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Cambodian Children's Advocacy Foundation Organization



# Strategic Plan

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## **Vision**

We wish to see a happier and better Cambodia in a better world.

## **Mission**

To help vulnerable children and families by utilizing village based preschool, foreign language, life skill training, primary health care, nutritious meals, scholarship and an emphasis on children's rights. Funds will be available for children and their families. Program funding is provided by the donations of individuals and humanitarian organizations.

## **Values**

Responsibility, Accountability, Respect, Compassion, Team Work, Empowerment, Empathy and Economic Opportunity.

1. **Preface:** Cambodian Children’s Advocacy Foundation Organization (CCAFO) see that the growth of economic in-country resulted from knowledgeable people. Among the contribution from all non-governmental organizations, government agencies, donors (groups and individuals), profit enterprises, CCAFO plays its role in the area of educational program including the village-based preschool and English language to rural students for 15 years.

2. **Strategic Plan Development:** The development of Strategic Plan for 2023 is created based on consultation from all projects team leaders.

3. **Programs Intervention** : Educational Programs for Rural Cambodia Children and Adults

a. **Projects under the programs** :

To achieve the statement of the program intervention above, CCAFO run two direct different projects (**Project A**) and coordinate fund to support the NGOs in Cambodia (**Project B**) including:

**A. Direct Project Implementation:**

- i. The Village Based Preschool Project for a better life of the children in Kampot, Kampong Speu, Takeo and Kampong Chhnang provinces. The project which is implemented by CCAFO in partnership with commune council in the target areas.
- ii. The English Language and Basic Health Care Project for a Better Life of the Children in Kampong Speu Province.

**B. In-Direct Project Implementation:**

Education for children and adults project of sub-grantees. The project which is implemented by NGOs (sub-grantees) and is granted by iherb charitable Foundation (icF) and the fund is channeled through and coordinated by CCAFO.

#### 4. Map of Program Target Area

**Sub-Grantees:**

- Discover Your Possibilities (DYP) Organization
- Pagna Cambodian Education Fund (PCEF)
- PEPY Empowering Youth
- Feeding Dream Cambodia

**Sub-Grantee: Go Ahead Organization**

**Sub-Grantee: PNC**

**English Language Project**

**Village Based Preschool Project**



## Part I

# General Supporting Program for CCAFO, Funding Partners and Sub-Grantees

### 1. Strategic Plan 2023

Hierarchy of Objectives	Indicators	Means of Verification	Assumptions	Inputs
<p><b>Project Goal:</b> Educational Programs for Rural Cambodia Children and Adults, which are implemented by CCAFO and Sub-grantees maintained.</p>	<p>Students gained their knowledge, and vulnerable adult beneficiaries have improved their lives through the support from funding partners and services provided by grantees.</p>	<ul style="list-style-type: none"> <li>• Narrative Reports</li> <li>• Photos</li> <li>• Statistics Record</li> </ul>	<p>Communities and donors will support organizations as they see the progress of beneficiaries.</p>	<p>Budget, staff, transportation, and materials.</p>
<p><b>Objective 1:</b> During 2023, the management team of CCAFO will have better skill and knowledge through participation in a variety of management (Financial and Administration) and English Language training.</p> <p><b>Objective 2:</b> During 2023, Partnership with icF and other funders increased and maintained.</p> <p><b>Objective 3:</b> By 2023, six organizations received grant from icF through CCAFO.</p> <p><b>Objective 4:</b> In 2023, all projects of sub-grantees under the grant of icF are monitored.</p> <p><b>Objective 5:</b> By 2023, the projects A are implemented as</p>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>• Local NGOs that received grants from icF via CCAFO achieved the goal of their programs.</li> <li>• Sub-grantees followed the grant agreements and fulfilled the inquiries as indicated in the grant approved work plan.</li> <li>• CCAFO management team can manage the programs.</li> <li>• Financial records and report complied with the government and donors' inquiry.</li> </ul>	<p><b>Toward all objectives:</b></p> <p>Reports and photos</p>	<p><b>Toward all objectives:</b></p> <p>Supporters/ collaborators will provide excellent support.</p>	<p>Budget, staff, transportation, and materials.</p>



<p>planned. The Annual Financial Audit will be carried out by the Independent Audit Company.</p> <p><b>Objective 6:</b> By 2023, the annual strategic review and development new plan for 2024 will be implemented.</p>	<ul style="list-style-type: none"> <li>Annual Financial Audit conducted by the company.</li> </ul>			
<p><b>Anticipated Outputs:</b></p> <ol style="list-style-type: none"> <li>Partnership with icF, sub-grantees, and others maintained.</li> <li>The capacity of management team strengthened.</li> <li>All projects implemented.</li> <li>NGOs/collaborators' network strengthened and increased.</li> </ol>	<p><b>Toward all outputs:</b></p> <ol style="list-style-type: none"> <li>Programs of CCAFO and all partners &amp; sub-grantees foundation functioned.</li> <li>Participation in NGOs/collaborators networks amplified.</li> </ol>	<p><b>Toward all outputs:</b></p> <ul style="list-style-type: none"> <li>Achievements reports.</li> <li>Others: Certificates of training attendance, FaceBook, website, and reports.</li> </ul>	<p><b>Toward all outputs:</b> Supporters/ collaborators will provide excellent support.</p>	<p>Budget, staff, transportation, and materials.</p>

## 2. MAIN ACTIVITIES IMPLEMENTATION SCHEDULE

Activity #	Description of Activities	Month of 2023												Implementation of body
		1	2	3	4	5	6	7	8	9	10	11	12	
1.	Implement the monthly monitoring of the programs that run by CCAFO and sub-grantees.	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
2.	Conduct strategic planning review and development the following year plan.						X			X			Management Team	
3.	Creation and implementation of the fundraising plan.	X	X	X	X	X	X	X	X	X	X	X	Management Team	
4.	Accounting firm completes auditing of the CCAFO finances.											X	Finance staff	
5.	Participate in the workshop with commune councils in target areas for integration the preschools into the government.			X								X	Management Team	
6.	CFO and Accountant continue to join the English Language courses wih ACE School	X	X	X	X	X	X	X	X	X	X	X	Management Team	
7.	Implement other activities including: meeting with local authorities, NGOs network, lines ministries, participate in management trainings.	X	X	X	X	X	X	X	X	X	X	X	Management Team	

**-End Part I-**

## Part II

# The Village Based Preschool Project for a better life of the children in Kampot, Kampong Speu provinces, Kampong Chhnang Province and Takeo Province.





**1. Number of Village-Based  
Preschool**

- : 18 preschools which are:
1. Kampot Province: 9 preschools in Banteay Meas District, 2 preschools in Kampong Trach District, 1 preschool in Chhuk, 1 preschool in Chum Kiri districts.
  2. Kampong Speu Province: 2 preschools in Odongk District
  3. Kampong Chhnang Province: 2 preschools in Kampong Laeng District
  4. Takeo Province: 1 preschool in Traing District

In this number, 18 preschools, 5 preschools have become the minimum standard preschool which are recognized by the Ministry of Education, Youth and Sport. CCAFO is not responsible for salary for these 5 teachers, because the teachers receive the financial support from commune councils and Ministry of Education, Youth and Sport. However, these 5 schools need additional support on teaching materials, teacher upgrade training and classroom maintenance.

**2. Target beneficiaries** : Children between the ages of three to under six-year-old.

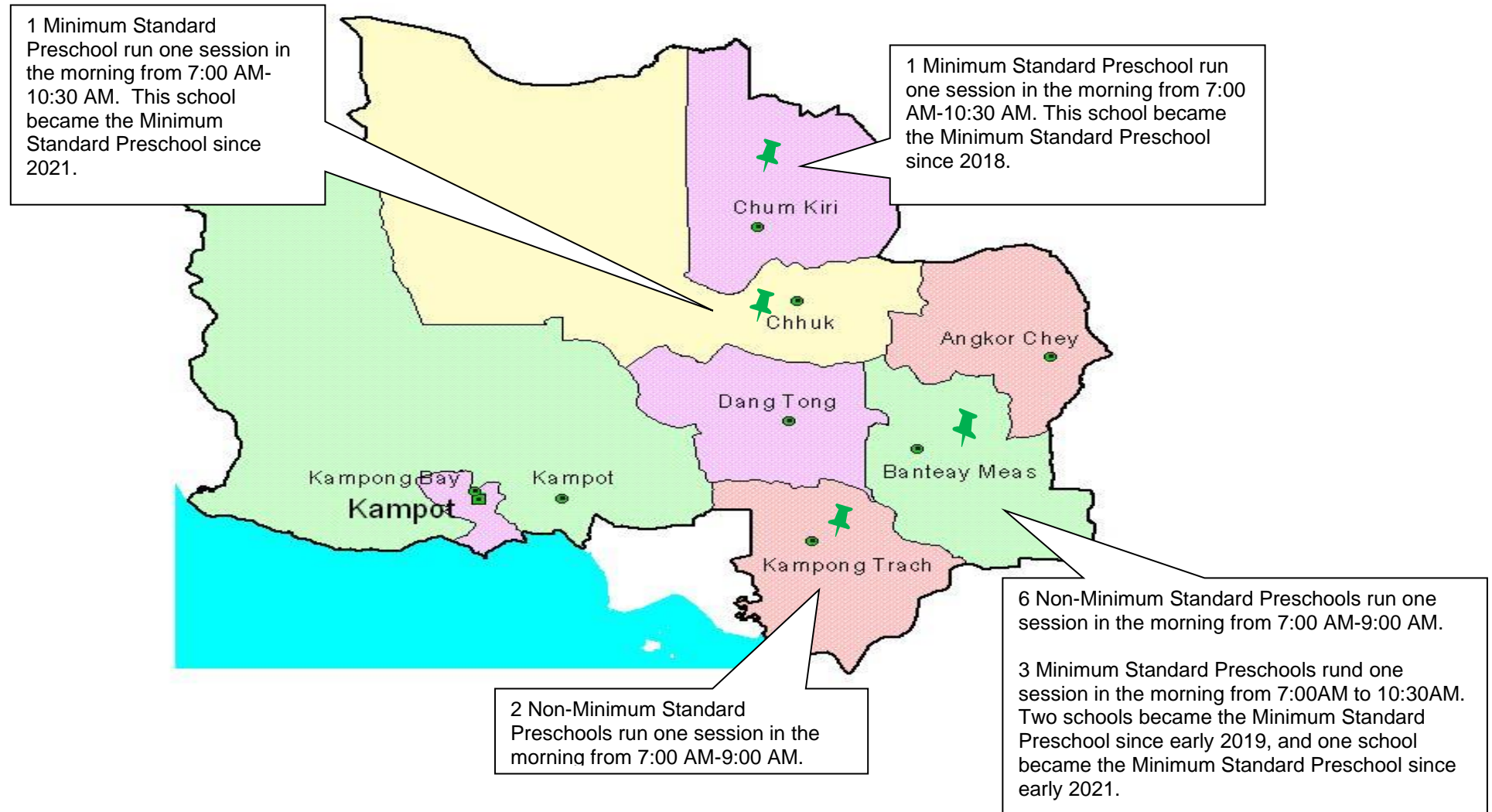
**3. Number of Students** : It is estimated 324 students

**4. Projects Map of the target area**

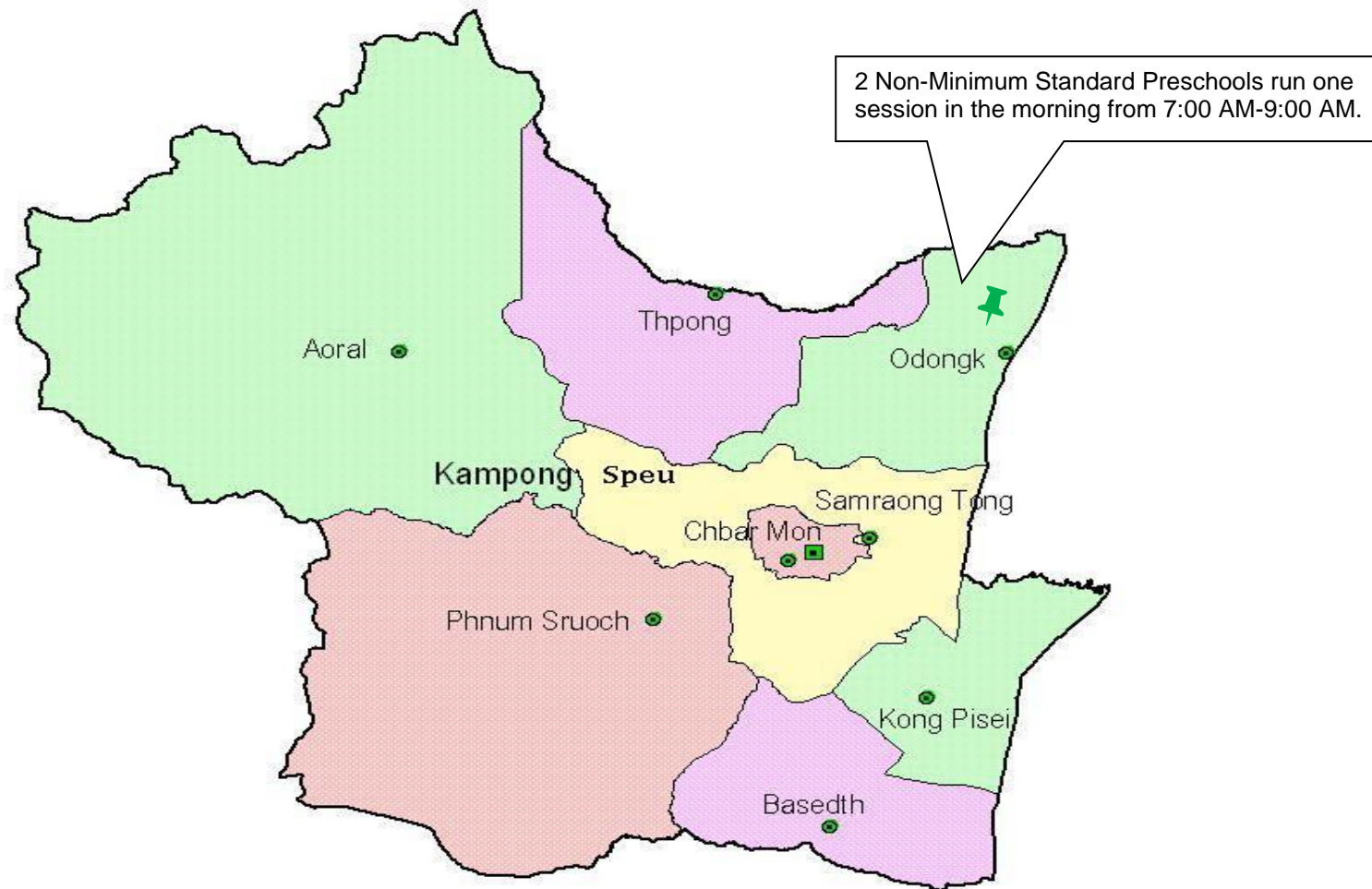
## 4.1 Map of Cambodia and Project Target Areas



## 4.2 Map of Kampot Province

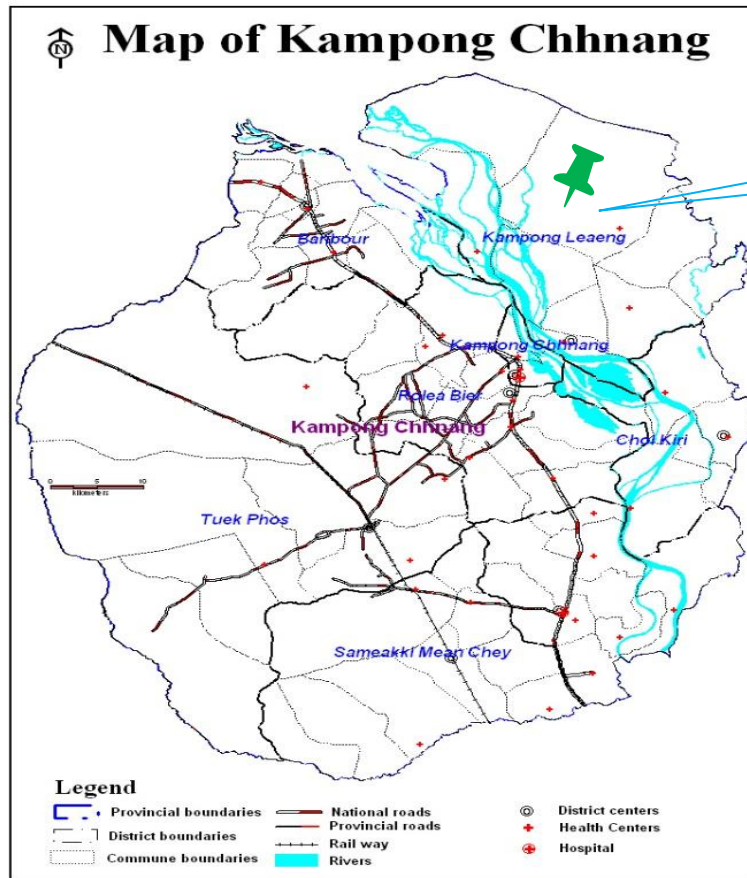


### 4.3 Map of Kampong Speu Province



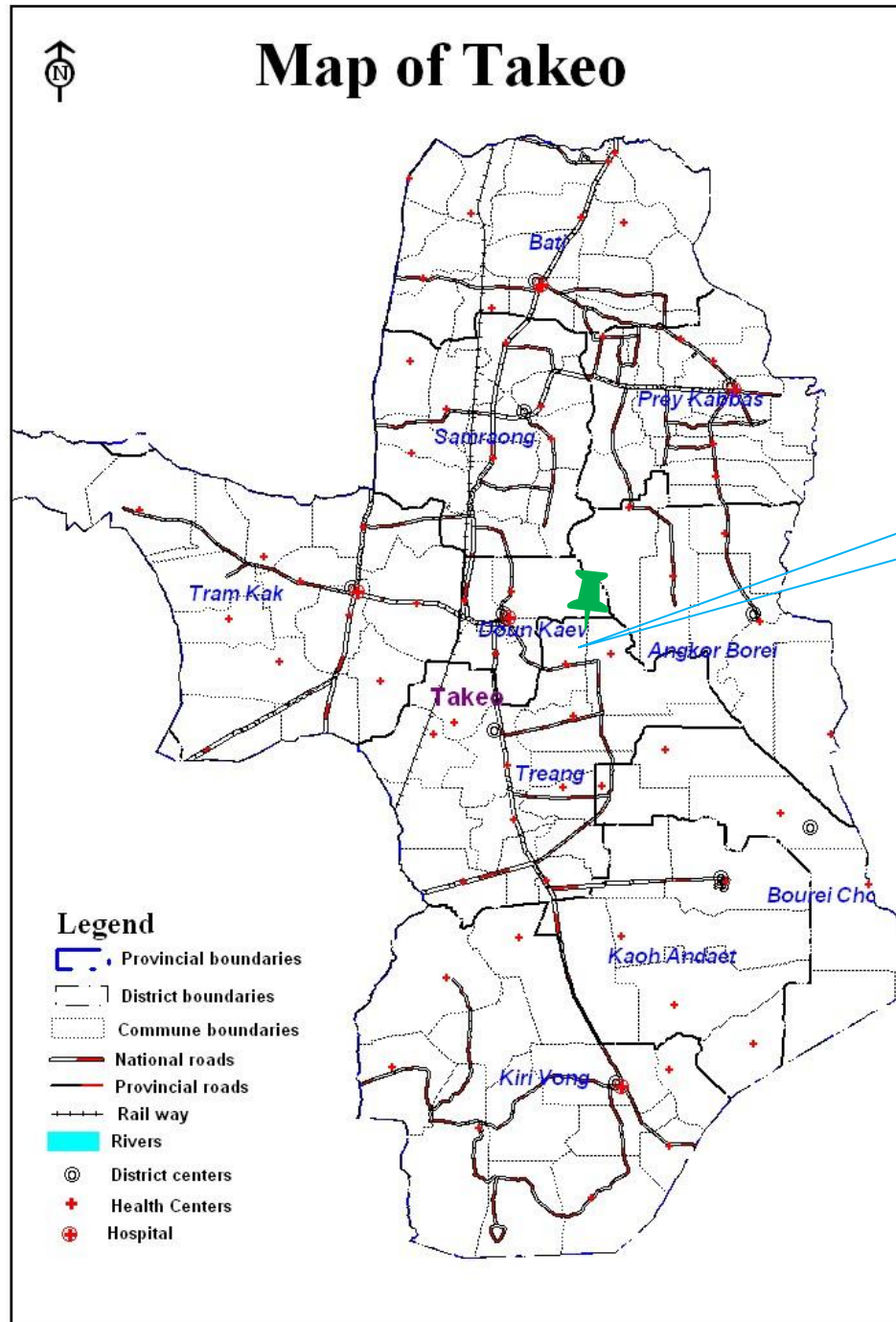


#### 4.4 Map of Kampong Chhnang Province



2 Non-Minimum Standard Preschools run one session in the morning from 7:00 AM-10:30 AM.

## 4.5 Map of Takeo Province



1 Non-Minimum Standard Preschools run one session in the morning from 7:00 AM-10:00 AM.

## 5. LOGICAL FRAMEWORK 2023

Hierarchy of Objectives	Indicators	Means of Verification	Assumptions	Inputs
<p><b>Project Goal:</b> Rights of children to take part in education, healthcare, nutrition, and arts program increased.</p>	<ul style="list-style-type: none"> <li>Communities respect the rights of children.</li> <li>Children live in harmony.</li> <li>Children gained knowledge</li> <li>Reduction in sickness</li> </ul>	<ul style="list-style-type: none"> <li>Case study</li> <li>Statistic record</li> </ul>	<ul style="list-style-type: none"> <li>Communities and donors will support CCAFO as they see the progress of children.</li> <li>Improvement in knowledge and health of children are the direct result of the educational programs.</li> </ul>	Budget, staff, transportation, and materials.
<p><b>Objective 1:</b> During the academic year 2022-2023<sup>1</sup>, at least 324 children participated in Early Childhood Development Programs run by 18 preschool classes in Kampot, Kampong Speu, Kampong Chhnang and Takeo provinces.</p> <p><b>Objective 2:</b> By 2023, through monthly technical meeting, the knowledge and teaching skill of 18 teachers increased.</p> <p><b>Objective 3:</b> By 2023, at least 142 students joined the knowledge test in January, June and October.</p>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>On-going village-based preschools functioned.</li> <li>At least 142 children (under six-year-old) completed preschool and transitioned into grade 1 at the state schools for their school year 2023-2024.</li> <li>18 teachers have comprehensive teaching skills by attending pedagogy training.</li> <li>Knowledge of 324 students increased, which resulted from the commitment, knowledge, and skill of teachers.</li> </ul>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>Attendance records</li> <li>Achievements/knowledge indicator reports</li> <li><b>Others:</b> Case Studies, Photos, certificates of training attendance, FaceBook, website, and reports.</li> </ul>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>Parents and children will participate in programs.</li> <li>Supporters/ collaborators will provide excellent support.</li> </ul>	Budget, staff, transportation, and materials.

<sup>1</sup> New Academic Year begins in the first of January of the current year and finish at the end of November of the following year.

<p><b>Anticipated Outputs:</b></p> <ol style="list-style-type: none"> <li>1. Responsiveness of parents, teachers, and other communities for the Rights of Children and educational program increased.</li> <li>2. Village-based preschool project for children implemented.</li> <li>3. Knowledge of 142 students who are under six-year-old increased for their grade 1 at the primary school in next school year.</li> <li>4. Oral health care and hygiene activities for students implemented.</li> <li>5. Pedagogy of teachers improved.</li> <li>6. NGOs/collaborators' network strengthened and increased.</li> </ol>	<p><b>Toward all outputs:</b></p> <ol style="list-style-type: none"> <li>1. Change in knowledge and awareness on the rights of children and gender equality among: <ul style="list-style-type: none"> <li>• teachers and other staff</li> <li>• parents</li> <li>• other community members</li> </ul> </li> <li>2. Quality of education improved; thus, knowledge of children increased.</li> <li>3. The health of children improved.</li> <li>4. Participation in NGOs/collaborators networks amplified.</li> </ol>	<p><b>Toward all outputs:</b></p> <ul style="list-style-type: none"> <li>• Attendance records</li> <li>• Achievements reports</li> <li>• Others: Case Studies, Photos, certificates of training attendance, FaceBook, website, and stories.</li> </ul>	<p><b>Toward all outputs:</b></p> <ul style="list-style-type: none"> <li>• Parents and children will participate in programs.</li> <li>• Supporters/ collaborators will provide excellent support.</li> </ul>	<p>Budget, staff, transportation, and materials.</p>
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## 6.MAIN ACTIVITIES IMPLEMENTATION SCHEDULE

Activity #	Description of activities	Month of 2023												Responsible and Implementation of body	
		1	2	3	4	5	6	7	8	9	10	11	12		
1.	Students join their learning at the 18 village-based preschools.	X	X	X	X	X	X	X	X	X	X	X	X		Teachers
2.	Transition students (age under 6), who completed preschool classes, to join grade 1 at the government schools.													X	Teachers
3.	Students' enrolment for the school year 2023-2024													X	Teachers
4.	Teachers produce educational materials for													X	Executive Team
5.	Conducting monitoring to see the knowledge progress of teachers and students	X	X	X	X	X	X	X	X	X	X		X		Executive Team
6.	Management team joins the monthly meeting, strategic planning review, and development activities workshop with all teachers.	X	X	X	X	X	X	X	X	X	X	X	X		Executive Team
7.	Teachers conduct the knowledge test of students who are under six year-old.	X					X				X				Preschool teachers
8.	Teachers and or management team participate in meetings with commune councils in target areas for the preschool projects.	X	X	X	X	X	X	X	X	X	X	X	X		Executive Team and teachers
9.	Implement other activities including: meeting with local authorities, NGOs network and lines ministries	X	X	X	X	X	X	X	X	X	X	X	X		Executive Team

-End Part II-

## Part III

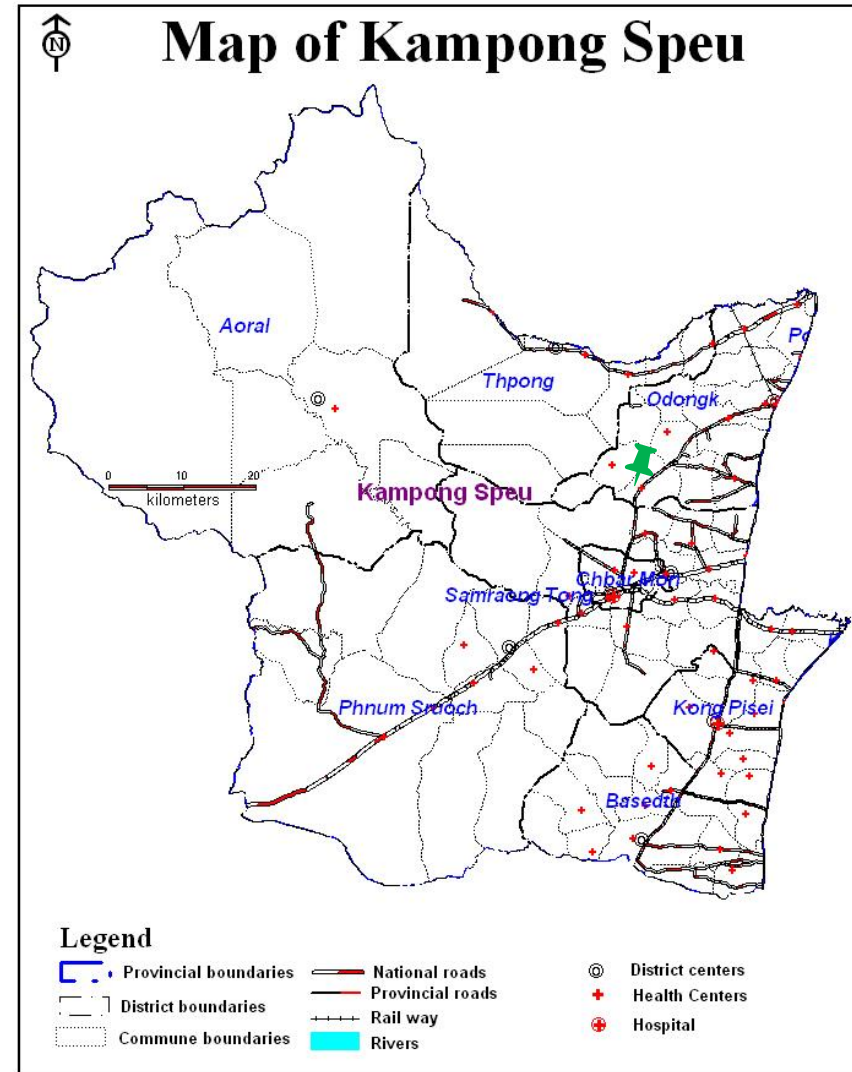
# The Foreign Languages, Life Skill and Basic Health Care Project for a Better Life of the Children in Kampong Speu Province.

- 1. Project location** : CCAFO established a center called “Motherland Cambodia” which is part of the project. It is located in Trapeang Andong Village, Peang Lvea Commune, Odongk District, Kampong Speu Province, Cambodia
- 2. Target beneficiaries** : Children between the ages of six to seventeen-year-old.
- 3. The number of target Beneficiaries** : 320 students.



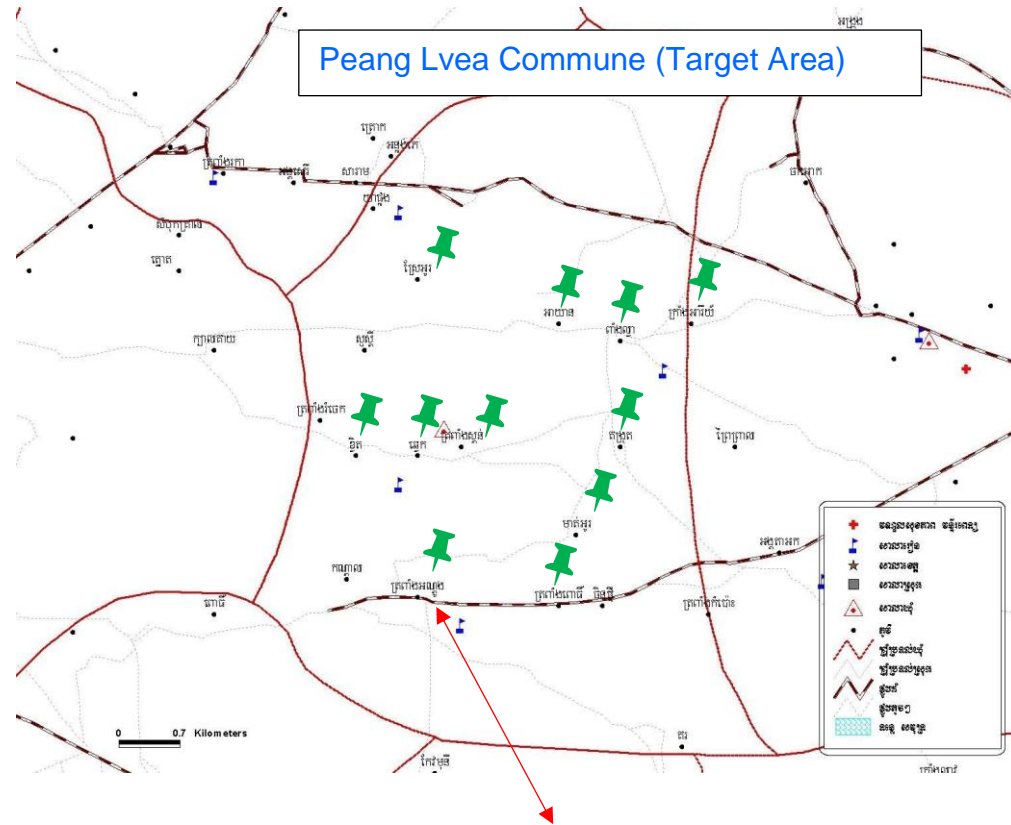
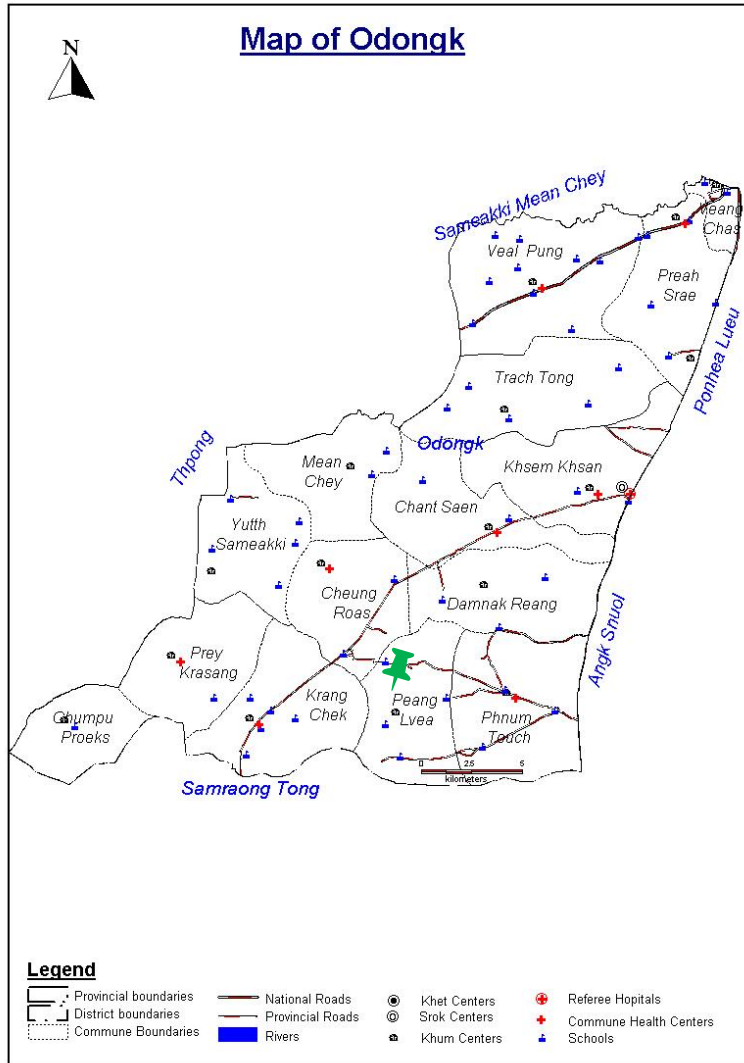
#### 4. Project Map of the target area

##### 4.1 Map of Cambodia and Kampong Speu Province





## 4.2 Map of Odongk District and Peang Lvea Commune

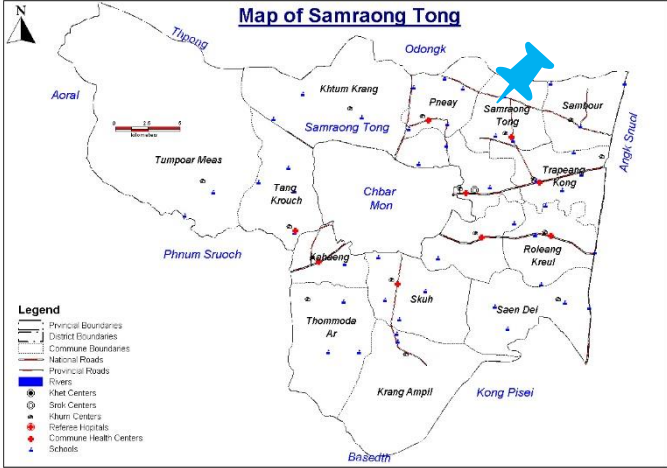
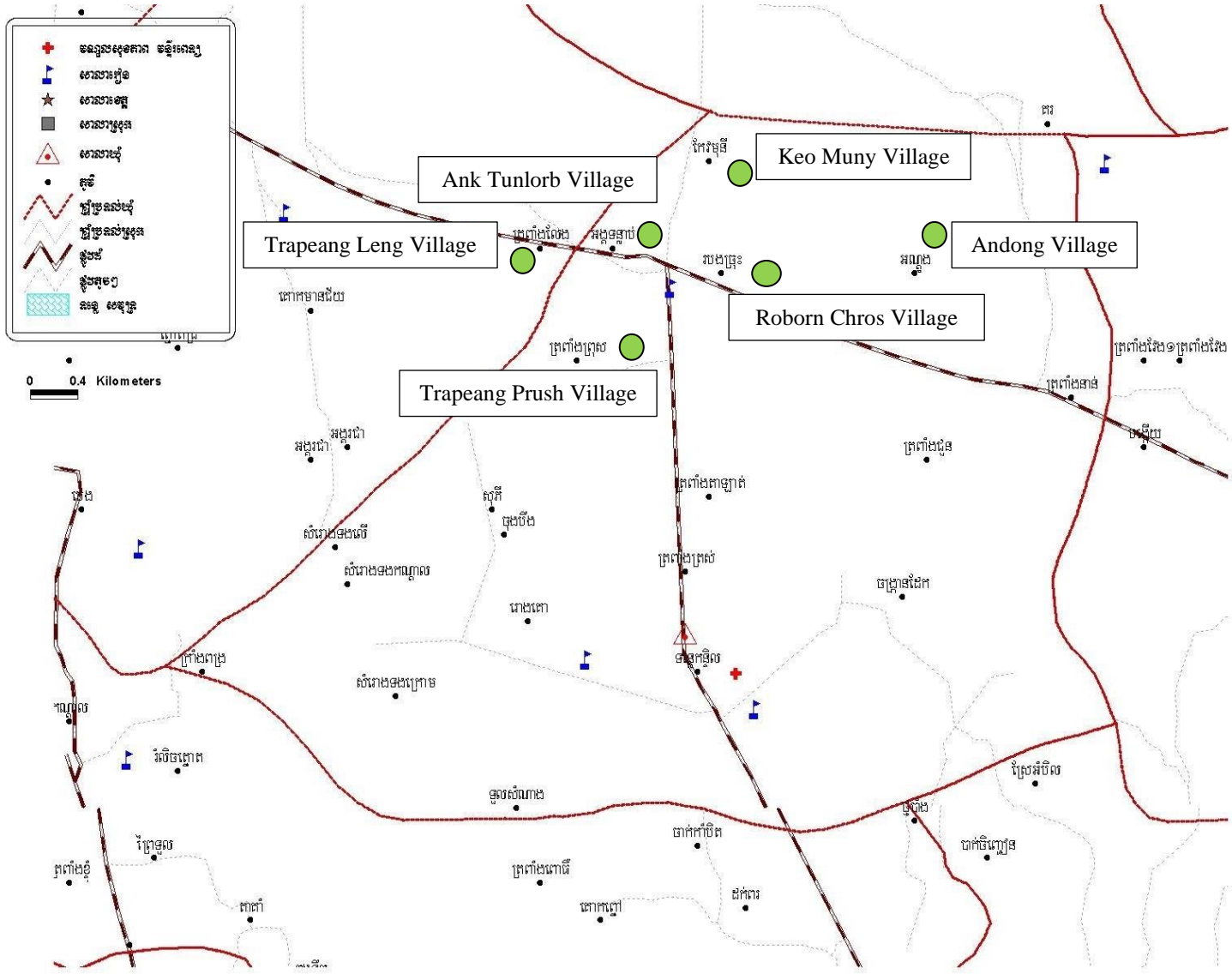


**English Language Project (Motherland Cambodia: Trapeang Andong Village, Peang Lvea Commune, Odongk District, Kampong**



### 4.3 Map of Samraong Tong District and Samraong Tong Commune

Map of Samraong Tong Commune (Target Area)



## 5. LOGICAL FRAMEWORK 2023

Hierarchy of Objectives	Indicators	Means of Verification	Assumptions	Inputs
<p><b>Project Goal:</b> Rights of children to take part in education, healthcare, nutrition, and arts program increased.</p>	<ul style="list-style-type: none"> <li>• Communities respect the rights of children.</li> <li>• Children live in harmony.</li> <li>• Children gained knowledge</li> <li>• Reduction in sickness</li> </ul>	<ul style="list-style-type: none"> <li>• Case study</li> <li>• Statistic record</li> </ul>	<ul style="list-style-type: none"> <li>• Communities and donors will support CCAFO as they see the progress of children.</li> <li>• Improvement in knowledge and health of children are the direct result of the educational programs.</li> </ul>	<p>Budget, staff, transportation, and materials.</p>
<p><b>Objective 1:</b> During the academic year 2022-2023, 320 students obtain English language and basic health care program.</p> <p><b>Objective 2:</b> During 2023, at least 320 students attended the educational program through dental care from Buddhist Library Cambodia Project Organizations and Hong Kong Young Dentist Federation.</p>	<p><b>Toward objectives 1 to 3:</b></p> <ol style="list-style-type: none"> <li>1. Children's knowledge improves through English language learning, reading books, learning through YouTube, and participating in life skills activities.</li> <li>2. Children are in better health and safety.</li> <li>3. Students gain knowledge through access to the library. Teachers have the appropriate office for working.</li> <li>4. Children gain more knowledge of life skills.</li> </ol>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>• Attendance records</li> <li>• Achievements reports</li> <li>• <b>Others:</b> Case Studies, Photos, certificates of training attendance, FaceBook, website, and reports.</li> </ul>	<p><b>Toward all objectives:</b></p> <ul style="list-style-type: none"> <li>• Parents and children will participate in programs.</li> <li>• Supporters/ collaborators will provide excellent support.</li> </ul>	<p>Budget, staff, transportation, and materials.</p>

	<p>5. Knowledgeable of teachers and staff.</p> <p>6. Teachers and staff adhere to policies and teachers code of conduct.</p> <p>7. The school is sustainable through the support of donors and the care of communities.</p>			
<p><b>Anticipated Outputs</b></p> <p>1. The focus of parents, teachers, and communities for children's rights and education programs has increased.</p> <p>2. The English program through the use of textbooks, YouTube, students and teachers interaction activities, library activities, art, music and sports events, primary healthcare &amp; hygiene activities that related to English language program for students applied.</p>	<p><b>Toward Outputs 1 to 5:</b></p> <p>1. Change in knowledge and awareness on the rights of children and gender equality among:</p> <ul style="list-style-type: none"> <li>• teachers and other staff</li> <li>• parents</li> <li>• other community members</li> </ul> <p>2. Quality of education improved, thus, knowledge of children increased.</p> <p>3. Participation rural small children in preschool, English, healthcare, arts, and other social activities increased more.</p>	<p><b>Toward all outputs:</b></p> <ul style="list-style-type: none"> <li>• Attendance records</li> <li>• Achievements reports</li> <li>• <b>Others:</b> Case Studies, Photos, certificates of training attendance, FaceBook, website, and reports.</li> </ul>	<p><b>Toward all outputs:</b></p> <ul style="list-style-type: none"> <li>• Parents and children will participate in programs.</li> <li>• CCAFO supporters/ collaborators will provide good collaboration.</li> <li>• Donors will continue to support CCAFO.</li> </ul>	<p>Budget, staff, transportation, and materials</p>

<p>3. Teachers' teaching methodology and the secretary's school administration skills improved.</p> <p>4. School management team members' capabilities strengthened.</p> <p>5. The network of NGOs / partners strengthened and increased.</p>	<p>4. The health of children improved.</p> <p>5. Participation in NGOs/collaborators networks amplified.</p>			
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## 6. IMPLEMENTATION SCHEDULE:

Activity #	Description of activities	Months of 2023												Implementation body
		1	2	3	4	5	6	7	8	9	10	11	12	
1.	Students continue their English language learning.	X	X	X	X	X	X	X	X	X			X	Teachers and Project Manager
2.	Teacher Capacity Training			X						X	X	X		Project Manager
3.	Carry out student's enrolment for academic year 2023-2024										X	X		Teachers
4.	Conduct Fund Raising Activities	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
5.	Conduct Monitoring and Evaluation	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
6.	Participation in the annual strategic planning review and development the following year working plan	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
7.	Submission the progress report to donors and government.	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
8.	Carries out general activities including: Meeting with stakeholders, and trainings.	X	X	X	X	X	X	X	X	X	X	X	X	Management Team
9.	Carries out basic health care for students. For Dental Camp with HKYDF and BLACP is in April 22-24, 2023.	X	X	X	X	X	X	X	X			X	X	Teachers and Management Team.
10.	Carries out administrative work	X	X	X	x	X	X	X	X	X	X	X	X	Teachers and Management Team.

**Note:** The MLC close in mid of September for the school vacation but teachers and staff work on general school administration. MLC opens for course activities in early December 2022 for school year 2023-2024.

**-End Part III-**