



**OPERATIONS ENFANTS DU CAMBODGE**

## **Self-Evaluation Report**

**Strategic Plan 2011 – 2015**

January-April 2016

## CONTENTS

<b>Preamble</b>	<b>Pages</b>
I- Introduction	3
II- Executive Summary	4
III- Methodologies	4-5
IV- Evidence/Judgment/Recommendations by Review Groups	5-6
V- Final Conclusion Made by Principal Committee	6
Appendixes	
1- List of Manager Committee Members	7
2- Term of Reference for Self-Evaluation of Strategic Plan 2011-2015 and Development of 2016-2020 Strategic Plans for Operations Enfants du Cambodge	8-10
3- Time Table for Implementation of Self-Evaluation of Strategic Plan 2011-2015	11-12
4- SWOT Analysis of Ten Strategic Objectives of Strategic Plan 2011-2015	13-15
5- SWOT Analysis of Three Programs, C RDP, PWD/LVS/P and RWEP	16-19
6- Variation of Projects In the Three Programs During Implementation of the Strategic Plan	20-22

## I- INTRODUCTION

### Overview

Operations Enfants du Cambodge took its birth on 1st March 1996, authorized by Ministry of Interior, under the name of "Operations Enfants de Battambang" (OEB). The fruitful development of the activities permitted Operations Enfants de Battambang (OEB) to take a new name, Operations Enfants du Cambodge (OEC), approved on 5 December 2006 by Ministry of Interior again. From January 2011, OEC established its strategic plan (SP) 2011 –2015 having 10 Strategic Objectives and exercising its Mid-term Review (MTR) from 15 June 2011 to August 2013. MTR felt satisfied with the three programs, CRDP, PWD/LMVS/P and RWEPP well formed, led by individual **Program Manager** nominated Honorary and benevolently for managerial, technical and social development, with the objective of achieving outcomes and benefits for the organization and the targeted groups. As final recommendation, the MTR recommended that OEC should make great effort in the remaining time of strategic plan to raise fund for human rights education in primary and secondary school, respecting World Program for Human Rights Education, especially article 26 of UDHR and to strengthen existing class and student's council for Building Positive Teacher-Student Relationships. Additionally OEC should also try its best to realize Rural Women Empowerment, respecting article 14 of CEDAW and Cambodian Millennium Development Goal 3: Promote gender equality and empower women.

Considering the recommendation of MTR, OEC continued its operations depending on its potential work and the trend of donors, usually referring to World programs, such as MDG, SDG or UPR. Among them some donors supported long term projects; the others supported short projects that made the three programs have unequal number of project with different length of time. In spite of that, OEC worked following:

#### *Its Vision:*

Disabled children, handicapped people caused by mines, young people and children in areas facing difficulties in Cambodia receive heightened capabilities, good standing of life, with dignity, freedom, adequacy and equality of opportunity, living with each other in the society full of peace and prosperity.

#### *Its Mission:*

Our mission is to build and raise capabilities, and good living condition of the above targeted people by means of primary health care, rehabilitation of working possibilities, reproductive health; support human rights education in formal and non-formal settings in education and life skills development, by strengthening existing communal structure, and supporting logical initiatives of local people for cooperation.

#### *Its Core Values:*

We use our integrity in endeavoring to respect, protect and promote the fulfillment of children's rights and obligations of all Cambodians to solve children problems based on national laws, international bill of rights and the real existing conditions. We therefore commit ourselves to the following:

- To be non-partisan and non-discriminatory,
- To promote equality of access, equality of opportunity and equality of outcome of Cambodian children,
- To adhere to the principles of democratic governance

## **II- EXECUTIVE SUMMARY**

Operations Enfants du Cambodge (OEC) has established its strategic plan 2011 – 2015 with 10 strategic objectives and by setting 3 programs, Children’s Rights Development Program (**CRDP**), People with Disabilities and Landmine Victims/Survivors Empowerment Program (**PWD/LVS/P**) and Rural Women Empowerment Program (**RWEP**), with one project, extra-program, fighting drug as special project. From 15 June to 11 September 2013, OEC conducted Mid-term Review whose recommendations asking OEC to make great effort in the remaining time of strategic plan in raising fund for human rights education in primary and secondary school for full filling of CRDP and respecting World Program for Human Rights Education; additionally they asked OEC to realize Rural Women Empowerment, respecting article 14 of CEDAW and Cambodian Millennium Development Goal 3: Promote gender equality and empower women.

During the SP, human rights education in primary and secondary school was not accomplished, but through inclusive education in six provinces of Cambodia with implementation of Child-friendly schools and children council, the human rights, children rights and women rights have been treated. Concerning Rural Women Empowerment, as part of the **RWEP**, a long term project, Smiling Family Program starting from 2005 ended its term at the end of 2011, the first year of the SP. In addition, OEC has a chance of getting NOURISH project focusing on pregnancy and nutrition beginning from the fourth year of the SP and continuing beyond the plan. Including in **PWD/LVS/P**, two long term projects, the Socio-Economic Reintegration of Landmine People Survivors (AAM) operating from 2004 finished its term on 2015; another project, Towards Sustainable Income Generation Activities for PWDs and LMVS (TIGA) beginning form 2008 to 2015. No one of them continues beyond the SP. During the SP term, the **CRDP** has 8 projects, four of them, the project “Children without appropriate care”(Inclusive education in 6 provinces) supported by SCI/IKEA/EAC; two projects of the same name, “Improving Education and Health care of the poor children and children of the families affected by HIV/AIDS”(Scholarship), one supported by SCHMITZ STIFTUNGEN, another by KINDERMISSIONSWERK and the fourth, “Smiling Cambodian Children” supported by BICE/AOK Foundation /Kindermissionswerk /Misereor (Child-friendly spaces) continue beyond the plan. The three programs have in total 13 projects with starting and ending date differently, among them only 5 continuing beyond the SP.

In balancing the real needs in the country with the MDG, SDG, UPR and the World Program for Action, the Self-Evaluation Committee recommended for the next strategic plan 2016-2020, to shorten the Vision, Mission and Core Values; to maintain the three programs with large objectives; to raise new supporting fund for creation of project(s) filling the empty program and to design projects respectively responding to the three main programs in reconsidering human rights education in primary and secondary school system and rural women empowerment.

## **III- METHODOLOGIES**

### **1- Term of Reference**

A term of reference was issued to clarify the purpose of self-evaluation of strategic plan 2011-2015 which is to verify the success or constraints, or difficulties encountered during the five year-implementation of the plan, more important for the implementation of the three programs, CRDP, PWD/LVS/P and RWEP, that means to see the development of all activities, such as financial management, relation of cross-programs or cross projects, as information sharing, program tracking and consulting to find the points to be strengthened, to be replenished for the next strategic plan, 2016 – 2020, with detailed description of:

- Objectives of self-evaluation of the strategic plan;
- Component of the self-evaluation strategy;

- The timing of the evaluation and Methodology of the evaluation;

## **2- SWOT analysis of the 10 strategic objectives of the SP 2011-2015**

Respecting the time table for implementing the Self-evaluation, the programs organized a joint meeting between all their staffs for studying achievement, constraints responding to the ten strategic objectives of the SP 2011-2015, using SWOT to identify strength and weakness internally and then to find opportunities and threats externally.

## **3- SWOT analysis of the three programs performed by all OEC staff during staff retreat at Rattanak Kiri (3-4 April 2016)**

All OEC staffs used the last two days of the four-day retreat, co-facilitated by the three respective program managers analyzing the implementation of the strategic plan and all the programs activities, inter-relation of the programs through SWOT exercise. How the five-year strategic plan is progressing. The finding of the products found in the five year-plan and description of changes to program activities based on evaluation findings.

## **4- Finalization of the findings by the Principal committee**

The last week of April, the principal committee members held its meeting for common analysis and decision making.

# **IV- EVIDENCE/JUDGMENTS/RECOMMENDATIONS BY REVIEW GROUPS**

### **a) Synthesis, Comment and Suggestions by Project Managers:**

1. Keep the three programs, **CRDP**, **PWD/LVS/P** and **RWEP** running in the next strategic plan, 2016-2020, because they have large meaning for decomposition in diverse projects;
2. Set strategic objectives of the next strategic plan to achieve only the main goals of the three programs;
3. Make great effort to get support realizing the UN framework for Human Rights education in school system and to concretize the article 14 of CEDAW and the declaration of Beijing Platform for Action.
4. Drop down other strategic objectives not responding to the three programs adopted.

### **b) Synthesis, Comment and Suggestions by All the three Program managers in participation with all staff during the Retreat**

1. In the Program **CRDP** , the projects operating in full strategic plan and still continuing beyond the SP are: 1-Children Without Appropriate Care, 2- The two projects, Improving Education and Health Care of the Poor Children and Children in the families affected by HIV/AIDS and 4-The Smiling Cambodian Children, which respond to (a)-Convention against Discrimination in Education; (b)-Goal 2 of MDG about to achieve universal primary education and (3)-Goal 3 and 4 of the Sustainable Development Goals concerning About to attain healthy life for all at all ages and to provide equitable and inclusive quality education and life-long learning opportunities for all.

**Conclusion:** To keep the **CRDP** going on in the next 2016-2020 Strategic plan with large objective;

2. No one of the three projects in **PWD/LVS/P** continues beyond the plan, but the past outcome was very satisfied. It responds to the existing situation in Cambodia as included in CMDG9. The PWD/LVSP is meaningfully supported by the MDG1 about to eradicate extreme poverty and hunger, and the number 1,3 and 8 of the SDG about to end poverty in all its forms everywhere, to attain healthy life for all at all ages and to promote strong, inclusive and sustainable economic growth and decent work for all

**Conclusion:** To keep the **PWD/LVS/P** going on in the next 2016-2020 Strategic plan with large objective.

3. The **NOURISH** project starting from the middle **RWEP** and still going beyond the plan entering then in the 2016-2020 Strategic serving the MDG1 and 2 about to reduce child mortality and to improve maternal health, but OEC should pay attention to the Goal 1,3,5 and 8 of the SDG about to end poverty in all its forms everywhere, about to attain healthy life for all at all ages and about to attain gender equality, empower women and girls everywhere and about to promote strong, inclusive and sustainable economic growth and decent work for all, that to raise fund for developing rural women enabling them to run small business for financial power.

**Conclusion:** To keep the **RWEP** going on in the next 2016-2020 Strategic plan with large objective and enrichment of other projects for rural women empowerment.

#### 4. **GENERAL CONCLUSION**

- To maintain the precious three programs, **CRDP, PWD/LVS/P** and **RWEP** in the next strategic plan, because they respond to the real needs of the country and in accordance with the SDG referred by international donors;
- To set strategic objectives of the next plan enclosing the three programs, dropping down the others not related to the said programs;
- To raise new supporting fund for creation of project(s) filling the empty program;
- To shorten Vision, Mission and Core Values of the next strategic plan, but covering a large aspect;
- To design projects respectively responding to the three main programs in reconsidering human rights education in primary and secondary school system and rural women empowerment.

### **V- FINAL CONCLUSION MADE BY PRINCIPAL COMMITTEE (PC)**

Recognizing good participative management with respect and strong implementation in conformity with good governance and all principal policies, mainly Human Rights Policy, Human Resource Policy and Financial Policy, with no administrative and financial risk in the course of strategic plan 2011 – 2015, the Principal Committee adopted the General Conclusion of the self-evaluation decided commonly by the staff retreat, with regards to real situation of the country, various world programs and donors' trends proposed the following shortenings for the next strategic plan 2016-2020:

#### **NEW PROPOSED VISION, MISSION and CORE VALUES FOR THE NEXT STRATEGIC PLAN**

**Vision:** Children and Cambodian people of all conditions and categories enjoy basic rights for life development, full of hope, security and prosperity.

**Mission:** To bring local authorities and communities' members in common effort and activities for empowering children, people with disabilities and rural women.

**Core Values:**

We believe and implement strictly the eight principles of Good Governance.

Appendixes:

1. List of Principal Committee Members for Self-Evaluation of SP 2011-2015
2. Term of Reference for Self-Evaluation;
3. Time Table for implementation of Self-Evaluation;
4. SWOT analysis of the ten strategic objectives of the SP 2011-2015;
5. SWOT analysis of the three programs, CRDP, PWD/LVS/P and RWEF.
6. Variation of the project in the three programs.

**List of Principal Committee Members  
for Self-Evaluation of SP 2011-2015**

N <sup>o</sup>	Names	Principal Function	Cumulative Function	Date of Birth
1	Ms. Tith Davy	Executive Director	Mgt. Comt member	02.07.1948
2	Mr. Meak Marin	Program Coordinator	-id-	17.01.1950
3	Mr. Dos Roeungdeth	Admin Manager	-id-	01.05.1961
4	Ms. Chhim Vannara	Financial Manager	Chairperson of Management Committee	07.08.1991
5	Mr. Chhoeung Chhun	Project Manager of the Project funded by Kindermissionswerk	-id-	05.07.1955
6	Mr. Hak Sokly	Project Manager of the Projects funded by SCI/IKEA and SCI/AEA	Project Manager of Children Without Appropriate Care & Mgt. Com member	01.01.1984

**TERM OF REFERENCE FOR SELF-EVALUATION OF STRATEGIC PLAN 2011 – 2015**  
**AND**  
**DEVELOPMENT OF 2016 – 2020 STRATEGIC PLANS FOR**  
**OPERATIONS ENFANTS DU CAMBODGE**

**I- Background**

Operations Enfants du Cambodge took its birth on 1st March 1996, authorized by Ministry of Interior, under the name of "Operations Enfants de Battambang" (OEB), first, to serve children of father or mother wounded by mine explosion, or parents member infected by HIV/AIDS, hospitalized in reference hospital of Battambang. Supported by international organizations and foundation, OEC extended its activities to support orphans of AIDS parents, disabled children, children of poor families, children living in remote areas facing difficulties, empowering poor children and young people not attending formal school by constructing classrooms collaboratively with villagers, conducted by contracted teachers sponsored by donor to develop education, child's rights and basic health care in remote areas. Other supporting activities spread out to the five North-Western provinces of Cambodia. The fruitful development of the activities permitted Operations Enfants de Battambang (OEB) to take a new name, Operations Enfants du Cambodge (OEC), approved on 5 December 2006 by Ministry of Interior again. From January 2011, OEC established its strategic plan 2011 –2015 by assembling all OEC projects in three main programs to be managed and coordinated as one unit with the objectives of achieving outcomes oriented towards OEC vision, **Children's Rights Development Program (CRDP)** which is to promote the rights and responsibility of children, teachers parents and citizens in realizing the respect and co-operation among schools and community around to build learning atmosphere and human rights culture, and that the elimination of all form of discrimination and exploitation of children; **Rural Women Empowerment Program (RWEP)** which is to develop women rights of human rights and gender equality with safe sex and birth spacing related to children rights, inseparable from their motherhood, through promotion of social, cultural, economic, educational, legal, decision making, health, technology, equal rights and freedom of expression, development, focusing mainly on 4reinforcements of their rights and capabilities in practicing income generating activities, supported by men/husbands, for financial power to improve family life standing that allows children to attend school successfully for future replacement of adults, and **People with Disabilities and Landmine Victims/ Survivors Empowerment Program (PWD/LVS/P)** which is to improve economic, social, cultural, standing and human rights of people with disabilities, including landmine victims and survivors, opening opportunity of their children to enjoy their rights to access to good quality of education, keeping drug fighting as special project apart.

The midterm review was conducted by management committee of OEC starting from 15 June to 7 September 2013 wherefrom a decision to keep the strategic plan as planned in asking only OEC to raise fund for the two remaining projects which respond actually to the present circumstance, human rights education in primary and secondary schools and rural women empowerment.

In working scope of 2011-2015 strategic plans, OEC ran in total 13 projects, 8 projects managed and coordinated by CRDP, 3 projects by PWD/LVS/P and 2 project by RWEP, all of them with different length of time. Some began before creation of the strategic plan and reached their end within the planning period; some others start in some date of the plan and will continue to next period depending on determination of the concerned donors.

**II- Reference**

- Annex 1 : Strategic plan 2011-2015
- Annex 2-1 : Description of CRDP
- Annex 2-2 : Description of PWD/LVS/P

- Annex 2-3 : Description of RWEP
- Annex 3 : Mid-term Review of the 2011-2015 strategic plan
- Annex 4 : Variation of projects within the 2011-2015 strategic plan.

### **III- Introduction**

During the strategic plan 2011-2015, OEC has worked closely with Adopt-A-Minefield (AAM), running the project “Socio-Economic Reintegration of Landmine People Survivors”; with SvenskaPostk of Stiftelsen, running the project “Improving quality of Life for People with Disabilities” ; with Australian Red Cross, running the project “Inclusive Education for Children with Disabilities”; with co-sponsors BICE International Catholic Child Bureau, MISEREOR IHR HILFSWERK and Kinder MISSIONSERK, running the project "Smiling Cambodian Children”; with European Community (EC) through Handicap International, running the project “Towards Sustainable Income Generation Activities for Landmine Victims”; with Save the Children International (SC//AeA/EAC), running the project “ Ensuring the rights of children with disabilities”; with KHANA, running the project “HIV/AIDS and Drug USE Prevention”; with Schmitz-Hille-Stiftung, running the project “Improving Education and Health care of the poor children and children of family affected by HIV/AIDS”; with ILO/IPEC, running the project “Toward the elimination of Child Labor in Brick Factory Sector and in other fields”; with Family Health International, running the project “Smiling family Program (SFP)”; with UNICEF, running the project “Home Care Based and School Integration for Children with Disabilities ”; with Friends International, running the project “Improving Equality of Opportunity and Outcome of Cambodian children”; with Kinder Missionswerk, running the project “Improving Education and Health care of the poor children and children of family affected by HIV/AIDS” and Promoting Rights to Development for Children of Incarcerated persons; with USAID/Nourish, running the project “Integrated Nutrition, Hygiene, and Sanitation” .

The operational fields have been the selected communes and districts in the province of Battambang, Banteay Meanchey, Pailin, Kampong Cham, Siem Reap, Preah Vihear, Kampong Chhnang, Pursat and Koh Kong, where in the program and project’ staffs have worked closely with provincial officials and communal authorities, mainly commune council members, commune committee for women and children, provincial and district education staffs, including communal social affairs.

### **IV- Purpose of self-evaluation of the strategic plan 2011-2015**

The purpose of self-evaluation of strategic plan 2011-2015 is to verify the success or constraints, or difficulties encountered during the five year-implementation of the plan, more important for the implementation of the three programs, CRDP. PWD/LVS/P and RWEP, that means to see the development of all activities, such as financial management, relation of cross-programs or cross projects, as information sharing, program tracking and consulting to find the points to be strengthened, to be replenished for the next strategic plan.

### **V- Objectives of self-evaluation of the strategic plan:**

- 1) Assess progress of implementation of the strategic plan against the key targets as set by the ten strategic objectives for 2011-2015.
- 2) Identify the challenges experienced, lessons learnt and best practices during the implementation of the strategic plan, interventions in the five years.
- 3) Detection of deficiency and identification of areas for change or modification in the next planned intervention strategies.
- 4) Propose recommendations and adjustment to the strategic plan, implementation modalities and management policies for the next strategic plan and subsequent alignment to the new requirement.

- 5) Review the project in every program of strategic plan aligned with resources available from donors.

#### **VI- Component of the self-evaluation strategy**

The principal committee is composed of all members of Management Committee (8 persons) led by the chairman of management committee. The principal committee is subdivided in three subcommittees, mainly the subcommittee of **CRDP** led by the Program managers assisted by its project teams; the subcommittee of **PWD/LVS/Pl** led by the program manager assisted by its project teams and the subcommittee of **RWEP** led by the Program manager assisted by its project teams. All relative district, communal council and CCWC members, social and educational staff of the lieu are participative members.

#### **The timing of the evaluation and Methodology of the evaluation**

The Self-Evaluation of the strategic plan 2011-2015 start from 1<sup>st</sup> January to the end of April 2016 respecting the following time scheduled:

- The full day of the 1<sup>st</sup> January 2016 is used by MC to clarify the process of doing Self-Evaluation by asking first all members to re-read all referencing documents and different annexes. The role of principal committee, subcommittees, and meeting with the partners in operational fields, direct talk, and research by using questionnaires or direct interview are discussed, plus phrasing survey questions, type of questions and analysis, synthesis of survey results.
- January and February 2016 are reserved for the proper Project manager and his/her own team members to conduct survey by using questionnaire form for their sample groups or direct interview, or plenary discussion in the project term and then organizing joint meeting in the program for synthesizing data information in a program data framework.
- In the 4<sup>th</sup> week of March: Joint meeting of all the three programs for studying achievement or constraints responding to the ten (10) strategic objectives of the SP 2011-2015 with examination of causative facility and filling performance indicator matrix.
- During the 1<sup>st</sup> week of April, all OEC staffs in retreat evaluate the SP 2011-2015 using SWOT exercise.
- During the last 15 days of April, the principal committee of Self-Evaluation finalizes the evaluation and designed 3 people to established evaluation report.

#### **Evaluation Report**

Evaluate the implementation of the strategic plan and all the programs activities, inter-relation of the programs. How the five-year strategic plan is progressing. The finding of the products found in the five year-plan and description of changes to program activities based on evaluation findings.

## Timetable for Implementation of Self-Evaluation of Strategic Plan 2011-2015

Tasks	First Quarter of 2016				Person in charge
	Jan	Feb	Mar	Apr	
A full day of the 1 <sup>st</sup> January is used by MC to clarify the process of making Self-Evaluation of the Strategic Plan 2011-2015	1 <sup>st</sup>				Chairman of MC
The proper Project manager and his/her own team members conducts survey by using questionnaire form for their sample groups or direct interview, or plenary discussion in the project term and then organizing joint meeting in the program for synthesizing data information in a program data framework.	28/02/16				Program Manager
Joint meeting of all the three programs for studying achievement or constraints responding to the ten strategic objectives of the SP 2011-2015 with examination of causative facility and filling performance indicator matrix			Week 4		Joint meeting of the Program managers
Evaluation of SP 2011-2015 using SWOT				Week 1	All staff participating in the retreat
Finalization and writing evaluation report				Last 15days	The principal committee and its 3 persons designed.

### LIST OF COMMITTEES MEMBERS FOR SELF-EVALUATION OF STRATEGIC PLAN 2011-2015

Tasks	Responsible persons
Management committee	Chairman:
(1). Data collection and recording information from partners and territorial authorities in operational fields	All Program managers and their team members
(2). Analysis of data information, comments and making synthesis with examination of environment factors and filling performance indicator matrix	Joint meeting of all programs managers
(3). Analysis through SWOT	All staff participating in the retreat from 02 to 05/4/16
Finalization	Common an analysis and decision making by all principal members(3 persons designed for

	writing evaluation report): Meak Marin, Chhoeung Chhun, Hak Sokly
Approbation	The Chairperson of the Board of Directors

**Revising the Five-year Strategic Plan  
2011 – 2015**

**By Program Managers and All Staff  
During Staff Retreat on April 2016  
at Rattanak Kiri province**

**SWOT ANALYSIS of Ten Strategic Objectives of the SP 2011-2015**

Program Component	Internal Assessment Table		External Assessment Table	
	Strengths	Weaknesses	Opportunities	Threats
<b>CRDP</b>	The program has 8 projects, among them, the project Children without Appropriate care (Inclusive education in 6 provinces supported by SC/IKEA/EAC, two projects of the same name, Improving Education and Health Care of the Poor Children and children in the families affected by HIV/AIDS (Scholarship), one supported by SS, another one by KMSW and the project Smiling Cambodian Children supported by BICE International Catholic Child Bureau, MISEREOR IHR HILFSWERK and AOK (Child-friendly spaces) continue beyond the plan. The others, Home Care Base and School Integration for Children with Disabilities supported by UNICEF, ended in 2012, the project Inclusive Education for Children with Disabilities supported by ARC: ended in 31Dec 2012, the project Toward the elimination of Child Labor in Brick Making Sector and in other fields supported by ILO/IPEC ended in 2012 and the project Improving Equality of Opportunity and Outcome of Cambodian children (Child protection) supported by FI/UNICEF ended on 30/09/2014. The four continuants are in Education field to protect the rights of equal access to quality of education.	<ul style="list-style-type: none"> <li>- Dependence on possibilities and tendency of donors in response to children rights.</li> <li>- Human rights education in school system not yet accomplished.</li> </ul>	<ul style="list-style-type: none"> <li>- Official authorities of all levels support projects activities, mainly the head of district social affairs, women affairs, educational staff, council committee members, CCWC, heads of commune and village.</li> <li>- Targeted groups and people participated actively in the projects.</li> <li>- CRC, CEDAW, CADE,</li> <li>- Goal 4 of the Universal Development Goal of UN;</li> <li>- Cambodian Millennium Development Goals;</li> <li>- Cambodian Education Law, Cambodian Law on the protection and the promotion of the Rights of Persons with Disabilities, Law on the Prevention of Domestic Violence and the Protection of Victims, Law on suppression of Human Trafficking and Sexual Exploitation,</li> </ul>	<ul style="list-style-type: none"> <li>- Economic situation, emigration, and harvest season still remain in cause of irregularity.</li> </ul>
<b>PWD/LVS/P</b>	This program has 3 projects: 1- Socio-Economic Reintegration of Landmine People Survivors (AAM) started from 2004 to 2015. The main objectives are to support primary medical care, aid to householder during hospitalization of the victim, rehabilitation and socio-economic reintegration of mine victims, including assistance to their children learning. 2- Towards Sustainable Income Generation Activities for PWDs and LMVS.(TIGA I-II) supported by EU/DFID through Handicap International to Promote welfare of PWDs, landmine/ERW victims through provision of quality rehabilitation, social services, life skills education and small business holders, starting from 2008 to end on December 2015. 3- Improving Quality of Life for People with Disability supported by SVENSKAPOSTKODSTIFTELSEN through Cambodian Mine Action Centre (CMAC), following the objective of	<ul style="list-style-type: none"> <li>- Dependence on possibilities and tendency of donors in response to disability issues.</li> <li>- No one continues after 2015.</li> </ul>	<ul style="list-style-type: none"> <li>- Support politic and some materials from Disability Action Council;</li> <li>- Convention on the rights of persons with disabilities;</li> <li>- Cambodian Law on the protection and the Promotion of the rights of Persons with Disabilities;</li> </ul>	<ul style="list-style-type: none"> <li>- Emigration causes replacement in TIGA project;</li> <li>- Some distant locations of beneficiaries cause delay of device replacement or adjustment.</li> </ul>

	the area of people's living conditions; the focus is on poverty reduction, promotion of human rights and peace building, a two-year project ended in 2012.			
<b>RWEP</b>	<p>This program has two projects with different starting date and length of work:</p> <p>1- Smiling family Program (SFP) from 01 February 2007, supported by Global Fund Round 5 through FHI Cambodia. The project worked with military families and civilian families living around military barracks in the view of reducing the HIV vulnerabilities of high-risk families, increasing the accurate knowledge and strengthening the capacity of military families in 5th Region, which took its end on August 2011;</p> <p>2- The NOURISH project, a five-year project with annually planning from Aug 2014 aiming at improving the nutrition status and well-being of women and children under five years, under-served in rural communities by supporting village health support groups (VHSGs) to deliver quality nutrition services and establishing strong links to health centers, collaborating with agriculture sector, offering opportunities to address food security constraints, and broad reach within the community to promote social and behavior change for improved nutrition. The project continues beyond the strategic plan.</p>	<ul style="list-style-type: none"> <li>- Delay in decision about choosing operational areas;</li> <li>- Delay in deciding the determined number of Dos</li> <li>- Long discussion on setting criteria for selecting targeted women</li> </ul>	<ul style="list-style-type: none"> <li>- Actions needed to address child malnutrition, mentions in the United Nations Global Nutrition Agenda;</li> <li>- CMDG 4 and 5;</li> <li>- Goal 2-3-5 of the Sustainable Development Goals of UN;</li> <li>- National Strategy for Food Security and Nutrition, 2014-2018;</li> <li>- Official authorities of all levels support the projects activities, mainly the head of district social and Women affairs, strongly from CCWC.</li> </ul>	<ul style="list-style-type: none"> <li>- Low economic standing of beneficiaries;</li> <li>- Push and Pull factor of migration;</li> <li>- Absence of logical financial support to beneficiaries</li> <li>- All of these cause irregularity in participation</li> </ul>
<b>HIV/AIDS and Drug Prevention (Special project)</b>	<p>The project was supported by KHANA to implement the strategy of using education as ways of protection, prevention and elimination of illicit use of drugs for strengthening social safety from 26 April 2006 to 15 December 2014 during the period term OEC used 3 strategies : 1- Drug education; 2-Sensitization and 3-Participation in response. As result, among the total 668 drug users, 147 definitely stop consuming; 378 half potential reduces and 146 still in habitude.</p>	<p>Migrants to Thailand working in heavy condition, partial of them used Yama or Ice. When returning home they began to reduce consumption again. Therefore these workers remain in rotation circle.</p>	<ul style="list-style-type: none"> <li>- The United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988;</li> <li>- Cambodian law on the Control of Drugs on 09 December 1996;</li> <li>- The Sub-National Institutions level, from province, district and commune partnered with OEC, cooperating closely with each other combating drugs and other infectious diseases.</li> </ul>	<p>Since the secret trafficking network in nearby country still exists and they use Cambodia as transit and dropping point the concern about drugs does not completely disappear.</p>

**Synthesis, Comment and Suggestions by All the three Program members and all participants during Staff Retreat**

1. In the Program **CRDP**, the projects operating in full strategic plan and still continuing beyond the SP are: 1- Children Without Appropriate Care, 2- The two projects, Improving Education and Health Care of the Poor Children and Children in the families affected by HIV/AIDS and 4- The Smiling Cambodian Children, which respond to (a)-Convention against Discrimination in Education; (b)-Goal 2 of MDG about to achieve universal primary education and 3- Goal 3 and 4 of the Sustainable Development Goals concerning About to attain healthy life for all at all ages and to provide equitable and inclusive quality education and life-long learning opportunities for all.

**Conclusion:** To keep the **CRDP** going on in the next 2016-2020 Strategic plan with large objective.

2. No one of the three projects in **PWD/LVS/P** continues beyond the plan, but the past outcome was very satisfied. It responds to the existing situation in Cambodia as included in CMDG9. The PWD/LVSP is meaningfully supported by the MDG1 about to eradicate extreme poverty and hunger, and the number 1, 3 and 8 of the SDG about to end poverty in all its forms everywhere, to attain healthy life for all at all ages and to promote strong, inclusive and sustainable economic growth and decent work for all.

**Conclusion:** To keep the **PWD/LVS/P** going on in the next 2016-2020 Strategic plan with large objective.

3. The NOURISH project starting from the middle RWEF and still going beyond the plan entering then in the 2016-2020 Strategic serving the MDG1 and 2 about to reduce child mortality and to improve maternal health, but OEC should pay attention to the Goal 1,3,5 and 8 of the SDG about to end poverty in all its forms everywhere, about to attain healthy life for all at all ages and about to attain gender equality, empower women and girls everywhere and about to promote strong, inclusive and sustainable economic growth and decent work for all, that to raise fund for developing rural women enabling them to run small business for financial power.

**Conclusion:** To keep the **RWEF** going on in the next 2016-2020 Strategic plan with large objective and enrichment of other projects for rural women empowerment.

#### **GENERAL CONCLUSION**

- To maintain the precious three programs, **CRDP**, **PWD/LVS/P** and **RWEF** in the next strategic plan, because they respond to the real needs of the country and in accordance with the SDG referred by international donors;
- To set strategic objectives of the next plan enclosing the three programs, dropping down the others not related to the said program;
- To shorten Vision, Mission and Core Values of the next strategic plan, but covering a large aspect;
- To design projects respectively to the three main programs.

**Revising the Five-year Strategic Plan  
2011 – 2015  
January-February 2016  
by Joint Meeting of Program Managers**

**SWOT ANALYSIS of the Three Programs, CRDP, PWD/LVS/P and RWEP**

Strategic Objectives (SO)	Internal Assessment Table		External Assessment Table	
	Strengths	Weaknesses	Opportunities	Threats
<b>SO1-</b> To come to an end from 2011 to 2015, by grouping all projects in three programs, <b>Children’s Rights Development Program (CRDP), Rural Women Empowerment Program (RWEP) and People with Disabilities and Landmine Victims/ Survivors Empowerment Program (PWD/LVS/P)</b>	All the projects were grouped in the three programs, Children’s Rights Development Program (CRDP), Rural Women Empowerment Program (RWEP) and People with Disabilities and Landmine Victims/ Survivors Empowerment Program (PWD/LVS/P) as planned. They have individually their own program manager.	OEC had no possibility to get international donors serving equally the 3 programs that depended on tendency and specialty of donors.	Seven (7) International Donors supported <b>CRDP</b> ; 3 supported <b>PWD/LVS/P</b> and 2 supported <b>RWEP</b>	The projects operating with different starting and ending date. There was some short project not operating in full strategic plan.
<b>SO2.</b> To prepare documents and conduct training for OEC staff on human rights, women rights and children rights of human rights; inter-relation between Human Rights and Democracy; Human Rights and Good Governance; human rights and development; human rights and the UN Millennium Development Goals (MDG)	The strategic objectives 2 were completely accomplished 2016 Apart from that, additional life skills, such as how to identify roots causes, analysis system, working in team, the 4Hs, Good leadership, principal teaching technique for the project working with children: Bloom Taxonomy, method of text explication, Socratic techniques and the use of chain of questions.	Some staffs worked actively in the fields with good communication skills with local partners, but still poor in reading and reviewing of what having taught.	Facility of searching teaching documents from UN Committee of HR, WR, CR and from other department of UN, including a big number from Cambodian official services.	N/A
<b>SO3.</b> To implement the instruction of World Program for Human Rights Education of the first phase 2005 – 2009, second phase 2010 -2014 and the Curriculum Development of the Cambodian Ministry of Education, Youth and Sport, received by the UN High Commissioner for Human Rights on 31 January 2008, by conducting formal and informal human rights	In the aim of strengthening and protecting human rights, OEC has established Human Rights Policy, Gender Equality Policy, Child Protection Policy and disability policy including staff training for integrating in their operational fields. Parents, teachers, district and communal authorities UNHCR, CEDAW, CRC and the rights of	Due to the workload of the thirteen projects, among them five working on the basis of UDHR, CEDAW and CRC, the Strategic Object 3 remains then in expectation but not accomplished.	The three phases of World Program for human rights education are in hand with Methodologies for Human rights education. The Cambodian Education Ministry adopted Child-friendly school Policy on 14 December 2007, bringing child’s rights into classroom. Additionally	N/A

education in selected primary school clusters with successive expansion and relation between schools and communities	PWD through training workshops organized by the project: Smiling Cambodian Children, Socio-Economic Reintegration of Landmine People Survivors, Improving Quality of Opportunity of and Outcome of Cambodian Children, Inclusive Education for Children with Disabilities and mainly the project of Children Without Appropriate Care.		Education Ministry issued on 28 March 2008 an Inclusive Education Policy.	
SO4.To improve equal access to good quality of education and eliminate discrimination in education for children living in remote areas and emarginated, in order to reduce distance between countryside and town, and to promote equality of opportunity and outcome.	To improve equal access to good quality of education and eliminate discrimination in remote areas, OEC succeeded to get support from 3 donors running the project “Improving Equality of Opportunity and Outcome of Cambodian children” for 4 years from 2011 to 2014, the project “Toward the elimination of Child Labor in Brick Making Sector and in other fields” for 2 years from 2011 to 2012 and the project “Smiling Cambodian Children” starting from 2012 and continuing out of 2015.	The length of the 3 projects depends on goal and working tendency of the donors that rendered different ending date.	The first policy of the Cambodian Education Strategic Plan 2014-2018 is to ensure equitable access to education services. Understanding comprehensively CRC, local authorities and community members participated actively in the projects.	The harvest season and the emigration remain a main cause for irregularity of class attendance.
SO5.To make community members and local educational officials aware of preventive measure against disabilities, with behavioral changed by concrete activities enabling full enjoyment by children with disabilities of all human rights and fundamental freedoms on an equal basis with other children, rid of all form of discrimination, mainly discrimination in education	To improve the rights of CWDs, OEC succeeded to get support from 3 donors running the project “Home Care Base and School Integration for Children with Disabilities” for 2 years, the project “Inclusive Education for Children with Disabilities” also for 2 years, and the project “Ensuring the rights of children with disabilities for full year plan and continuing on.	The three projects have different term, coming from different purpose and possibility of donors.	Convention on the rights of persons with disabilities; Cambodian Law on the protection and the Promotion of the rights of Persons with Disabilities; Cambodian Education Ministry issued on March 2007 an Inclusive Education Policy; Local authorities and community members participated actively in the projects.	Social doubtfulness on possibility to develop CWDs still delays their enrollment.
SO6.To promote equality of opportunity, outcome and realize the right to education and health care of	OEC succeeded to get support from 2 donors practicing scholarship to poor, orphan and children living	Difficulty to fix and maintain constant beneficiaries in the flow of mainstream educational flow.	Convention against discrimination in education; Cambodian EFA, review report	Economy not yet satisfactory and the push factor of migration remain in cause for

orphans, poor children, children living with parents affected by HIV/AIDS and young people.	with parents affected by HIV/AIDS, one operating in full term of strategic plan, another starting from 2013; the both going beyond the strategic plan.		2015 sets an objective to eliminate gender disparity in primary and secondary school by 2015, focusing attention on ensuring that girls have full and equal access to education and achieve quality basic education. Communal authorities and parents welcome the projects.	the project.
<b>SO7.</b> To improve: economic, social, cultural, standing and human rights of people with disabilities, including landmine victims and survivors, opening opportunity of their children to enjoy their rights to access to good quality of education	OEC got support from 2 donors for running the project “Socio-Economic Reintegration of Landmine People Survivors (AAM)” terminating its term in March 2015, and the project “Towards Sustainable Income Generation Activities for PWDs and LMVS. (TIGA I-II)” terminating its term in December 2015. The both are two long term projects.	Caused by geographical condition, some targeted people did not have their device replaced or adjusted on time. Some family member of people with disabilities, who worked for their assistance, abandoned their duties to emigrate for work that oblige the project team to choose new assistant for replacement.	Convention on the rights of persons with disabilities; Cambodian law on the protection and the promotion of the rights of persons with disabilities. Local authorities cooperated actively with the project teams.	Geographic factor and push factor remain in cause
<b>SO8.</b> To develop women rights of human rights and gender equality with safe sex and birth spacing related to children rights, inseparable from their motherhood, through promotion of social, cultural, economical, educational, legal, decision making, health, technology, equal rights and freedom of expression, development, focusing mainly on reinforcement of their rights and capabilities in practicing income generating activities, supported by men/husbands, for financial power to improve family life standing that allows children to attend school successfully for future adult replacement.	OEC got support from 2 donors, the first, Family Health International (FHI) for running the project “Smiling Family Program” from 2007 to the end of 2011, the second, NOURISH focusing on children, nutrition and pregnancy, from 2014 and still going beyond the plan term.	Two projects with different starting date and purpose, one focusing on gender equality and another on reduction of children mortality, both having common goal, health care for women.	CEDAW, Beijing declaration and platform for action in 1995, Cambodia's Law on the Prevention of Domestic Violence and the protection of the victims, Cambodian Law on Suppression of Human Trafficking and Sexual Exploitation; Cambodian National Council for Women and Commune Committee for Women and Children. Local authorities participated actively in the projects.	Economic problem and push factor remain a challenge for active participation.
<b>SO9.</b> To build healthy life with protection against new infected HIV among military family members in military positions of the West and	OEC got support from Global Fund through Family Health International for running the project “Smiling Family Program “starting from 2005	Some barracks positioning along the border face a small difficulty in traveling to medical center for pregnancy consultation.	CEDAW, CRC, Beijing declaration and Platform for Action in 1995, Cambodian law on the prevention of Domestic	Far distance travelling and difficulty in rainy season.

<p>North-Western Cambodia, in raising them to smiling atmosphere and harmonious environment with civilian around, that lead to strengthen their mutual aid for healthy society.</p>	<p>to 2011, working with the 5<sup>th</sup> Military Region to strengthen capabilities of military families and villagers around military barracks on matter of sexual hygiene, gender equality to fight STI, gender equality and the empowerment of women, medical care during pregnancy, Voluntary Counseling and Testing (VCT) and Voluntary Counseling and Confidential Testing Service (VCCT), birth spacing and good parenting.</p>		<p>Violence and the Protection of victims. Military family members and villagers around participated actively in the project.</p>	
<p><b>SO10.</b> To Cooperate with Provincial Drug Control Committee (PDCC), District Drug Control Committee (DDCC) and Local Communal Authorities to conduct awareness campaign for drug prevention and reduction, to develop villages free from drugs with prevention against new HIV/AIDS infection, and principally to prevent drugs from infiltrating into school mass</p>	<p>OEC got support from KHANA to run the project: “HIV/AIDS and Drug USE Prevention” to strengthen healthy society from 26 April 2006 to 15 December 2014 focusing on Drug Education, Sensitization and Prevention and Participation in Response.</p>	<p>Migrants to Thailand working in heavy condition, partial of them used Yama or Ice. When returning home they began to reduce consumption again. Therefore these workers remain in rotation circle.</p>	<p>UN convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substance, 1988; Cambodian law on Drugs Control; Local authorities and community members participated actively in the project.</p>	<p>Since the secret trafficking network in nearby country still exists and they use Cambodia as transit and dropping point the concern about drugs does not completely disappear that require strengthening of control and sincere cooperation between citizens, agencies and authorities in all fields for active response</p>

**Synthesis, Comment and Suggestions by Project Managers:**

1. Keep the three programs, **CRDP**, **PWD/LVS/P** and **RWEP** running in the next strategic plan, 2016-2020, because they have large meaning for decomposition in diverse projects;
2. Set strategic objectives of the next strategic plan to achieve only the main goals of the three programs;
3. Make great effort to get support realizing the UN framework for Human Rights education in school system and to concretize the article 14 of CEDAW and the declaration of Beijing Platform for Action.
4. Drop down other strategic objectives not responding to the three programs adopted.

**VARIATION OF PROJECTS IN THE THREE PROGRAMS  
DURING IMPLEMENTATION OF THE STRATEGIC PLAN  
2011-2015**

Name of project	Assigned Programs															Remarks end
	CRDP					PWD/LVS/P					RWEF					
	Y11	Y12	Y13	Y14	Y15	Y11	Y12	Y13	Y14	Y15	Y11	Y12	Y13	Y14	Y15	
1- Ensuring the rights of children with disabilities supported by Safe the Children/IKEA	x	x	x	x	x	To empower children with disabilities, improve equal access to education; eliminate neglect and discrimination in education in six provinces. Targeted groups: CWDs: 968/369F of which 131/54 new enrolled and 24/12F, re-entries Main activities: Formation of children councils with its 8 subcommittees; strengthening parenting;										SC/IKEA/ EAC
2- Improving Education and Health Care of the Poor Children and children in the families affected by HIV/AIDS(I)	x	x	x	x	x	Offering scholarship yearly to 75 students composed of primary, secondary, university and professional school, including health care and supply (75x5y)										KMSW
3- Improving Education and Health Care of the Poor Children and children in the families affected by HIV/AIDS(II)			x	x	x	2013-2015: Giving yearly scholarship to poor students and children of family member affected by HIV/AIDs, a total of 60/37F (60x3y), including health care and supplies.										SS
4- Home Care Base and School Integration for Children with Disabilities	x	X				OEC made contract with National CBR, sponsored by UNICEF to work from 2011 to 31st March 2012 in Pailin and Preah Vihear, focusing mainly on Home Care Based and School Integration for the Children with Disabilities: 78CWDs and 20PWDs, in total 98/47F. CWDs in public school: 120/56F										UNICEF
5- Inclusive Education for Children with Disabilities	x	x				Supported by Australian Red Cross, from 1 <sup>st</sup> November 2010 to 31 December 2012to support CWDs: 07/7f and C/PWDs: 34/13; in total: 53/20 Module produced: Memory Aid for Training Workshop on Inclusive Education.										ARC: ed31 Dec 2012
6- Improving Equality of Opportunity and Outcome of Cambodian children	x	x	x	x		11CCs=50x11=550mbs, among them 110 leading mbs. 11Pas=25x11=385nbs. 32tngs=776pps; 177Acp/Ev=323 Modules produced: 1- Memory Aid for training composed of UHDR, CEDAW and CRC; 2- Memory Aid for CC development, 3- Child Abuse, 4- Domestic Violence, 5- Family Preservation, 6- Migration.										FI/UN(CEF,ed30/ 09/ 2014
7- Toward the elimination of Child Labor in Brick Making Sector and in other fields	x	x				The project succeeded to withdraw from the brick factory 355 children from 10 to 14 year old for attending non formal village classes before sending to public school after 9months in NF classes, withdraw 207 students working with their parents in brick factory to return school definitely.										ILO
8- Smiling Cambodian	x	x	x	x	x	A tri-joining donor composed of BICE International Catholic Child Bureau,										BICE/AOK

Children supported by A tri-joining donor composed of BICE International Catholic Child Bureau, MISEREOR IHR HILFSWERK and Kinder MISSIONSERK						MISEREOR IHR HILFSWERK and Kinder MISSIONSERK agreed supporting OEC in the achievement of the project "Smiling Cambodian Children" starting from October 2011.	Foundation/Kindermissionswerk/Misereor					
<b>9- Improving Quality of Life for People with Disability,</b>	<b>Project supported by SVENSKA POSTKODSTIFTELSEN</b> through Cambodian Mine Action Centre (CMAC) for a short term.					x	x				- 100 target groups received grant for their own small business activities; - 24 target groups received grant for home repairing; - 36 people with disabilities received physical rehabilitation services; - 193 received school materials and transport means.	SPKT: Ed: 31 Dec 2012
<b>10- Socio-Economic Reintegration of Landmine People Survivors(AAM)</b>	The project was supported by Adopt-A-Minefield from 2004 to 2015. The main objectives are to support primary medical care, aid to householder during hospitalization of the victim, rehabilitation and socio-economic reintegration of mine victims, including assistance to their children learning.					x	x	x	x	x	Beneficiaries: A)- PWDs: 480/15f - One l/cut: 410 - Two l/cut: 11 - One A/but: 24 - Two A/cut: 1 - Other: 34; B)- Annual school material supports to children: 369/158F - 72 PWD beneficiaries get a grant of \$150 each for starting their proper business; - 71 PWDs get support for practicing rice fields	Ended 31. Ma 2015
<b>11- Towards Sustainable Income Generation Activities for PWDs and LMVS.(TIGA I-II)</b>	The project was supported by EU/DFID through Handicap International, to Promote welfare of PWDs, landmine ERW victims through provision of quality rehabilitation, social services, life skills, education for children, emergency support for new victims and disseminating public awareness of national and international convention on disability, law on disability, children's rights of human rights in target area.					x	x	x	x	x	- Achievement: - 1136 SBH - PWDs: 725 - Family members: 411	Ended 31 Dec 2015

