain institutional integrity, operational continuity, and public trust, while significantly increasing internally generated income by 2028 in a manner that preserves its mission-driven identity and public service commitment.

9. MONITORING AND EVALUATION

9.1 Monitoring, Evaluation, Accountability and Learning (MEAL)

CCM will establish a comprehensive Monitoring, Evaluation, Accountability and Learning (MEAL) Framework to ensure effective implementation, accountability, institutional learning, and evidence-based decision-making throughout the Strategic Plan period.

The MEAL Framework will enable CCM to monitor progress, assess outcomes and impact, strengthen institutional performance, and continuously adapt to emerging opportunities and challenges within Cambodia's evolving mediation, justice, and peacebuilding landscape.

Objectives of the MEAL Framework

The framework will:

- Monitor implementation progress against strategic objectives and annual operational plans
- Measure institutional performance, outcomes, and long-term impact
- Strengthen accountability to beneficiaries, partners, donors, and stakeholders
- Generate evidence for policy influence and organizational learning
- Support adaptive management and continuous improvement
- Inform strategic decision-making and resource allocation

Results Measurement Framework

CCM will assess performance at four interconnected levels:

Impact Level

What long-term change is CCM contributing to?

Key areas include:

- Increased access to justice through mediation
- Reduced conflict escalation and recurring disputes
- Improved public trust in mediation and dialogue
- Strengthened social cohesion and peaceful coexistence
- Greater institutionalization of mediation within national systems

Outcome Level

What institutional and systemic changes are occurring?

Key areas include:

- Adoption of mediation standards and accreditation systems
- Integration of mediation within justice and governance institutions
- Expansion of professional mediator networks
- Increased use of mediation services
- Strengthened policy and legal frameworks supporting mediation

Output Level

What services, programmes, and initiatives are being delivered?

Key areas include:

- Mediators trained, accredited, and deployed
- Mediation cases handled and resolved
- Dialogue and peacebuilding initiatives implemented
- Policy papers and research products produced
- Partnerships and institutional agreements established

Learning Level

How is CCM improving its effectiveness?

Key areas include:

- Lessons learned and best practices documented
- Stakeholder feedback incorporated
- Innovation pilots tested and refined
- Organizational learning and adaptation strengthened

Monitoring Mechanisms

CCM will implement:

- Annual KPI scorecards
- Strategic performance dashboards
- Case management and mediation data systems
- Stakeholder feedback and satisfaction surveys
- Partner consultation and review meetings
- Annual institutional performance reviews
- Mid-term Strategic Review (2027)
- Final Strategic Evaluation (2028)

Accountability Mechanisms

CCM will strengthen accountability through:

- Annual reporting to the Board of Directors
- Financial audits and compliance reviews
- Stakeholder consultation forums
- Transparent performance reporting
- Beneficiary feedback and complaints mechanisms
- Partner review and validation processes

Learning and Adaptive Management

CCM will promote a culture of learning through:

- Annual reflection and learning workshops
- Knowledge-sharing forums
- Communities of practice
- Research and publication programmes
- Strategic learning partnerships
- Periodic strategy adaptation based on evidence and changing contexts

10. ASSUMPTIONS AND RISK MANAGEMENT

10.1 Strategic Assumptions

Successful implementation of the Strategic Plan depends on several key assumptions that underpin CCM's Theory of Change and strategic direction.

Institutional Assumptions

- Continued government openness toward mediation and ADR development
- Strengthened collaboration with NADR, Ministry of Justice, courts, regulators, and local authorities
- Sustained support from academic institutions, civil society, and private sector partners
- Growing recognition of mediation as an effective dispute resolution mechanism

Social Assumptions

- Public demand for accessible and affordable mediation services continues to increase

- Communities remain receptive to dialogue and peaceful dispute resolution approaches
- Women, youth, and vulnerable groups continue to engage in mediation and peacebuilding initiatives
- Social cohesion and peacebuilding remain national priorities

Economic Assumptions

- Cambodia's economic development continues to generate demand for commercial, labor, financial, and institutional mediation services
- Public and private institutions increasingly seek cost-effective dispute resolution mechanisms
- Opportunities for fee-based services and diversified revenue generation remain viable

Technological Assumptions

- Digital infrastructure and internet access continue to expand nationwide
- Stakeholders increasingly accept online and hybrid mediation services
- Technology can be effectively utilized to improve access, efficiency, and service delivery

Regional and International Assumptions

- Regional cooperation on mediation and ADR continues to grow
- International partners remain committed to supporting justice, peacebuilding, and governance reforms
- Cross-border learning and professional exchange opportunities remain accessible

9.3 Risk Management and Institutional Resilience

CCM recognizes that mediation, justice reform, and peacebuilding initiatives operate in a dynamic environment influenced by political, social, economic, technological, and institutional factors. Effective risk management is therefore essential to achieving strategic objectives and safeguarding institutional integrity.

Risk Management Principles

CCM will:

- Regularly assess strategic and operational risks
- Maintain institutional independence and impartiality
- Strengthen governance and accountability systems
- Promote adaptive leadership and flexibility
- Diversify partnerships and revenue sources
- Invest in organizational resilience and preparedness

Strategic Risk Matrix

Risk Area	Potential Risk	Mitigation Strategy
Policy & Legal Environment	Delays in mediation law development or policy reforms	Strengthen policy engagement, maintain multi-stakeholder dialogue, and pursue incremental reform pathways
Institutional Coordination	Limited cooperation among justice and regulatory institutions	Strengthen partnerships, MoUs, joint initiatives, and referral mechanisms
Financial Sustainability	Insufficient funding or revenue generation	Diversify funding sources, expand fee-based services, and strengthen resource mobilization

Human Capital	Limited availability of qualified mediators and trainers	Invest in certification, ToT programmes, mentorship, and professional development systems
Service Quality	Inconsistent mediation standards and service delivery	Implement accreditation, ethics, quality assurance, and continuous professional development systems
Digital Transformation	Cybersecurity threats, system failures, or low technology adoption	Invest in secure digital platforms, staff training, and digital governance protocols
Public Trust & Reputation	Perceived bias, confidentiality breaches, or service failures	Maintain strict ethical standards, transparency, and robust complaint-handling mechanisms
Social & Political Sensitivities	Polarized disputes or politically sensitive conflicts	Apply conflict-sensitive approaches, neutrality, and careful stakeholder engagement
Partnership Risks	Dependence on a limited number of partners	Diversify partnerships across sectors and regions
External Shocks	Economic crises, pandemics, climate events, or emergencies	Develop contingency plans, flexible delivery models, and emergency response protocols

Annual Risk Review

CCM will conduct annual institutional risk assessments and update mitigation measures based on:

- Emerging conflict trends
- Changes in the legal and policy environment
- Organizational performance reviews
- Stakeholder feedback
- Financial and operational assessments

Risk management findings will be reported annually to the Board of Directors and integrated into institutional planning, monitoring, and decision-making processes.

Strategic Commitment

Through a robust MEAL system, clear strategic assumptions, and proactive risk management, CCM will strengthen accountability, institutional resilience, and long-term sustainability while ensuring that the Strategic Plan 2026–2028 remains relevant, adaptive, and impactful in advancing mediation, access to justice, dialogue, and peacebuilding across Cambodia.

2028 STRATEGIC LEGACY

By the end of 2028, CCM aims to leave a lasting national legacy:

A Professional Mediation System

A nationally recognized mediation profession supported by standards, ethics, accreditation, and quality assurance.

A Stronger Justice Ecosystem

Mediation integrated into Cambodia's justice, governance, academic, and institutional systems.

A Trusted Culture of Dialogue

Communities, institutions, and stakeholders increasingly choosing dialogue over confrontation.

A Sustainable Peace infrastructure for Cambodia

A resilient national ecosystem capable of preventing, managing, and transforming conflict for future generations.

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