



STRATEGY PLAN ***2015 > 2017***



FOREWORD



SOY Savuth
Chairman Board of Director

The BSDA Board is happy to have received and approved the recently development Strategic Plan from the agency's Executive.

The plan takes in a wide range of intervention areas that are consistent with the agency's recently revised mission statement and vision. The Board notes with pride that Strategic Plan was developed in a consultative manner with input from numerous stakeholders as well as staff members of the various projects currently in implementation.

The Board believes that this plan will be a good blueprint to guide the agency through difficult challenges relating to the need to adhere to the agency's mandate, a difficult economic environment, and scarcer donor funding.

Nevertheless, BSDA has been very successful at meeting these challenges in the past and the Board believes that it will continue to do so in the future.

Kampong Cham, CAMBODIA
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CONTEXT



AT A GLANCE

Emerging from the well-documented brutality of the Khmer Rouge regime at the end of 1970s, and enduring a further decade of occupation and civil war, Cambodia's first focus when peace came in the 1990s was disarmament and reconciliation. This process was largely facilitated by the United Nations Transitional Authority in Cambodia (UNTAC). As the number of NGOs in the country has grown over the past decade and a half, attention has turned to social and economic development, and significant progress has been made.

In particular Cambodia has seen impressive progress in terms of GDP and poverty reduction; between 2004 and 2011 GDP grew by 54.5%¹ and poverty reduced from 53.2 % to 20.5%. However, progress has by no means been universal or equitable, of the many people lifted out of poverty, most remain only just above the poverty line, with 1 in 5 people "highly vulnerable to falling back into poverty."

90% of the Cambodia's poor, and an estimated 85% of the total population, currently live in rural areas, presenting an enormous challenge in terms of accessibility to services such as healthcare and education which are vital to social development. In education, much of the focus from government in recent years has been on increasing the number of schools, a much needed piece in the puzzle. This has been supported by an increase in the provision of non-formal education services (such as BSDA's "Happy Happy" drop-in centre for children) which have played an important role in improving educational indicators such as literacy. However there remains a lot of work to be done to ensure that children attend school.

EDUCATION

Although official figures indicate high enrolment rates for primary schools (94.8% in 2009-2010)², the numbers of students completing primary school are disappointing with only 61.7 children completing grades 1-6 the same year. The World Bank also notes reducing enrolment rates in higher grades, suggesting that the figure is closer to 25% after grade 6. There is a strong correlation between dropping out of school and poverty, and a significant distinction between the rich

¹Where Have All The Poor Gone? Cambodia Poverty Assessment 2013, World Bank Country Study.

²Ministry of Education, Youth and Sport, Strategic Plan 2009-2013.

and poor in secondary enrolment rates with children from wealthier backgrounds over 8 times more likely to be enrolled than those in the poorest quintile.

According to the World Bank, late entry into education, and repetition are two key issues which need addressing in Cambodia, particularly as missing out on education during early cognitive development makes learning more difficult later on. BSDA is committed to addressing the barriers which prevent poor children from enrolling and remaining in education because we believe this is critical for social development in Cambodia.

HEALTH

In terms of health, Cambodia has also seen great progress in recent years, with HIV prevalence decreasing markedly thanks to outreach programs delivered by NGO's like BSDA throughout the country. The use of the public health services has improved but remains low, with private sector services dominating- but these are perhaps not the most appropriate providers to best meet the needs of the poor. The World Bank sees an important role for NGOs in improving access to and use of public health services; an idea which is core to BSDA's activities in the field of health.

As well as HIV/AIDS, BSDA is working in the area of substance abuse, where there is a growing epidemic which presents a major challenge in terms of mental health, HIV transmission and other related social problems³.

SOCIAL ENTERPRISE

During the last two decades, the number of NGOs active in Cambodia has proliferated- there are currently over 1350- and the country has been a popular destination for international aid. However, as the country's troubled past fades, and other countries find themselves in the limelight, donor interest is beginning to shift and Cambodian organizations can no longer depend on such high levels of support from their traditional funders. With such competition for increasingly scarce resources, NGOs are having to innovate to secure support and funding. For BSDA this has meant investing in social enterprise and benefiting from support in kind from numerous international volunteers. This document introduces BSDA's plan for increasing its sustainability by growing social enterprise activities and diversifying income.

Social Enterprise activities seek to achieve social impact whilst also generating income. Whilst still a relatively new concept to Cambodia, Social Enterprise is rapidly developing across the country, and BSDA has strived to be at the forefront of this movement. Just over 20% of NGO funding in Cambodia is now said to be from earned income, however it is mainly INGOs who are generating their own income and the practice is less common among locally run organizations. One of the main goals of much social enterprise in Cambodia is to give jobs to people from groups who may otherwise be excluded from employment (such as disadvantaged youth, PLHIV and people with disabilities). Social enterprise activities are particularly popular in relation to the increasing tourism which Cambodia is experiencing, and BSDA has begun to capitalize on this trend; running a popular restaurant on the riverfront of Kampong Cham. There is great potential for growth in this area, both in terms of increasing income, but also in supporting people to find long-term employment or business opportunities in order to be self-reliant. It remains to be seen whether Cambodia's new NGO law, currently in draft, will be favorable to the development of Social Enterprise.

³Ministry of Health, Strategic Plan 2008-2015, Department of Planning and Health Information.

CIVIL SOCIETY AND GOVERNANCE

Whilst progress in education, health and livelihood development has been somewhat promising, perhaps the biggest challenge facing social development in Cambodia is a lack of social accountability and citizen engagement in democratic processes. A lack of participation in planning leads to gaps in understanding of what communities need, which makes it difficult for authorities to provide the right services to meet these needs. In addition, a lack of awareness among the public of their role in monitoring governance means that transparency and accountability are lacking at all levels across the country. Without such Social Accountability and public participation, governance is unlikely to improve and the needs of Cambodia's most vulnerable groups will continue to go unmet.

Whilst great progress has been made in some critical areas of social development in Cambodia, there is still much work to be done, particularly in improving access to education and health services and opportunities for livelihood development. To support this work, it will be vital to increase public participation in and monitoring of democratic processes. This strategy sets out BSDA's plan to lead improvements in each of these areas in Kampong Cham and beyond from 2015 to 2017, and how it will measure success against these goals.

■ ***BSDA'S WORK IN CAMBODIA***

Buddhism for Social Development Action (BSDA) is a Cambodian run NGO with humble deep roots. Its strong, values-based foundation has enabled the organization to weather many changes over the last decade.

BSDA was founded by a group of seven monks living in Wat Nokor Bachey who believed very strongly in the Buddhist principles of loving-kindness and generosity. Like other monks in Cambodia, they enjoyed a privileged position in the local community. They were fed and cared for by the community around the pagoda. But these generous villagers also faced mounting poverty. Filled with compassion at their plight, the group wanted change.

Once this idea took root, the young monks could no longer neglect the daily struggles of their neighbours. Though lacking experience and resources, they were determined to act.

Starting at its founding in 2005, they shared their basic skills with the community such as English and playing the bonpit, a traditional Khmer musical instrument. All their activities at that time were self-financed but word of mouth attracted many local volunteers. During these formative years, members carefully cultivated an honest and accountable work environment committed to serving the poor.

From 2008 to 2010, BSDA continued to grow. International donors attracted by the strong values base, clear focus on community needs, ethical service delivery and innovative approach helped finance new projects enabling BSDA's reach to expand to meet more of their community's basic needs. The education program matured into the Mekong Kampuchea Kids Project, which today includes traditional Khmer Aspara dancing, English and computer classes, and vocational training. Local people were also struggling to access health services. To fill this communal need, BSDA reached out to people living with HIV/AIDS in Kampong Cham and began the Sustainable Action Against HIV/AIDS in Community (SAHACOM) and HIV/AIDS Prevention and Harm Reduction of Drug Abuse (HAPHRODA) projects.

SMILE RESTAURANT/SE

Today, BSDA has grown into an organization with over 60 staff and international volunteers, most of whom are field-based and work directly with project beneficiaries on a daily basis. We deliver programs in the fields of health, education,

governance and livelihood development. As BSDA continues to work with young people and marginalized groups, it is more focused more than ever on building the capacity of our staff, so that it can leave an enduring legacy of nurturing livelihoods for our community.



■ WHO WE ARE, WHAT WE STAND FOR

IDENTITY

BSDA is a community-based organization founded on the Buddhist principles of Metta to empower vulnerable people, and to promote compassionate engagement in Social and Economic Development to contribute to the eradication of avoidable suffering.

OUR VALUES

Rooted in the Buddhist teachings of Mettā practice⁴, BSDA adheres to and promotes the following values:

- **Serving the poor:** improving the livelihoods of poor families
- **Unity:** Building trust, honesty and respect for each other as a family.
- **Democratic Approach:** Promoting collective voice from community members, stakeholders and all levels of staff and engaging them in decision-making processes.
- **Collaboration:** Working together and in partnership with others wherever possible to maximize our impact.
- **Integrity and accountability:** In the management and use of aid; being accountable and transparent to communities, donors, and stakeholders.

OUR VISION

BSDA envisions a society where people are empowered to live independently, and have livelihood security.

OUR MISSION

BSDA's mission is to empower and enhance the quality of life⁵ of vulnerable people, especially women, children and youth, through education, health and livelihood development initiatives, in partnership with others.

⁴Metta is the cultivation of selfless love and compassion rather than friendliness based on self-interest.

⁵Quality of life refers to health, education, good governance, and economic development outcomes.

■ **WHO WE WORK WITH**

BSDA works with communities in Kampong Cham Province in Eastern Cambodia. Our programs mainly target the following types of people:

CHILDREN AND YOUTH

Through our programs, in particular vocational training and education, we work with children and youth (aged between 15 – 24 years). Not only do youth comprise the greatest proportion of the local population, but they are also often underprovided for by the state and the most in need of services and support which BSDA provides. Working with youth is also one way in which we hope to achieve sustainable lasting change through our programs; through supporting children we hope to create a better future for Cambodia. In line with our values to support those most in need, BSDA particularly works with Orphans and Vulnerable Children (OVC).

VULNERABLE GROUPS

As well as OVCs, BSDA targets other stigmatized or excluded groups including People Living with HIV/AIDS (PLHIV) and People Who Use Drugs (PWUD). These groups face considerable challenges in building livelihood security; the biggest barriers are often a lack of access to quality, affordable healthcare, and limited income generating opportunities. Through our health programs, BSDA works to improve access to health services and supports beneficiaries to generate income and improve nutrition through small scale agriculture.



WOMEN AND GENDER BALANCE

BSDA strongly encourages women and girls to participate in our programs, and takes special care to ensure that we meet their needs. Not only are women typically underserved in Cambodian society, but we also recognize the important role which they play in social and economic development, in particular applying their knowledge and resources to improving the wellbeing of their families. However, BSDA does not work exclusively with women, rather we seek to work with groups which are representative of our target populations and routinely tracks participation in our by male and female community members to monitor that we are achieving this.

THEORY OF CHANGE

The foundation of our strategy is our theory of change – how we believe we can have the greatest ability to empower and support vulnerable people in social and economic development processes.

Five long-term outcome areas are identified as necessary elements to achieving the impact goal, as follows:

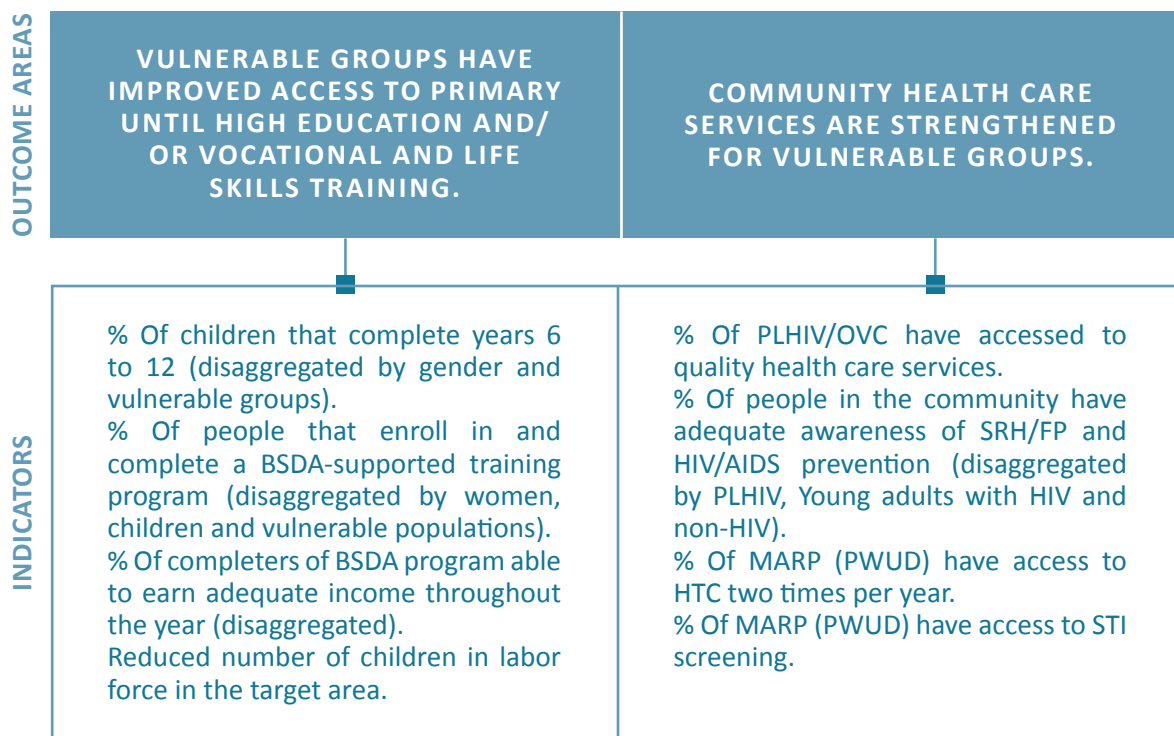
- If vulnerable children and youth have access to education.
- If vulnerable groups (including PLHIV and PWUD) have access to, and know how to use community health services appropriately.
- If local agricultural practices support community livelihoods and adaptation to climate change.
- If vulnerable youth have access to quality appropriate vocational training and business support.
- If communities better understand local planning processes and social accountability, and participate in and monitor these processes.

Then this will lead to the overarching program goals for BSDA's work: Vulnerable people achieve long-term household livelihood security, and local governance is improved and services better meet people's needs.

For BSDA Household Livelihood Security includes:

- A secure and adequate income throughout the year.
- Educational opportunities for all.
- Access to quality and affordable community-level health care services.
- Food security and access to potable water.
- Opportunities to participate in community development.

MEASURING RESULTS



OUTCOME AREAS	LOCAL AGRICULTURAL PRACTICES SUPPORT COMMUNITY LIVELIHOODS AND ADAPTATION TO ENVIRONMENTAL CHANGE.	ACCOUNTABLE AND TRANSPARENT SUB-NATIONAL DEMOCRATIC DEVELOPMENT PROCESSES ARE IN PLACE
	INDICATORS % HHs adopting climate adaptive agricultures (farming) practices. % HHs that earn a living income throughout the whole year through environmental agricultural practices (in part or in whole).	% Of community that participate in the development of the CIP. % Of community feedback responded to by commune council. # Of needs expressed that are directly reflected in the commune investment plan.

SWOC ANALYSIS

STRENGTH

Sound reputation based on NGO GPP accreditation (financial transparency, clear policies and structure), positive recognition from KHANA (strategic partner), member of CYTI Alliance and donor support.

Relevance: a diverse program portfolio aligned to community needs and socio-cultural context; SWOT analysis conducted every 6 months and strategy is reviewed annually.

Identity: strong identity based on Buddhism, working with vulnerable populations and values-based practice
Staffing: committed, non-discriminatory, trustworthy integrity. International volunteers bring diverse ideas and experience.

Relationships: positive relationships with local communities, partners and other stakeholders.

OPPORTUNITIES

Reaching more vulnerable groups: through health and education programs, creating job opportunities and deepening work on good governance/anti-corruption and rights and democracy.

New program opportunities: food & nutrition security, environment, socio-economic development, water and sanitation and renewable energy.

Diversifying funding: international donor interest in working directly with local NGOs. ASEAN integration may open up new opportunities, potential government funding for vocational training and online fundraising.

Community resources: strengthening linkages with existing local services (e.g. schools, health centres).

Expanding social enterprise programming by working with local authorities, income generation to support programming (but would need clarity on what Social Enterprise means for BSDA)

WEAKNESSES

Staffing: high staff turnover, staff reliant on senior managers (lack of initiative taking), limited knowledge/capacity among staff about emerging issues and dependence on English language documents excludes some staff.

Management and decision-making: some supervisors lack the skills to hear staff feedback, lack gender balance in management positions, culture of participation slows down decision making.

M&E/impact measurement: need to strengthen systems and focus on outcomes (not activities) and use of both quantitative and qualitative indicators and include beneficiaries.

Resource acquisition: no coherent funding strategy to bring in new resources for long-term program development, donor-driven approach to project development means strategy.

Long-term impact: beneficiaries continue to be dependent on BSDA even though our goal is for them to build independent livelihoods.

CONSTRAINTS

Fund and grants management: fund disbursement via Cambodian government often slow and unreliable, donor fatigue, complex and multiple donor compliance and reporting requirements, increased competition from other NGOs especially in health sector.

Political: political deadlock since 2013 elections, uncertainty about NGO law, not all local authorities are willing to work in partnership, lack of preparation for ASEAN integration.

Out-migration affects project implementation and disrupts family ties/social cohesion, Kampong Cham has been split into two provinces, making it more challenging and expensive to do work.

Competition in agriculture sector: imports cheaper than local products), access to markets difficult for local products.

Community discord and participation: difficult to engage in social development process or with BSDA.

STRATEGIC ISSUES

WORKING WITH COMMUNITIES

As a community-based organization, seeking to improve the quality of life of vulnerable people, community engagements in social development and BSDA's relationship with the communities we serve are very important to us. BSDA has been successful at developing strong and positive relationships with the communities where we work, however we must continue to work hard to maintain them.

In order for BSDA to maintain its relationships with communities, and so that we can effectively deliver programs, it is necessary for there to be harmony among the community. Some of the threats to harmony in the communities where we work include; lack of education and skills among community members, high unemployment, out-migration, tensions among communities (e.g. stigmatisation of PLHIV), drug use and domestic violence. We will continue to bear these factors in mind when designing and delivering our programs.

Finally, one of BSDA's core goals relates to improving democracy and increasing participation in planning at a sub-national level. In the long-term, this will help to ensure that the needs of vulnerable people are better met by public services, resulting in better outcomes for local communities and reducing the need for the support of organizations like BSDA. To achieve this goal, local communities must be

willing to participate in local development processes. Over the coming years, BSDA will work closely with local communities and sub-national government to build more trusting relationships and increase participation in democratic processes.



SUSTAINABLE LIVELIHOOD DEVELOPMENT

BSDA was founded, and has grown on the principal of serving the poorest of the poor and meeting their basic needs. Through our years of work with beneficiaries, BSDA has realised the importance of a more holistic approach to improving quality of life. In this strategy plan we have chosen the term “livelihood security” to more fully represent what we seek to achieve. The concept of livelihood security incorporates income security, food security, educational opportunities, access to healthcare services and opportunities to participate in community development. A critical element of this for BSDA at present is to ensure the sustainability of our beneficiaries’ livelihoods. We want to see our beneficiaries and their businesses continue to flourish independently of BSDA long after they complete our programs. We also want them to be able to withstand unexpected shocks and changes (such as in the environment). To achieve this we will be working on strengthening the curriculum of our vocational training programs and improving the quality of aftercare.

UNDERSTANDING OUR IMPACT AND LEARNING FROM OUR WORK

Due to a lack of internal systems and staff knowledge and understanding, BSDA has not previously had the capacity to evaluate our impact. Whilst monitoring is routinely done for each of our programs, we have so far concentrated on collecting data on activities and outputs, but not outcomes. This makes it very difficult for us to understand what difference our work is making for beneficiaries, and to see where our programs could be improved. This in turn means it is difficult for BSDA to demonstrate that we are making the most effective use of funds, and therefore to build donor confidence in our work, which puts our funding at risk. Through significant investment in capacity building during 2013, BSDA staff at all levels now better understand the importance of monitoring and evaluation – both undertaking measurement, and also interpreting and learning from the results and adapting program activities accordingly. Key staff have also built their knowledge and skills in order to put these ideas into practice.

BSDA is working with consultants to develop systems for monitoring and evaluation, and will continue to build staff capacity in the use of data to improve programs in order to fully embed these practices into our work.

DIVERSIFYING SOURCES OF FUNDING FOR SUSTAINABILITY

BSDA's activities and impact are often limited by a lack of available funding. Sometimes, this means that we cannot complete all the activities which we believe are necessary to achieve maximum impact (for example if there is not enough funding to pay travel expenses to involve stakeholders in meetings). BSDA also finds it difficult to source funding for new programs which we believe would be of benefit to local communities.



BSDA depends on large amounts of funding from a small number of donors, which leaves the organization vulnerable should problems arise. One such problem is when funding is delayed and program activities are suspended or staff salaries cannot be paid. These challenges ultimately have a negative impact on our beneficiaries.

Because BSDA needs funding to research and understand community needs, and to implement programs effectively, we will seek to build a more diverse and sustainable income base. To achieve this, BSDA will need to invest resources in building fundraising capacity and consider the potential role of social enterprise income in supporting non-profit activities.

ORGANIZATIONAL DEVELOPMENT

As a community-based organization, operating in rural Cambodia BSDA faces a number of challenges associated with the knowledge and skill levels of its staff. Although educated and skilled in their roles, it can be difficult for staff to develop wider technical skills or to keep in touch with the latest developments in their fields, often occurring beyond Kampong Cham Province or Cambodia.

During 2013, BSDA has invested a significant amount of resources in organizational development and capacity building. In particular, HR policies have been reviewed, a new appraisal system has been introduced and financial management processes were transferred from Excel to QuickBooks. As part of this process, the relevant staff received training and coaching in each of the above.

Areas of focus for continued capacity building are covered elsewhere in this plan; they include, but are not limited to monitoring and evaluation, fundraising and people and performance management. A key approach to capacity building which BSDA plans to integrate into its work is encouraging and facilitating knowledge and skills sharing and development between staff, i.e. using existing strengths to teach and learn from other staff members.

■ **STRATEGIC DIRECTIONS**

DEVELOP CROSS-CUTTING PROGRAMS THAT CONTRIBUTE TO LIVELIHOOD SECURITY, ESPECIALLY FOR WOMEN, YOUNG PEOPLE AND VULNERABLE GROUPS.

Objective 1.1 To improve access to and participation in education, life skills and vocational training.

- Provide direct education services including those at the RFKV and the Happy Happy Center (drop-in center for out of school children).
- Provide support to enable OVCs to attend school, e.g. scholarships and income generation support and awareness raising for families including home visits.
- Provide case management for the most at need OVCs who participate in our programs.
- Conduct community outreach and awareness raising, in particular aimed at increasing community understanding of the value of education.
- Provide vocational training in cooking, restaurant service, weaving and sewing and assess opportunities to expand training to include new skills.
- Work with community stakeholders, in particular CEFAC to ensure that service provision in education meets the needs of children and families, for example through a network of trained monks and youth (see objective 1.4).
- Provide preparatory training for vulnerable people who may become migrants or garment workers (including skills training and raising awareness of employee rights).



Objective 1.2 To improve wellbeing and access to quality community Health Care.

- Facilitate the early detection of key community health issues including HIV/AIDS, Tuberculosis and STD, through referrals and testing.

- Work with healthcare providers and patients to monitor that the correct treatment for key community health issues (in particular HIV/AIDS) is available and being used correctly.
- Conduct community education and awareness raising about key community health issues such as HIV/AIDS, diarrhoea and pneumonia; recognising the symptoms, understanding treatment options, and reducing the risk of infection.
- Work with community stakeholders and local authorities to ensure that community health needs are met through appropriate service provision (including ensuring effective implementation of the HIV/AIDS National Response).
- Provide PLHIV with skills and resources to do small-scale farming (for food and income generation).
- Integrate healthcare education into our other programs (for example providing health services at RKFV, promoting nutritious foods through our social enterprise and educational projects).



Objective 1.3 To increase the use of environmentally friendly practices and Climate Change Adaptation to contribute to sustainable livelihoods.

- Integrate environmental awareness and climate adaptation into our programs (e.g. building agriculture and livelihood skills which are adaptable to climate change among health and education beneficiaries, creating products from recycled goods for sale by social enterprise, using renewable energy sources).
- Promote Asset-Based Community Development (ABCD) (e.g. promote One Village One Product).
- Raise awareness of environmental issues among communities and support them to minimise their impact/protect the environment.
- Explore the potential of technology to reduce environmental impact.

Objective 1.4 Local services better meet the needs of communities.

- Develop a network of Buddhist monks and provide training to encourage and facilitate the use of social accountability tools by sub-national government.
- Promote and facilitate community participation in commune planning processes and monitoring (with a particular focus on education, health and natural resource management), also using the network of monks.
- Engage a youth movement to fight against corruption in the community.

- Work closely with communities and local government in all our program areas to increase participation and ensure that service provision better meets community needs.
- Explore the potential of technology to improve services/ meet the needs of communities.

GROW SOCIAL ENTERPRISE TO ADDRESS THE NEEDS OF YOUTH AND POTENTIAL MIGRANTS, AND PROVIDE INCOME TO HELP BSDA BECOME MORE SUSTAINABLE.

Objective 2.1 Expand social enterprise activities to increase impact, enabling trainees to be self-reliant.

- Provide high quality, appropriate training to equip trainees with the knowledge and skills to gain meaningful employment or run successful small businesses in



areas where there is demand (i.e. begin by conducting comprehensive market research to assess local business and skills needs).

- Assess communities needs and interests in relation to social business innovation for youth and vulnerable people.

Objective 2.2 Increase income generation from social enterprise activities to help BSDA become more self-sustainable.

- Proactively increase sales and explore opportunities to open new ventures for restaurant and food businesses (e.g. increase promotion and marketing, open a restaurant in Phnom Penh?).
- Expand the range of handmade products for sale, and make them available to a wider customer base (e.g. sell products made by other small-scale local producers, sell products at Smile, the gift shop and Apsara performances and produce goods for export on request).
- Start business ventures such as a Buddhist retreat center (including bungalows, hostel, restaurant, meditation center), to be built on the outskirts of Kampong Cham.
- Further explore the potential to generate income through working with partners and local communities on eco-tourism projects (e.g. cycle tours, homestays).
- Review all social enterprise activities to ensure that they are financially sustainable and seek opportunities to improve profitability without compromising on impact.

STRENGTHENING MONITORING, EVALUATING AND LEARNING SYSTEMS TO DEMONSTRATE IMPACT.

Objective 3.1 Ensure M&E system in place for implementation.

- Apply M&E tools. Review BSDA's existing M&E tools.
- Working/monitoring and follow up.
- Access to M&E system to ensure that the system works well.
- Review or update M&E system.

Objective 3.2 Build capacity of the organization to implement M&E tools/systems.

- Orientation workshop on how to use M&E system.
- Follow-up coaching provided by consultants.
- Conduct exchange visits.
- Attend M&E training by partner organisations.
- Internal follow up on trainings provided by trainers.

Objective 3.3 Ensure consistent use of existing M&E tool/system to demonstrate program impact.

- Integrate the existing M&E tasks to program implementation.
- Conduct internal assessment (Mid-evaluation and final evaluation).
- Hiring external team for impact evaluation.

DEVELOP AND IMPLEMENT A FUNDING STRATEGY TO SUPPORT SUSTAINABLE IMPACT.

Objective 4.1 Conduct research to inform fundraising.

- Form internal team that will guide future research.
- Develop ToR and area of priorities for research.
- Hire external consultant to undertake.
- Follow up with the consultant.

Objective 4.2 Develop fundraising strategy to secure funding for programs.

- Organise internal team for fundraising.
- Research grant opportunities and methods of fundraising.
- Improve information and communication online to promote BSDA and its programs.
- Start fundraising campaigns online and also in communities.
- Use network of connections that BSDA has to disseminate information.

Objective 4.3 Submit joint proposals in partnership with other NGOs.

- Communication with stakeholders/partners and donors.
- Identify possible opportunities for future projects.
- Internal fundraising team to write concept proposals to send to partner NGOs.

Objective 4.4 Submit proposals to gain funding for new projects and existing projects.

- Internal fundraising team start looking opportunities online for grant applications.
- Find specific grant opportunities that are in-line BSDA's goals.
- Allocate budget cost for proposal writing.
- Hire proposal writer for proposal writing.

STRENGTHEN ORGANIZATIONAL CAPACITY TO SUPPORT PROGRAM QUALITY AND LEARNING.

Objective 5.1 Staff are actively engaged, confident and feel motivated to improve in their job duties.

- Conduct regular and consistent personal appraisals.
- Learning best practices from the other organizations.
- Form groups in BSDA for staff to share knowledge.
- Staff can join relevant forums (such as NGO networks and Linked In discussion groups).
- Supervisors to management to provide reward and recognition to staff for hard work and achievements.
- Staff are given opportunities to rotationally take up other tasks outside their job role to gain experience in other skills.

Objective 5.2 Staff improve their knowledge and can conduct tasks more efficiently and innovate in their jobs to be more effective.

- Key management staff provide regular sharing of knowledge.
- Staff in Finance, M&E, HR and Program departments have regular meetings to discuss areas for performance improvement.
- Follow up any training provided by external consultants internally.



ANNEX

CLIMATE ADAPTATION

Making changes to lower the risks posed by the threat of climate change (e.g. less weather-sensitive agriculture).

ECO-TOURISM

Tourism in harmony with, and intended to promote respect for, the natural environment.

HOUSEHOLD LIVELIHOOD SECURITY

For BSDA Household Livelihood Security includes:

- A secure and adequate income throughout the year.
- Educational opportunities for all.
- Access to quality and affordable community-level health care services.
- Food security and access to potable water.
- Opportunities to participate in community development.

LIFE SKILLS

Skills which help people to manage their own daily lives including communication, financial literacy, decision-making, personal awareness, how to apply for jobs or start a small business and knowledge about personal health and hygiene.

METTA

Loving kindness and the altruistic attitude of love and friendliness as distinguished from mere amiability based on self-interest. It evokes a warm-hearted feeling of fellowship, sympathy and love, which grows boundless with practice and overcomes all social, religious, racial, political and economic barriers.

ORPHAN

In the Cambodian context an orphan is a child who has lost one or both parents.

QUALITY OF LIFE

The general wellbeing of individuals and communities, including factors such as education and income opportunities, healthcare, living environment, leisure time and social cohesion.

SOCIAL ACCOUNTABILITY

Actions on the part of government and other actors that promote or facilitate the ability to hold the state to account for its policies and actions. Social Accountability can also refer to the range of tools which citizens can use to hold the state to account.

SOCIAL ENTERPRISE

An organization or activity which aims to achieve both financial return and social impact.

VOCATIONAL SKILLS

Knowledge and abilities needed to fulfill a particular job.

VULNERABLE PEOPLE

People who are at greater risk of suffering hardship or are marginalized by society; for example if they suffer from particular health conditions such as HIV/AIDS, or lack appropriate family support, as in the case of orphans.

WELLBEING

A general measure of a person's state in terms of physical and mental health, and the extent to which their social and economic needs are met.

ACRONYMS

BSDA: Buddhism for Social Development Action
CEFAC: Commune Education For All Commission
HIV: Human Immunodeficiency Virus
HR: Human Resources
INGO: International Non-Governmental Organization
M&E: Monitoring and Evaluation
NGO: Non-Governmental Organization
OVC: Orphans and Vulnerable Children
PLHIV: People Living With HIV/AIDS
PWUD: People Who Use Drugs
RFKV: Rice Field Kids Village
STD: Sexually Transmitted Diseases
ToR: Terms of Reference





***FOR FURTHER INFORMATION ABOUT THE
NGO, ITS CURRENT PROJECTS AND ITS
FUTURE PLANS, PLEASE CONTACT US.***

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