This Life Cambodia

Strategic Plan
2016-19
This Life Cambodia empowers Cambodians to make an impact on complex social justice issues, using community consultation approaches, community development techniques, and strengths-based case management for direct service provision to children and families. This Life Cambodia listens to, engages with and advocates alongside children, families and communities as they define and act on their own solutions. Our work is focused on providing and enhancing opportunities for communities to develop the essential infrastructure, skills and knowledge to make positive sustainable change in the lives of children and families who face compound disadvantages resulting from, and contributing to, the cycle of poverty. TLC currently delivers services under three sectors: Children and Families, Education and Research and Consultancy.

The Children and Families section includes This Life Beyond Bars (TLBB), This Life in Family (TLIF) & This Life in Community (TLIC). The Education section includes the Lower Secondary School Development Program, Vocational Training Social Enterprise (VTSE), and the Intern Project. The Research and Consultancy section comprises of the Community Research and Consultancy Program (CRCP). Our programs evolve organically, building upon our knowledge and strengths in service delivery, filling gaps as communities identify them through our participatory and consultative processes, resulting in our program areas being complimentary and interlinked. Our strong and emerging partnerships with government enhance both our credibility and capacity to assist addressing Government Plans as well as the Sustainable Development Goals. While we continue to engage at the commune level in area’s of greatest need, we are changing focus to work more closely with the District level in recognition of the capacity of provincial leaders to be able to impart knowledge and skills to commune authorities.

**VISION**
This Life Cambodia’s vision is for vulnerable children, families and communities in Cambodia to be supported to access and create opportunities in this life

**MISSION**
To listen to, engage with and advocate alongside children, families and communities as they define and act on their own solutions to complex social challenges

**VALUES**
- Respecting local culture and local expertise
- Utilising rights-based and strengths-based approaches
- Contributing to evidence-based good practices
- Planning for sustainability, with clear entry and exit strategies
- Acting with Integrity, accountability and transparency
CHILDREN AND FAMILIES

Goal: For children to be protected and supported to remain within or return to their families and communities


**AIM**
To increase the skills, knowledge and family connections of children in prison to aid integration into their communities upon release.

**ACTIVITIES**
- Vocational training courses for young people in prison
- Personal development training for young people in prison
- Support and referral through advocacy for sentence reduction
- Enabling families to visit their child in prison and support for successful family reintegratio
- Post release support through case management for released vocational training students

**OUTCOMES**
- Children are prepared and empowered for their futures through vocational and life skills training
- Enhanced levels of connectedness between children and their families whilst imprisoned
- Children are reintegrated to their families and communities post release
- Children are supported to engage in meaningful employment opportunities post release
- Decreased rates of recidivism

**FUTURE**
- Continue to implement and strengthen program delivery in Siem Reap, Barley Meancheay and Phnom Penh prisons
- Enhance the engagement of Prison Authorities in program delivery through the up-skilling and capacity building of the Education and Rehabilitation Officers employed by each prison
- Assist relevant Government Ministries to create initiatives and identify available resources to provide sustainable services for children in prisons in accordance to the recently ratified Juvenile Justice Law (2016).
- Increase the variety of vocational training skills on offer to students
- Expand the program to other provinces
- Develop and introduce a comprehensive online case management system
AIM
To support and preserve vulnerable families at risk of separation

ACTIVITIES
• Short-term early intervention response for juveniles and parents at point of coming into conflict with the law
• Long-term service provision and family support for children of parents in prison [Income Generation, Education Scholarships etc.]
• Development of a family preservation response model
• Research and exploration into Kinship Care in Cambodia as a community based care option

OUTCOMES
• Individuals and families are assisted to advocate for their rights
• Preservation of families who come into conflict with the law
• Enhanced resilience and capacity of families to mitigate vulnerability and crisis
• District/Commune Committees and Authorities act in accordance to legislative frameworks with a child protection, pro-family approach
• Decreased rates of incarceration as well as reductions in the lengths of sentencing through early access to legal representation
• A greater knowledge and understanding of the role Kinship Care plays in Cambodian society

FUTURE
• Strengthening and diversification of implementation level project activities
• Scaling of the program to other Districts and Communes
• Dissemination and replication of program components by key stakeholders across other thematic areas where the potential for child-family separation exists [e.g. domestic violence, migration, disability etc.]
• Enhanced engagement and participation in broader, national thematic and strategic forums
**AIM**
To mobilise community support for children and families at risk of separation

**ACTIVITIES**
- District mapping and identification of existing child & family support services, protective mechanism and referral pathways
- Community consultation and planning through Participatory Rural Appraisal processes
- Engagement and mobilization of key Commune Committees and Authorities
- Capacity building trainings and workshops for key District/Commune Committees and Authorities
- Community awareness raising events/activities

**OUTCOMES**
- Enhanced local-level community engagement of vulnerable, at risk families
- Coordinated community responses to cases of potential child-family separation
- Strengthened cooperation and collaboration of service providers across the District and Communes
- Reduced rates of child-family separation with children remaining in community based care.
- Prioritisation of Community Based Care options over institutionalization

**FUTURE**
- Strengthening and diversification of implementation level project activities
- Scaling of the program to other Districts and Communes
- Establishment of Community Facilitators to conduct training and workshops
- Communities leading their own consultation and planning processes
- Engagement of local institutions in the family-preservation discourse
Goal: To engage families and communities in supporting children to access their right to education and training opportunities in their community
AIM
For communities to be involved in school development so that access to and quality of education in Cambodia is increased

ACTIVITIES
• Community consultations using Participatory Rural Appraisal tools
• Capacity building of School Support Committees and Student Councils to engage their community in school development, following an action learning cycle to implement School Development Plans
• Support for school community events
• Financial, technical, and material support for community-led initiatives to act on school community priorities
• Fostering connections between school, district and provincial level stakeholders to support school development
• Provision of teaching and learning materials to supplement those provided by the Ministry of Education Youth and Sport
• Engagement in stakeholder and policy networks to promote community engagement in education at the grassroots level

OUTCOMES
• School Support Committees and Student Councils are mobilised to lead school development initiatives with the support of their wider community
• Children and their families feel supported by their community to continue to access their right to public education
• School environments visibly improve (including infrastructure, safety and inspiring learning environments)
• Enrollment increases, and drop out numbers decrease from year to year
• District and province-wide networks are strengthened, for sharing knowledge and mobilisation of resources for school development

FUTURE
• Explore further possibilities to implement the program at larger scale
• Create tools and resources to share good practices more widely with school communities across Cambodia
• Continue to increase the confidence of school administrations and School Support Committees to access information, training, and resources provided by the Ministry of Education, Youth and Sport
AIM
To provide vocational training in moto repair and on-the-job skills building opportunities to help vulnerable young people get started with their own business and/or working in their community.

ACTIVITIES
• Building social enterprise models to sustainably fund social programming
• Vocational training in a real world training environment
• Personal Development Training for vocational training students
• Individual Case Management for vocational training students, engaging their families where possible and planning for the future
• Post-training support for vocational training students as they create their futures within the community.

OUTCOMES
• Successful social enterprises contribute sustainable funding to the program
• Students have increased practical and technical skills, enabling them to open businesses and/or gain employment
• Students have increased life skills and maintain connections with their family and community

FUTURE
• Develop stronger communication and marketing strategies to engage a broader customer base.
• Offer English classes to VTSE staff to facilitate customer relations.
• Provide customer service training to students and staff
• Maintain quality of service and research expansion opportunities to increase opportunities for male and female Cambodian Youth
**INTERNALSHIP PROGRAM**

**AIM**
To welcome disadvantaged high school graduates into the This Life Cambodia team, to gain on-the-job experience while pursuing a university degree.

**ACTIVITIES**
- University Scholarships including fees, materials, transportation costs and phone expenses
- Practical experience via internships in This Life Cambodia offices, along with employee benefits including health insurance
- Private English & computer classes to build job readiness skills

**OUTCOMES**
- Interns have real-world experience in an office setting, focusing on work related to their personal interests and career aspirations, from community development to finance and admin
- Interns are able to fund their final years of university fees independently

**FUTURE**
- Provide a minimum of two internships at any one time, while also evaluating the program and seeking opportunities to offer more intern placements
COMMUNITY RESEARCH AND CONSULTANCY PROGRAM

AIM
To translate community voices into new knowledge, which can then be used to inform good practice programming and as a tool to advocate for positive change.

ACTIVITIES
• Monitoring and Evaluation of all This Life Cambodia programs
• Strengthening understanding of This Life Cambodia’s impact
• Offering consultancy services to a range of stakeholders including academics, community researchers, and other civil society organisations

OUTCOMES
• Thorough research and evaluation informs programming and enables This Life Cambodia to uphold commitments to core values
• Community stakeholders and This Life Cambodia partners have opportunities to feedback and inform This Life Cambodia’s work

FUTURE
• Developing further strategies to support This Life Cambodia program teams in continuous improvement to programming
• Contribute good practices and lessons learned to the wider development sector in Cambodia, through research and advocacy activities
• Continuous professional development of a high capacity team specialising in research, monitoring and evaluation of social issues related to This Life Cambodia programming
• Developing the program as a social enterprise, generating income for the organisation through consultancies
EMPOWERING THE THIS LIFE CAMBODIA TEAM

Strengthening our team’s capacity through training and opportunities to learn and grow alongside their community is integral to This Life Cambodia living our mission and values, and the skills and ability of This Life Cambodia staff are primary factors for successful programming outcomes. In building the capacity of our staff we are contributing to the capacity of Cambodia’s workforce and promoting sustainable locally-led development. By focusing both on the work that we contribute and the capacity of our staff, This Life Cambodia aims to strengthen our reputation as an employer of choice.

For 2016-2019, This Life Cambodia is committed to:

• Providing a strong supervision and mentoring program for Program Coordinators and Project Officers to encourage confidence and capability
• Supporting staff to improve their English skills
• Continual strengthening of internal policies and procedures, and translation of these into Khmer, to ensure that employees clearly understand the organizational expectations
• Provision of strong gender sensitive polices and procedures to enhance TLCs gender inclusive policies
• Supporting staff to develop, maintain and strengthen partnerships within Cambodia with both Government and Civil Society Organisations, to enhance better-coordinated responses to issues affecting children, families and communities.

OPERATIONS AND SUSTAINABILITY

This Life Cambodia programs are implemented by program staff with essential support from Senior Management, the Development Team, and the Finance, Admin and Office Support Team, who are all integral to the operations of the organisation.

**Development Team goals:** to secure the necessary resources that keep This Life Cambodia responsive to the needs of children, families and communities, via strategic partnerships, grants, flexible fundraising, and fostering collaborative relationships with a range of supporters.

**Senior Management Team goals:** to provide the guidance and supervision necessary to implement programs in line with This Life Cambodia’s mission and strategic plan, while planning for sustainable growth, representing the organisation to stakeholders, and fostering a supportive working environment for all staff.

**Finance, Admin & Office Support Team goal:** to provide the high quality financial management and administrative support that allows This Life Cambodia to function efficiently while enacting our core values of integrity, accountability, and transparency.