



# **WATHNAKPHEAP STRATEGIC PLAN 2016-2020**





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# INTRODUCTION

We are pleased to share with you Wathnakpheap's new five-year Strategic Plan, covering the period 1 January 2016 to 31 December 2020, which has been developed by our staff and board members in consultation with partners and key stakeholders. This Plan identifies Wathnakpheap's key stakeholders and the most important issues they face, and outlines the ways in which we will help support them to address these issues.

In developing this Strategic Plan, we analysed our internal strengths and weaknesses, the opportunities and threats posed by the external environment (in regards to political, economic, social, technological, legal, and environmental), and trends in donor funding, both globally and regionally. In the face of this context, the new Strategic Plan takes into consideration how these developments will affect both the communities with whom we work, and our ability to operate as an organisation.

This Plan provides clear direction for Wathnakpheap's programmatic work over the next five years, as well as guidance for how our staff and partners will contribute to its delivery. It highlights the importance of the work we do, the necessity for advancing relationships, and the need for continued collaboration with partners and stakeholders.

We would like to briefly draw attention to two key areas of Wathnakpheap's Strategic Plan 2016-2020. The Plan outlines four Strategic Goals we wish to achieve in our programmatic work over the next five years, and three Organisational Goals which outline how we wish to change as an organisation during this time.

- Wathnakpheap's four Strategic Goals are: Community Led Nutrition, Education for All, Good Governance and Civic Engagement, and Resilient Livelihoods
- Wathnakpheap's three Programmatic Goals are: Invest in People, Enhance Our Effectiveness, and Strengthen Our Relationships

To ensure we achieve the Goals and Outcomes set out in this Strategic Plan, we will also develop an Operational Plan, which will guide our day-to-day work and help coordinate our activities, tasks, and use of resources in pursuit of the Strategic Plan.

We appreciate the strong support that Wathnakpheap staff and key stakeholders have demonstrated during the development of this Plan, and are confident of their continued support and commitment. We would also like to thank Wathnakpheap's Governing Board, team, partners, and donors who kindly volunteered their time and energies to this important work. Your commitment to Wathnakpheap's Mission is greatly appreciated and critical to our ongoing success.

Kind Regards,

  
Phon Pheuy  
Chair Governing Board

  
Heng Chan Thon  
Director



# THE CAMBODIAN CONTEXT

In the past couple of decades Cambodia has made significant progress in its transition towards prosperity. Cambodia is on the verge of graduating to lower middle-income country status; however it still faces a number of challenges.

Poverty continues to fall, although the pace has declined significantly. Cambodia has cut the poverty rate by more than half since 1994.<sup>1</sup> However, there are still about 3 million people living below the poverty line, and over 8 million near-poor who are highly vulnerable to even small negative income shocks.<sup>2</sup> About 90 per cent of these people live in the countryside. The economy also remains narrowly based in agriculture, garment manufacturing, tourism and construction.<sup>3</sup> Two-thirds of the population is economically dependent on agriculture alone.<sup>4</sup> These sectors are highly sensitive to the external economic situation and weather conditions. As a result, many Cambodians are still highly vulnerable to poverty.

Cambodia is facing greater frequency of extreme climatic events, including storms, floods and drought, which are significant contributors to poverty.<sup>5</sup> These events affect all aspects of life, including health, education and livelihoods, and cause food shortages, unemployment, disease and social instability. It is predicted that such events will continue to increase in frequency and intensity in the coming years.<sup>6,7</sup>

While health indicators have improved, Cambodia still lags behind other countries in the region and continued work is required to achieve further improvements. The maternal mortality ratio and the under-five mortality rate have decreased significantly. However, stunting, wasting and malnutrition among children under five are still alarmingly high.<sup>7,8</sup> Improvements have been made in universal access to basic healthcare facilities; however, the quality of health services is often lacking, and there are large disparities in health and access to health services between the rich and poor and between rural and urban areas.<sup>1</sup> Rural Cambodians also face significant challenges in health and hygiene. Open defecation is still practiced by almost two thirds of the rural population in Cambodia, less than one quarter have access to improved sanitation, and only about half have access to safe water.

In education, primary education enrolment and completion rates have improved significantly.<sup>1</sup> However, secondary and tertiary education enrolment and completion rates and education quality is still lacking, and there are wide gaps in access to education between the rich and poor and between urban and rural areas.<sup>1,6</sup> There is also a serious lack of well trained and qualified skilled teachers.

Efforts have been made by the Royal Government of Cambodia to enhance good governance, improve accountability and transparency, and increase public participation. However, Cambodia still faces a number of challenges, including weak public service delivery which impedes inclusive development, ineffective management of land and natural resources, and a lack of commitment to governance reforms.<sup>6</sup> Corruption is still a major issue, with Cambodia ranked as one of the most corrupt countries in Southeast Asia.<sup>2</sup> Continued political tensions and struggles between political parties also present a worrying trend that could further destabilise the country.<sup>9</sup>

There has, however, been growing demand from Cambodian citizens for political and social reform. Civil society actors have been more strongly demanding for justice and accountability from state institutions and private corporations. Cambodian youth have also become more active in calling for concrete political and economic reforms, more freedom of expression, social justice, inclusiveness, and clean and accountable government.<sup>2</sup> While the growing voice of citizens is promising, whether these demands will be listened to by the government remains to be seen.

Indeed there have been a number of developments in recent years that may negatively impact Wathnakpheap into the future. The new 'NGO Law' may create a more challenging environment for local NGOs like Wathnakpheap to work in, and may result in some international NGOs phasing out from Cambodia in coming years. While the full effect of the law is yet to be seen, it indicates that rather than responding to citizen demands for greater freedoms, the Royal Government of Cambodia is instead taking measures to further restrict voices of difference.



# WATHNAKPHEAP'S RESPONSE

In the face of this changing context, Wathnakpheap has designed a new Strategic Plan for 2016-2020 to guide our work over the next five years. It takes into consideration how these developments will affect both communities with whom Wathnakpheap works, and Wathnakpheap's ability to operate as an organisation.

Given Wathnakpheap's skills and experience, combined with the major ongoing challenges Cambodia faces as outlined above, Wathnakpheap has chosen to focus its work over the next five years on addressing four key areas. These are: nutrition, education, good governance, and livelihoods. These are areas where we have considerable strength and experience working in, and know that we can make a significant contribution. They are also areas in need of further support. While progress has been made in bettering conditions in each of these areas, much still needs to be done.

To determine where best to focus our energy over the next five years, Wathnakpheap undertook a process to identify our core target beneficiaries, the challenges they face, and the areas in which we can support them in addressing these.

Through stakeholder analysis, we identified four key groups of people whom Wathnakpheap aims to help. These are: children, local authorities, marginalised people, parents and caregivers, and people with poor livelihoods, including ID Poor I and Poor II classified families. Through problem analysis, we identified the key problems that each of these groups face and that Wathnakpheap can help to address, based on our previous experience and insight of priority and local context, and given our skills and capacity. By overlaying the two, we were able to map where Wathnakpheap is best placed to contribute to significant positive change in the lives of Cambodians. These have formed the basis of the four Strategic Goals outlined in this Plan.

The discussion on the changing context in Cambodia also highlights that the operating environment in which we work is very different to what it was five years ago. No doubt it will continue to change over the next five years. Recognising this, we have analysed our skills, experience, and capacity, and identified the ways in which we need to change as an organisation to ensure we remain relevant, strong, and able to achieve our Strategic Goals. Specifically, we aim to: invest in people, enhance our effectiveness, and strengthen our partnerships. These have formed the basis of the three Organisational Goals outlined in this Plan.

# SUMMARY OF WATHNAKPHEAP

Wathnakpheap is a local NGO, registered in 1997 with the Ministry of Interior. Wathnakpheap originally operated as part of the Switzerland-based International NGO *Stiftung Kinderdorf Pestalozzi*, also known as Pestalozzi Children Village's Foundation (SKIP). SKIP was running a Community Development Project and Child Rehabilitation and Development Project from 1993 to 1996 in Pursat Province. Today, Wathnakpheap's headquarters is based in Phnom Penh and currently operates programs in seven provinces: Kampong Cham, Kratie, Prey Veng, Pursat, Siem Reap, Svay Rieng, and Tboung Khmum.



Figure: Map of Cambodia showing where Wathnakpheap operates

Wathnakpheap has extensive experience working with a variety of partners, including local NGOs, international NGOs, and private companies, and for a wide range of donors, including government agencies, multilateral organisations, and corporate foundations. Over the past five years Wathnakpheap has implemented projects in the areas of child labour, climate change adaptation, early childhood care and development, education, good governance, health, livelihoods, nutrition, and WASH.

To implement these projects Wathnakpheap has partnered with ChildFund, Fintrac, Green Cross, Kampuchean Action for Primary Education (KAPE), Plan International, Save the Children, United Nations Development Program (UNDP), and World Vision. Wathnakpheap has managed projects funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), Japan Social Development Fund through the World Bank, Prudential Corporation Asia, Swedish International Development Cooperation Agency (Sida), United States Agency for International Development (USAID), and United States Department of Labor (USDOL).

As of the beginning of 2016, Wathnakpheap employs a total of 57 staff (19 female), and has an annual budget of over US\$800,000 per year. Management of Wathnakpheap is decentralised, with provincial offices afforded a high level of autonomy. Wathnakpheap is governed by an experienced Board, including four development experts, who meet quarterly. The Board approves policies, strategies and budget.



# THE STRATEGIC PLAN

The 2016-2020 Strategic Plan signals a shift in the way Wathnakpheap wishes to approach its work. As a result, the new Strategic Plan includes some important changes from the previous Plan. Our Vision, Mission, and Values have been updated to reflect the changing context in which we operate and the changing nature of the organisation. Importantly, we have prioritised the key thematic areas in which we intend to focus our work over the coming years. For each of these areas we have developed a specific Goal we wish to contribute towards, a set of Outcomes we intend to achieve, and the key Strategies we will use in order to accomplish these. Together, these provide the organisation with a clear picture of the direction we wish to head, as well as a roadmap to help us get there.

Wathnakpheap's Strategic Plan 2016-2020 has been developed as a result of a series of workshops, stakeholder and partner consultations, and desk-based research conducted during the second half of 2015 by Wathnakpheap's volunteer M&E Advisor from the Australian Volunteers for International Development (AVID) Program, Wathnakpheap management team, and field staff.

During this process we have:

- Agreed to extend the duration of the next Strategic Plan period from three years to five years
- Examined the external situation and trends that are likely to affect both Wathnakpheap's target beneficiaries and the organisation itself over the next five years
- Assessed the organisation's internal strengths and weaknesses that are likely to affect Wathnakpheap's ability to achieve its Mission, Goals, and Strategic Outcomes over the next five years

- Reviewed and revised the organisation's Strategic Framework, including Vision, Mission, Values, Goals, Strategic Outcomes, and Strategies for achieving these
- Endorsed the decision to shift from a project-based to a programmatic approach, which will guide the organisation's work over the next five years
- Identified the organisation's primary target groups and beneficiaries with whom we will work over the next five years
- Prioritised the thematic focus areas of the organisation's work over the next five years, which are: Community Led Nutrition, Education for All, Good Governance and Civic Engagement, and Resilient Livelihoods
- Reflected on the ways in which the organisation needs to change in order to achieve our Programmatic Goals over the next five years. Stemming from this we have decided that we need to: Invest in People, Enhance Our Effectiveness, and Strengthen Our Relationships

This Strategic Plan is intended to cover the period 1<sup>st</sup> January 2016 to 31<sup>st</sup> December 2020. It will provide direction for the organisation and guide where we focus our priorities, energy and resources in response to the changing environment.

To ensure we achieve the goals and objectives set out in the Strategic Plan, we will also develop an Operational Plan. This will guide our day-to-day work and help coordinate our activities, tasks, and use of resources in pursuit of the Strategic Plan.

To measure our performance in achieving the goals and objectives set out in the Strategic Plan, we will develop a comprehensive Monitoring & Evaluation Framework. The Framework will help us to monitor our progress in achieving our targets, facilitate learning and reflection across the organisation, inform future program strategy and funding allocations, and communicate the results of our work internally and externally.







# OUR VISION

Cambodian people are living with dignity, harmony and prosperity in a safe and sustainable community

# OUR MISSION

Wathnakpheap’s mission is to improve the quality of life and livelihoods of disadvantaged children, women, and poor families by working with key stakeholders such as local authorities, service providers, and community groups, to support basic healthcare, access to education, climate change adaptation, life skills, and vocational skills training, using the principles of good governance, civic engagement, and gender equality

# OUR CORE VALUES

- |                     |  |
|---------------------|--|
| <b>Empower:</b>     | We seek to empower local communities                                   |
| <b>Respect:</b>     | We respect the rights of all people, especially women and children     |
| <b>Integrity:</b>   | We value honesty, integrity, fairness, transparency and accountability |
| <b>Recognition:</b> | We recognise the professionalism and contribution of our staff         |
| <b>Partnership:</b> | We value the support of our donors and program partners                |



**FOUR STRATEGIC  
GOALS TO CHANGE  
THE LIVES OF  
THOSE WE WORK  
WITH**





# GOAL ONE

## Community-Led Nutrition



**WATHNAKPHEAP'S STRATEGIC GOAL** *is that children will be living healthy lives free from malnutrition and receiving appropriate and timely feeding and healthcare*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. By the end of 2020, the number of children under five in Wathnakpheap program areas with improved nutritional status will significantly increase
2. By the end of 2020, the number of children under six in Wathnakpheap program areas receiving appropriate and timely feeding from parents or primary caregivers will significantly increase
3. By the end of 2020, the number of children under six in Wathnakpheap program areas receiving appropriate healthcare will significantly increase

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Collaborate with local authorities to increase their support for and resourcing of maternal, infant and young child healthcare services
- Build the capacity of private, non-formal, and public healthcare providers to deliver better quality maternal, infant and young child healthcare services
- Promote the importance of appropriate maternal, infant and young child health practices to parents and primary caregivers, including family planning, feeding, hygiene, and healthcare-seeking
- Work with partners and stakeholders to increase funding to support the provision of the above-stated activities





# GOAL TWO

## Education for All

**WATHNAKPHEAP'S STRATEGIC GOAL** *is that children will be living free from exploitation, receiving appropriate early childhood development, and have the opportunity to complete basic education (primary and lower secondary education). Youths will be equipped with the skills necessary to provide them with gainful employment*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. By the end of 2020, the number of children aged under 15 in Wathnakpheap program areas who have successfully completed lower secondary school will significantly increase
2. By the end of 2020, the number of children aged under 5 in Wathnakpheap program areas receiving appropriate home-based and formal early childhood care and development will significantly increase
3. By the end of 2020, the number of youths in Wathnakpheap program areas who are employed in appropriate and reliable work that provides them with a sufficient standard of living will significantly increase

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Collaborate with local authorities to raise the awareness of children's rights, including the right to education and protection from exploitation
- Build the capacity of education institutions to provide better quality education services to children
- Promote the importance of home-based and formal early childhood care and development to parents and primary caregivers
- Strengthen community-based monitoring systems to combat the exploitation of children, including child labour
- Work with vocational skills providers to improve the quality of, and increase access to, training services available to youths
- Support youth organisations such as youth clubs to provide more opportunities for young people to participate in regional and national level dialogues, and to share experiences and challenges
- Work with partners and stakeholders to increase funding to support the provision of the above-stated activities





# GOAL THREE

## Good Governance & Civic Engagement

**WATHNAKPHEAP'S STRATEGIC GOAL** *is that local authorities will be delivering responsive social services with transparency, and be held to account by citizens who are actively participating in their community development*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. By the end of 2020, the number of local authorities at the commune-level in Wathnakpheap program areas functionally delivering social services that respond to the needs of the community will significantly increase
2. By the end of 2020, the number of local authorities at the commune-level in Wathnakpheap program areas who are transparent and accountable in their delivery of social service will significantly increase
3. By the end of 2020, the number of community members living in Wathnakpheap program areas who are actively participating in decision-making and monitoring of social service delivery will significantly increase

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Collaborate with local authorities to enhance their capacity to provide responsive social services to their community
- Strengthen the effectiveness of mechanisms for community members to monitor and provide feedback on the performance of local authorities
- Build the capacity of focal persons to work effectively with local authorities, public service providers, and community members in sharing information, mobilising participation, and encouraging ownership
- Work with partners and stakeholders to increase funding to support the provision of the above-stated activities





# GOAL FOUR

## Resilient Livelihoods

**WATHNAKPHEAP'S STRATEGIC GOAL** *is that poor families will have sustainable and resilient livelihoods that meet their needs*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. By the end of 2020, the number of poor families in Wathnakpheap program areas whose livelihoods are more sustainable and resilient to the effects of climate change will significantly increase
2. By the end of 2020, the number of poor families in Wathnakpheap program areas earning more income will significantly increase

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Collaborate with service providers to deliver better quality livelihoods technical skills training to poor families
- Equip poor families with the knowledge and resources needed to increase the resilience and sustainability of their livelihoods
- Work with the private sector to improve job opportunities within the community, especially for youths
- Strengthen the capacity of community-based groups to support members to improve their income, including farmer cooperatives and savings groups
- Work with partners and stakeholders to increase funding to support the provision of the above-stated activities



# THREE ORGANISATIONAL GOALS TO CHANGE THE WAY WE WORK





# GOAL ONE

## Invest In People



**WATHNAKPHEAP'S ORGANISATIONAL GOAL** *is to have a strong and dedicated team of staff with the necessary skills, experience, and capacity needed to successfully achieve our Strategic Goals*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. During the Strategic Plan period, Wathnakpheap will have a strong leadership culture that fosters a positive work environment for all staff
2. During the Strategic Plan period, Wathnakpheap staff will be motivated and committed to their work and the organisation
3. During the Strategic Plan period, Wathnakpheap staff will have the skills and capacity to achieve the Goals outlined in this Strategic Plan

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Invest in opportunities to build the skills and capacity of staff so that they can successfully deliver on our strategic outcomes
- Enhance our ability to identify and respond to changing needs and capacity requirements of staff to ensure we remain relevant and able to keep up with developments in the sector
- Expand the skills and experience of staff by providing opportunities to engage in relevant consultancy work outside the organisation
- Recognise and reward the positive contributions of staff; foster a positive work environment





# GOAL TWO

## Enhance Our Effectiveness

**WATHNAKPHEAP'S ORGANISATIONAL GOAL** is that our programs will be of high quality and have significant impact in bringing about meaningful and lasting change in the lives of community members with whom we work

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. During the Strategic Plan period, the quality of Wathnakpheap's programs will improve
2. During the Strategic Plan period, Wathnakpheap will gather more, timely, and better evidence of the significant changes our programs are having on the lives of community members
3. During the Strategic Plan period, Wathnakpheap will place greater emphasis on learning lessons from past experiences and using these to inform future program design

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Develop a set of Program Standards which will outline the minimum requirements that all programs must follow, and provide guidance, tools, and methodologies for staff to use during each stage of the program cycle
- Improve our tools, systems and processes to better track and record evidence of the outputs and outcomes of our programs, and the significant changes these are having on the lives of community members with whom we work
- Invest in building the capacity of staff to effectively use these tools, systems, and processes across the program cycle
- Improve the design of our programs by utilising information from our previous experiences, program evaluations, partners, and research on best practice



# GOAL THREE

## Strengthen Our Relationships



**WATHNAKPHEAP'S ORGANISATIONAL GOAL** *is to have strong and effective working relationships with our partners, donors, and stakeholders, all of whom hold us in high regard*

### EXPECTED OUTCOMES:

Wathnakpheap aims to achieve the following outcomes in its work towards this Goal:

1. During the Strategic Plan period, communities, government, and partners with whom we work will have a greater understanding of who we are and the work we do
2. During the Strategic Plan period, Wathnakpheap will have stronger cooperation with and support from communities, government, and partners with whom we work to deliver on our strategic outcomes

### HOW WE'LL ACHIEVE IT:

To achieve this Goal, Wathnakpheap will:

- Dedicate resources within the organisation to fundraising and external relations
- Devote time to reflect on the challenges and successes in our current communication practices with stakeholders and partners
- Improve external communication mechanisms, including the organisation's website
- Invest greater time to building strong relationships with stakeholders, partners, and government representatives with whom we work
- Better engage community members through our work to foster greater involvement and participation in our programs
- Strengthen networking with peers through greater involvement in civil society groups, networks, and communities of practice



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**WATHNAKPHEAP**

***“Communities Build Cambodia”***

# **WATHNAKPHEAP STRATEGIC PLAN 2016-2020**

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