



STRATEGIC PLAN
January 2015 –
December 2017

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EXECUTIVE SUMMARY

KHEN's strategic goal and objectives were developed through a strategic planning process involving internal and external stakeholders. The strategic process was divided into four parts to minimise impact on beneficiaries while allowing an in depth assessment of the environment. During this process, action was taken to support draft objectives which were finalised and endorsed at the July Board meeting by KHEN's Board of Management.

Part 1: A revision of the organisation's Constitution, including the Vision and Mission and development of organisational values, a new logo and an organisational motto.

Part 2: An environmental analysis which considered:

- the general economic and political environment;
- the development status of Cambodia using the United Nation's Human Development Indices;
- Government strategies in Education, Health, Rural & Economic Development;
- KHEN Board feedback on strategic priorities;
- Funder feedback (EDUCO, AVI and ARC);
- Beneficiary feedback (children, Commune Councils); and
- DoE, Teacher and school director feedback.

Part 3: An organisational assessment by staff which considered both the feedback received in part 2, but also their own assessment of KHEN.

Part 4: Development of a strategic goal and objectives and the key outcomes considered necessary to attain the objectives.

Achievement of these strategic objectives is expected to result in an organisation with the capacity to continue long term to provide services and activities which benefit children, their schools and communities.

I commend this plan you

Mr Khun Bunlee
Executive Director

Endorsed by the Board of Management on 18th July 2015

Board Chair
Bun Tithyarith

KHEN Background and Services

KHEN is a Kampuchean non-government, not-for-profit, non-political, non-religious equal opportunity, Child Safe organisation. As an equal opportunity NGO, KHEN has mainstreamed cross cutting issues such as gender and disabilities, across practices and ensures there is no discrimination in whom it employs or who can participate in the services and activities KHEN provides.

The organisation was first registered with the Ministry of Interior on 1 October 2002. (Licence number 1008) with Kien-Kies Health Education Network as the meaning of KHEN, as it focused on health and education.

KHEN reorganised in 2014 when Battambang based inclusive education projects and staff transferred from KNKS. This transfer was to improve management and project outcomes in both Pursat and Battambang Provinces. KNKS based projects and staff stayed in Pursat Province. The transfer to Battambang included senior staff, who had been responsible for previous projects, so knowledge and skills were also transferred to KHEN.

The meaning of KHEN was also revised in August 2014 to better reflect the organisation's revised Vision and Mission to collaborate and empower Kampuchians to overcome poverty through formal and informal lifelong education for a better life. The Ministry of the Interior was notified of these changes and the changes were formally recognised on 13th May 2015. KHEN now means Khmer NGO for education and its new registration number is 662.

KHEN's head office is based at house number 385, St 530, Chamkar Samraong, Battambang town, Battambang Province. KHEN has sub offices in the districts in which KHEN is working, currently Samlot and Rokhakiri.

Current Funders

| Project Name | Dates | Donor name |
|--|--|---|
| Improving Child Rights and Enhancing Education for children (ICREEC) Samlot | Oct '12 - Sept '14 Oct ,14 – Sept '17 | EDUCO |
| Improving Primary Education Quality for Children at Outreach Community-Based & Primary Schools (IPEQCOS) (RKK) | July 2013 – June 2016 | EDUCO |
| Ensuring Inclusive Education for Children with Disabilities | January 2015 – December 2016 | CIDIF (Australian Aid through Unicef) |

Strategic Partnerships and Memberships

KHEN collaborates with local authorities and government agencies to support project delivery and enhance sustainability. Currently these include the Provincial & District Education offices, Provincial and District office of Social Affairs, Youth and Rehabilitation and Commune Councils.

National Networks: NGO Education Partnership (NEP); Australian Red Cross Partner Network for Disability Inclusion;
Provincial Networks: Battambang Education Support Team (BEST); NGO Representative on Primary Education Sub Sector Core Group; and HIV/Aids Coordination Committee (HACC)
District Networks: Samlot and Rokhakiri Child Protection Network (CPN),

Current Services and Activities

| Services for Children | Services to Parents | Services for Communities | Services to Schools |
|--|--|---|---|
| Education on Rights of Children, People with Disabilities & Women | Education on Rights of Children, People with Disabilities & Women | Education on Rights of Children, People with Disabilities & Women | Education on Rights of Children, People with Disabilities & Women |
| Promotion of the value of education | Promotion of the value of education | Promotion of the value of education | --- |
| Facilitate building and renovation of schools to Child Friendly Standards | Facilitate home improvement for Children with Disabilities (CwD) | Facilitate community renovation to Child Friendly Standards | Facilitate renovation of schools to Child Friendly Standards |
| Facilitate Child Clubs and Child Club activities on: Rights, health, family responsibilities, morals, child protection (how to get help, protective behaviours), primary health care | Facilitate and support model parenting group <ul style="list-style-type: none"> • Primary child health • Nurturing Children • Valuing education • Child Protection | Facilitate community & self-help groups eg disability, minority, CWCC | Facilitate strengthening of School Support Committees (SSC) |
| Provision of literacy classes | | Facilitate community training on: <ul style="list-style-type: none"> • leadership • community development • meeting facilitation skills • communication/networking | Facilitate collaboration between community and state schools |
| Facilitate referral to long term accommodation and support where required | | <ul style="list-style-type: none"> • Rights of Children, Women & People with Disability • Inclusive education • Kampuchean Law • Child protection • Advocacy and liaison with/for other NGOs, government departments etc | Facilitate teacher & SSC training to meet Child Friendly School Standards in <ul style="list-style-type: none"> • Management • Teaching • School environment • Health, Water, Hygiene, Sanitation, Nutrition • Inclusive education • gender promotion |

STRATEGIC GOAL: To ensure KHEN's continuing capacity to improve the Education of all Children and access to their other Rights in target schools and communities.

STRATEGIC OBJECTIVE 1: To further develop resources & innovative strategies which contribute to a continuing improvement in the education and well-being of all Children.

Key Outcome 1: Establishment of inclusive Child Friendly Community (CFC) standards in target school communities.

Key Outcome 2: Target school communities with established CFC standards continuously improve their environments to meet their CFC standards each year.

Key Outcome 3: Target schools continuously improve their environments to meet inclusive Child Friendly Standards each year.

Key Outcome 4: The higher the Child Friendly School assessment of target schools the greater the annual attendance and grade progression rates of primary school children.

STRATEGIC OBJECTIVE 2: To continuously strengthen staff and organisational capacity to effectively deliver outputs and activities which benefit recipient stakeholders.

Key Outcome 1: 100% of Project Objectives achieved.

Key Outcome 2: 90% of annual organisational and staff performance & development appraisals indicate satisfactory or above performance.

Key Outcome 3: 90% of annual beneficiary stakeholder surveyed indicate satisfaction with services/activities provided.

STRATEGIC OBJECTIVE 3: To demonstrate sustainable and quality organisational management and corporate governance practices at all times.

Key Outcome 1: Child Safe Organisation (CSO) accreditation maintenance every 2 years.

Key Outcome 2: CCC's Governance & Professional Practice Certification by the end of 2016

Key Outcome 3: 80%+ of Annual Climate Survey Ratings positive

Key Outcome 4: Financial Audits indicate satisfactory or equivalent practices.

STRATEGIC OBJECTIVE 4: To develop timely strategic partnerships and funding diversity to ensure continuous projects which benefit recipient stakeholder.

Key Outcome 1: Three long term diverse funder contracts at all times.

Key Outcome 2: One long term CBO/NGO partnership project by 2016.

Key Outcome 3: Multiple value added small funded projects for current target schools/communities

PART 1: Constitution, Vision, Mission and Values

- **Revised Constitution:** The Board endorsed the revised Constitution in August 2014.
- **Vision:** *A Kampuchea where the Rights of Children are recognised & respected.*
- **Mission:** *KHEN works with all children and their communities in rural and remote areas of Battambang Province to ensure the Rights of Children are fulfilled through access to quality and comprehensive education for a better life.*
- **Values:** *Responsiveness, Quality, Collaboration and Accountability*
- **Motto:** *education is the bridge to a brighter future*

- **Logo:**  → 

PART 2: ENVIRONMENTAL ANALYSIS SUMMARY

Participants:

- KHEN staff and advisers
- Child beneficiaries: Child Club leaders from Samlot and Rokhakiri
- The Board: Mr Bun Tityorita, Ms Samnom Ham and Mr Eng Ngo
- Funders: EDUCO Mr Mark McKeon in person and ARC & AVI who provided written feedback
- Department of Education: Mr HIng Kim Hoern Head of Primary Office of PDoE, Mr Toch Putty Director of DoE Samlot and Mr Sam Tab Director DoE RKK
- Department of Women's Affairs: Ms Un Sam Oun Deputy Director of Women's Affairs, Battambang
- Samlot District Government Administration: Ms Dy Sameth Deputy Governor
- RKK District Government Administration: Ms Seng Dy, Deputy Governor
- Samlot Commune Leaders: Ms Kim Ly (Tatoak) Mr Suos Sun (Kompong L'pov) Mr Chuon Peng (Tasanh) Mr Prom Tol (Sung)
- RKK Commune Leaders: Mr Uo Ieng (sdok broveok) Mr Phin Phon (Prey Trolach) Mr Uoch Sambath (Mok Reah) Mr Som Sem (Prek Chik) Mr Sea Sy (Basak)

Note: A summary of findings only is provided here. Further details can be provided on request.

a. Political and Economic Environment

The country was assessed as politically aware and currently stable, with the government initiating some positive changes through different long term strategies to improve education and health outcomes for all. Economic growth was significant over the past 12 months, though the benefit was seen in towns and cities, in particular Phnom Penh, rather than in rural and remote areas. These findings are supported by a UN report on the standard of living which registered a 1.7% economic improvement and the Inequality Human Development Index which concluded a 24.7% loss of equality across the country.

b. Cambodia's Development Status 2014

Cambodia is ranked 136/187 worldwide and has improved 1 ranking from last year's UN report. It is considered to be a medium ranking development country and near neighbours are higher (Thailand 89/187) and (Vietnam 121) and lower (Laos 139).

Inequality (within countries and across regions), Cambodia has one of the greatest losses (24.7%) relative to Thailand (20.7), Vietnam (14.9), Laos (20.4). This loss is found in rural and remote communities rather than towns and cities.

Multi-Dimensional Poverty (MDP) measures poverty across education, health & living standards and again Cambodia performs poorly within the region, having the second highest number of people living in MDP (45.1 per 1,000) and the greatest MDP severity ranking (20.4).

Cambodia also has poor performance in terms of **Gender Inequality** and is ranked 105/145 and **Child health**, with 39.9% of children under 5 years of age, suffering moderate to severe stunting.

c. Funding Environment

Currently, the government of Kampuchea provides expertise and advice through policy and guidelines, but limited financial support to NGOs. Development funding opportunities come from other countries, international NGOs (INGO) and philanthropic organisations and individuals.

This diversity is reflected in the type and amount of funding available and the criteria for successful submissions. With the turn down in western economies, the greater Asian economies are becoming more significant aid funders, the particularly in South-East Asia- Pacific region.

There are a number of NGOs offering similar services to KHEN in Cambodia, however most are based in Phnom Penh, Battambang and other towns. Current funders have indicated that funding is moving to areas of greatest needs ie rural and remote areas and they are looking for NGOs or consortiums of NGOs which are registered with the Ministry of the Interior, committed to Child Rights and Education, have transparent management practices, supportive leaderships and align their work to government strategies.

The reluctance of NGOs to partner with each other, is considered by many to be a contributing factor to the ineffectiveness of aid in Cambodia creating sustainable improvement for those most vulnerable. International funders look favourably on NGOs which can demonstrate effective collaborations within the region of their operations with other NGOs and local authorities as well as alignment with government strategies.

d. Child Beneficiary Feedback

Samlot and RKK teams met with child club leaders to review children's current needs and "wishes". Feedback was similar across both districts with students enjoying school, particularly seeing and playing with their friends but indicating the following key issues: difficulty in accessing school, with some students requiring transport, not all schools being properly equipped (in and outside of the classroom) and on-going issues with safety/happiness in the homes of some children.

e. Government: Departments of Education, Women's Affairs and Social Affairs

KHEN was encouraged to continue to support the strategies of each relevant ministry, in particular their priorities.

Education: provide equal access to education for all children, promote quality of education and responsiveness to local requirements and teacher capacity development.

Social Affairs: promote social well-being of all vulnerable children and integrate with inclusive education, promote the provision of free access to social services/facilities for children and adults with disabilities and legal documentation on their status go support funding. The Government has a policy to support Children with Disability with money from the National Equity Fund. It has been recognised that the national database on people with disabilities is inaccurate and it was recommended that KHEN should work with CCWC and other local authorities to identify students, including children with disability in their target schools and help facilitate their obtaining the relevant legal documents and registration. Social affairs also strongly support the ongoing promotion of the Rights of children, including the Rights of children/people with disability.

Womens' Affairs: complimented KHEN on its Child Rights/Child Protection activities in both districts and the collaboration with the District and Commune Councils for Women and Children. It would be great if KHEN would further collaborate on promoting gender responsive to the community pre-schools with commune councils.

f. Commune Council Stakeholder Feedback

Authorities and commune council has expressed commitment to continue their work with KHEN to improve the services provided to their beneficiaries. It has so far a significant changes and resulted from the work of KHEN in promotion Child Right/Child Protection. As well as, with schools, and teachers and community to build schools and run the project with a good collaboration. However, KHEN should extend it service to reach the remote areas and where there are no schools for children, and consider providing pre-schools in the commune. Children and women issues Intervene to the most vulnerable children and women when facing the abuse issues, neglect and exploitation, and domestic violence.

Part 3: Organisational Assessment

The SWOT was completed by all staff and the findings are based on the information received in Part 1 & 2 and project and organisational performance assessment by staff.

| Strengths | Opportunities | Threats | Weaknesses |
|--|---|---|--|
| <ul style="list-style-type: none">• Staff commitment• Stakeholder relationships• Facilitation skills• Experience in rural & remote project locations• Child Rights• Willingness to recruit & build capacity locally | <ul style="list-style-type: none">• Value add/small projects for children with disabilities & women• small water infrastructure projects• nutrition for good child health• informal education• new emphasis on rural & remote locations | <ul style="list-style-type: none">• Funding moving to other countries in the region• ASEAN “union” in 2016 and impact of easier migration• Funders focused on process not results so evidence of success not easily demonstrated to new funders | <ul style="list-style-type: none">• Systematic Monitoring & Evaluation• Program Support |

Part 4: Developing the Strategic Goal and Objectives

These were developed by staff with consideration of information from Parts 1-3 and Board of Management input. The Strategic Goal and Objectives will be supported by an operational plan which will be developed and revised as objectives, outputs and outcomes are achieved. This plan recognises and builds on current project plans and activities, rather than just repeat activities already in place. It will also utilise the support of external advisers on strategies not currently funded.

Summary of Board Strategic Priorities

Look for multiple outcome projects e.g.

- support life-skills and non-formal education, with a focus on home-gardening as this would support the fight against child malnutrition, as well as the development of small business/agriculture opportunities for parents.
- remain focused on education with facilitation of infrastructure project which are supported/owned by the community and transfer skills/knowledge which build community capacity e.g. inclusive school buildings, water systems & nutritious gardens which can become community inclusive building, water systems and nutritious gardens.

Encourage and support parents to think of the future and find their own solutions to problems for themselves and their children.

Develop multi-faceted projects in areas such as health, livelihood, climate change and develop staff capacity to deliver services in these areas or recruit experienced people.

Ensure KHEN's activities connected to the Cambodian Millenium Development Goals from 2015.

Build the capacity of staff in the areas of education, health, livelihood and nutrition through partnerships with other organisations (business, government or NGOs). Don't work alone.

Seek additional funding from a range of different funders, in particular Asian funders and Government.

LIST OF ABBREVIATIONS

| | |
|------------|---|
| ARC | Australian Red Cross |
| AVI | Australian Volunteers International |
| CCC | Cooperation Committee for Cambodia |
| CBO | Community Based Organisation |
| CDIF | Cambodian Development Inclusive Development Fund |
| DFAT | Australian Department of Foreign Affairs and Trade |
| EDUCO | (formerly Intervida) Spanish funder |
| HDI | Human Development Index (compiled by the United Nations) |
| KHEN | Khmer NGO for Education (formerly known as Kien Kes Health Education Network) |
| KNKS | Kumar Ney Kdey Sangkheum (Children of Hope) |
| NGO | Non Government Organisation |
| S.M.A.R.T. | Specific, Measurable, Achievable, Relevant, Timed |
| S.W.O.T. | Strengths, Weaknesses, Opportunities and Threats |
| TAF | The Asia Foundation |
| UN | United Nations |
| UNICEF | United Nations Children's Fund |