



GREEN UMBRELLA STRATEGIC PLAN 2014-2016

June, 2014

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INTRODUCTION BY BOARD OF DIRECTOR

The Green Umbrella's Strategic Plan 2014-2016 is established with an aim to develop its program in the whole organization and find out the best way to improve the weaknesses that are very useful approaches in daily activity of the project.

This Strategic Plan is established for whole Green Umbrella; it is demonstrated outputs, outcomes, impacts of the project. Through many meetings, a Group of Strategic Plan Committees is formed to enhance its Strategic Goals effectively and efficiently to keep on finding out any best solution to have positive change in carrying out activity very successfully and productively.

Three Year Strategic Plan 2014-2016 will also help us to achieve our goals, objectives, and results as well as contributing to develop the nation that can be reached to poor families, beneficiaries, and particularly marginalized children have access to education services for the future. In addition, we will be able to seek for additional funding or private donors to support the programming sustainably.

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EXECUTIVE SUMMARY

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor, and for their fortitude in seeing it through to the end.

The Strategic Plan keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of the organization and the state of the environment in which the organization operates. The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the organization.

The Strategic Plan has been initiated since 2012. But we didn't actually do very completely due to we did not have enough resources, timing, technical and financial assistances to prepare it. Therefore, it was suspended for a while. By the end of March 2014, a new Group of Strategic Plan Committees is set up to keep on processing its activity.

This Strategic Plan explains Green Umbrella's Vision for the future, the contribution that it can make and actions and steps that will be taken to improve access to and quality of education in Cambodia. This clear plan will help Green Umbrella assess whether it is making changes for what it seeks to make.

Ven. Hour Sokrath, Executive Director

STRATEGIC PLAN TEAM



Venerable Hour Sokrath, he has been working as Executive Director of Green Umbrella (GU). He graduated Bachelor Degree of Arts in Pali Language at Preah Sihanouk Raja Buddhist University and Bachelor Degree of Business Administration in Human Resource Management at University of Cambodia (UC), Phnom Penh, Cambodia.

He has been a Lecturer of Buddhist Teaching at Preah Soramrith Buddhist High School, Phnom Penh and he also has been a Branch Director of Buddhism for Social Development Action (BSDA) in Takeo province.



Mr. Sim Sea, he has been working as Program Manager of Green Umbrella (GU) since March, 2014. He currently holds Master Degree of Business Administration in General Management and Bachelor Degree of Business Administration in Human Resource Management from Chea Sim University of Kamchaymear in Cambodia.

Before he joins Green Umbrella (GU), he has worked in many fields of the Social Development and Finance at Kasekor Thmey Organization (KTO), PRASAC Microfinance Institution (PRASAC MFI), Kampuchean Action for Primary Education (KAPE), and Save the Children International Cambodia (SCI).



Venerable Choub Sambun, he just starts working as Project Coordinator of Green Umbrella (GU) at the beginning of June 2014. He currently obtains Bachelor Degree of Arts, Humanity and Linguistics in Khmer Literature from Cambodian University for Specialties in Cambodia.

Before he joins Green Umbrella (GU), He has worked in the fields of Education and Social Development at Buddhism for Social Development Action (BSDA) and Good Kid School in Takeo province, Cambodia.

ORGANIZATION PROFILE

Green Umbrella was officially founded on 20 December 2012, which has been registered as a Local Non-Governmental Organization (LNGO) at Ministry of Interior of Kingdom of Cambodia which issued with (No.1796ស.ជ.ណ) to operate the projects and its activities in Cambodia.

In 2007, Venerable Hour Sokrath was invited from Phnom Penh by local people to teach Buddhist monks the Pali Language. This was in Chom Bok Bith Meas Pagoda, Putsor Commune, Bati District of Takeo Province. He found a community in desperate needs. The young children, teenagers and adults were all struggling with day to day livings. There was a little opportunity to leave poverty behind. Many were uneducated, had no vocational skills to gain worthwhile employment, didn't own their own land and could see no hope for the future.

Venerable Hour Sokrath decided to start his compassion work in the community. He began by opening Khmer and English classes for 50 children and young adults. Classes took place 5 days a week from 5:30AM to 6:30AM and from 4:30PM to 6:30PM. They were held in school buildings in the temple grounds. Sokrath also established a small library in Chom Bok Pagoda for the children and the community.

In 2009, Venerable Hour Sokrath saw a need to extend his commitment to helping more children and young adults. He decided to ask the Executive Director of Buddhism for Social Development Action (BSDA) Organization, based in Kampong Cham province, with technical support and to establish a branch of BSDA in Takeo province. On 21 July 2009, BSDA Takeo received an official letter (No 076 ស.ជ.ណ) from the Takeo Provincial Hall's office allowing us to organize a BSDA branch in Takeo Province.

At the same time, with support from Irene Rommen, her friends and later the families of United World College of SouthEast Asia East (UWCSEA), led by Margot Marks, we were encouraged to extend our activities and develop our projects. We started implementing two pilot projects such as English Language & Computer School Project and also Scholarship Provision Project.

VISION, MISSION, VALUES AND GOALS

Vision:

We want to see a community in the future where young people and society's most vulnerable citizens are smiling, happy and prosperous.

Mission:

Our mission is to create job opportunities for families with disabled members; help students who have dropped out of school and disabled youths integrate into society as productive citizens; and enhance educational opportunities for at-risk young women and children.

Core Values:

We work to educate and increase the prosperity of people with peaceful respect to the three values of Buddhist teaching:

Khanti : Showing great patience when working to increase the prosperity of the community.

Sacca : Being honest, accountable and transparent in all of the work we do with the community.

Kattannu: Respecting the environment that we live in and showing gratitude for the world around us, promoting a greener future for all.

Goals:

Karma : to create employment for disabled family members in their local community

Viccha : to provide vocational skills for school dropout students

Dhamma: to provide educational opportunities and empower vulnerable women and children

Sila: to preserve social morality and conserve our local environment for a greener future.

STRATEGIC PLANNING

In order to achieve the above missions, Green Umbrella has developed the following priority strategies for 2014-2016:

1. Quality of Education Enhancement
2. Basic Needs Improvement
3. Social Enterprise (Handicraft and Souvenir)

STRATEGY I: QUALITY OF EDUCATION ENHANCEMENT

GOAL 1: To promote basic quality of education in Cambodia through four macro skills (reading, listening, writing and speaking) for early children and basic levels.

The main objective of Quality of Education Enhancement contributes to provide potentials to marginalized children, orphan to have access to education services fully at basic levels. There are three main areas of Quality of Education Enhancement include as following:

1. Karuna Kumar School Project

The main objective is to enhance the quality of education from the basic levels and opening the opportunity of education for all children who are living with poor conditions. Karuna Kumar School provides full time education to children from kindergarten to Grade 3. They are then transferred to public school in Grade 4.

Activity 1.1: Providing a full-time class of Khmer and English languages to marginalized children from Monday to Friday.

Activity 1.2: Food, uniforms and study materials supported

Activity 1.3: Medical allowance is provided regularly two times a year.

Activity 1.4: Establishing a Day care center or Child Nursery required for children at the age of 3 years old to 5 years old to remain all day from Monday to Friday.

2. Scholarship Provision Project

To provide an opportunity and support poor children, orphan and marginalized children to study from primary school to high school and protects them from being pushed into child labor to earn an income to support their family.

Activity 2.1: Provide monthly money that is covered on food, school supplies, a bike and medical allowance with amount of \$30.00 per month which is equal to \$360/year.

Activity 2.2: Conduct quarterly meeting with the parents on follow up of their children's study and make them aware of the significance of study.

Activity 2.3: Provide a consultation to students on health education in finding health services at the health center by themselves.

3. Good Kid School Project

In order to provide an opportunity to monks, students and youths building their capacity of Foreign Languages (FL) and Computer Skills, GKS is setting up part-time English learning program that students are affordable to pay.

Activity 3.1: Computer class is created for students with low income that can be affordable to learn like the others and make them understand new Information Technologies (IT), especially after graduation at high school; they will be able to use the skills as much as they can.

Activity 3.2: General English class is also set up with an aim to help improve capacity of the poor students to have enough understanding, can use and speak their language appropriately for the future.

STRATEGY 2: BASIC NEEDS IMPROVEMENT

GOAL 2: To promote the living standard of disadvantaged/poor families through education, employment skills, and basic needs programs.

The objective is to help reduce the poverty in the poor and vulnerable families through vocational training skills, improving their basic needs, and generate income regularly.

1. Sustainable Family Project

The project is to promote the living standard of families that do not receive enough basic needs such as not enough food to eat, clothes to wear and healthcare. This project helps support the families in creating a sustainable life.

Activity 1.1: Provide training to the poor families on core education of microfinance, family planning and literacy skills.

Activity 1.2: Build capacity to the poor families with any specific skill on handicraft and agriculture.

Activity 1.3: Provide small loan at least \$ 250 per family to run the business.

Activity 1.4: Group members are formed to develop and improve their employment skills through sharing experiences and knowledge each other and women are encouraged to be a focal person.

Activity 1.5: Provide a free consultation service to women on business/family planning, technical support and challenges in each family.

2. Pagoda and Social Activity Project

The objective of the project is to engage from Buddhist monks and community to work together on climate change and community concerns.

Activity 2.1: Regularly celebrate planting trees in schools, pagoda, community and each household

Activity 2.2: Emergency supported such as rice, clothes, and also house building to the disadvantaged families.

STRATEGY 3: SOCIAL ENTERPRISE (HANDICRAFT AND SOUVENIR)

GOAL 3: To expand the Social Enterprise (“**វី** Design”) in order to support other projects sustainable through making profits of its business.

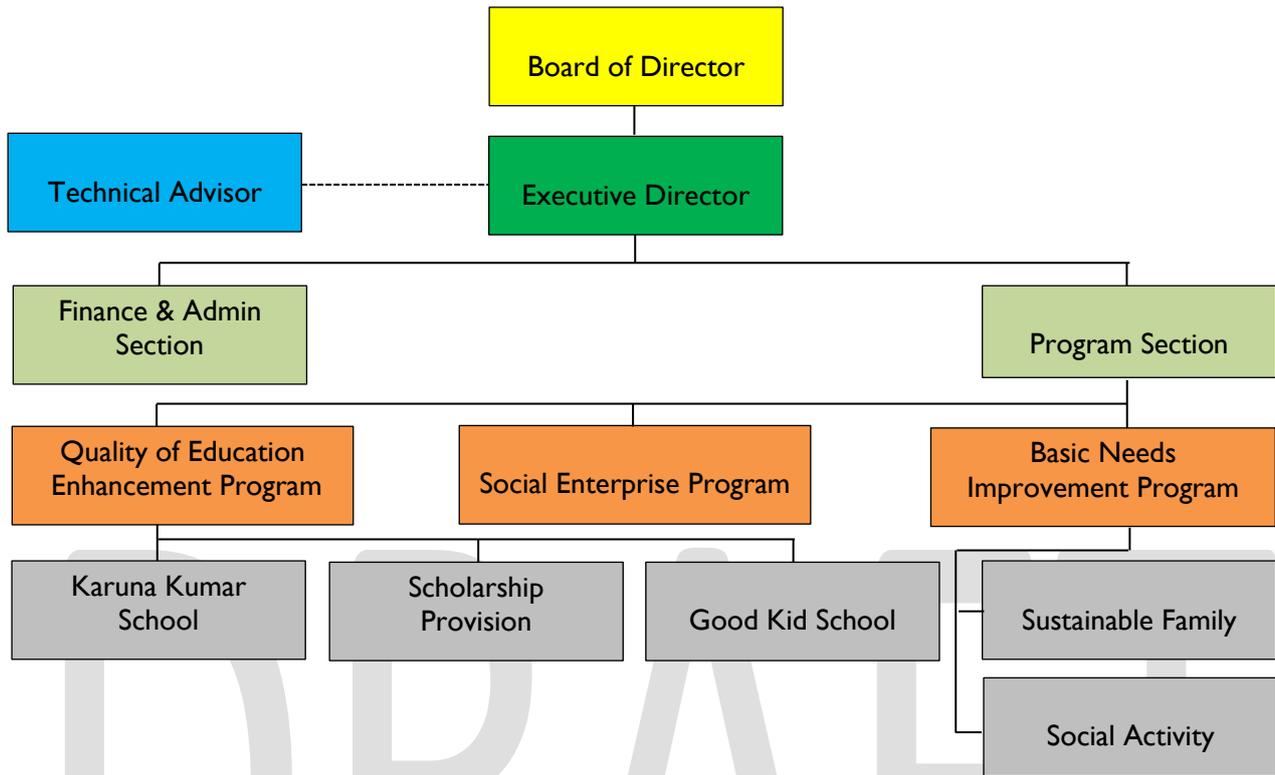
OBJECTIVE: “**វី** Design” is established to promote goods from community based on good services and best quality.

Activity 3.1: Continue coaching the target groups on business services, quality and design to respond to market requirements through the invitation of external experts to share their experiences, new knowledge and exchange visits.

Activity 3.2: Communicate and find out the marketplace to distribute goods

Activity 3.3: Set up a “**វី** design” shop in Phnom Penh in order to find income from sale

ORGANIZATION STRUCTURE 2014-2016



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OUTPUTS AND VERIFICATION PLAN

GOAL 1: To promote basic quality of education in Cambodia through four macro skills (reading, listening, writing and speaking) for early children and basic levels.

Objective	Activities	Outputs	Means of Verification
<p>The main objective of Quality of Education Enhancement contributes to provide potentials to marginalized children, orphan to have access to education services fully at basic levels.</p>		<ul style="list-style-type: none"> - Numbers of children who receive an opportunity to have access to education at basic levels are increasing with quality. - Numbers of the drop-out of school are minimized. 	<ul style="list-style-type: none"> - Numbers of students receiving benefits from the projects (Karuna Kumar School, Scholarship & Good Kid School) will be reflection of objectives and its outputs. - Participation and cooperation of their parents and schools are increasingly improved.
	<p>Activity 1.1: Providing a full-time class of Khmer and English languages to marginalized children from Monday to Friday.</p> <p>Activity 1.2: Food, uniforms and study materials supported</p> <p>Activity 1.3: Medical allowance is provided regularly two times a year.</p> <p>Activity 1.4: Establishing a Day care center or Child Nursery required for children at the age of 3 years old to 5 years old to remain all day from Monday to Friday.</p>	<p>1.1 The capacity of four macro skills of children is improved.</p> <p>1.2 Children received an equal opportunity to have access to education.</p> <p>1.3 Make sure that children obtained a good health and culture of taking care by themselves.</p> <p>1.4 Early children received a good well-being and help facilitate to earn income for their parents.</p>	

	<p>Activity 2.1: Provide monthly money that is covered on food, school supplies, a bike and medical allowance with amount of \$30.00 per month which is equal to \$360/year.</p> <p>Activity 2.2: Conduct quarterly meeting with the parents on follow up of their children’s study and make them aware of the significance of study.</p> <p>Activity 2.3: Provide a consultation to students on health education in finding health services at the health center by themselves.</p>	<p>2.1 To improve the gender equity between female and male pupils of education and reduce the drop-out of school.</p> <p>2.2 Ensure the involvement of effective follow-up and encouragement to students.</p> <p>2.3 To promote awareness on significance of regular care of health related to their study and make a good culture and behavior.</p>	
	<p>Activity 3.1: Computer class is created for students with low income that can be affordable to learn like the others and make them understand new Information Technologies (IT), especially after graduation at high school; they will be able to use the skills as much as they can.</p> <p>Activity 3.2: General English class is also set up with an aim to help improve capacity of the poor students to have enough understanding, can use and speak their language appropriately for the future.</p>	<p>3.1 The capacity is improved better than before and it is a good chance for pursuing the study at university and for employments.</p> <p>3.2 The capacity is improved better than before and it is a good chance for pursuing the study at university and for employments.</p>	
<p>GOAL 2: To promote the living standard of disadvantaged/poor families through education, employment skills, and basic needs programs.</p>			
<p>Objective</p>	<p>Activities</p>	<p>Outputs</p>	<p>Means of Verification</p>

<p>The objective is to help reduce the poverty in the poor and vulnerable families through vocational training skills, improving their basic needs, and generate income regularly.</p>		<ul style="list-style-type: none"> - Disadvantaged families with specific skills will be able to create second career. - Regular income and their living conditions are better enhanced. 	<p>When all of the activities and inputs of strategic plan and projects are well-implemented, it will indicate achievements of objectives and its results.</p>
	<p>Activity 1.1: Provide training to the poor families on core education of microfinance, family planning and literacy skills.</p> <p>Activity 1.2: Build capacity to the poor families with any specific skill on handicraft and agriculture.</p> <p>Activity 1.3: Provide small loan at least \$ 250 per family to run the business.</p> <p>Activity 1.4: Group members are formed to develop and improve their employment skills through sharing experiences and knowledge each other and women are encouraged to be a focal person.</p> <p>Activity 1.5: Provide a free consultation service to women on business/family planning, technical support and challenges in each family.</p>	<p>1.1 Enhance the basic knowledge amongst women knowing how to write, calculate, think, and cash management in their business.</p> <p>1.2 They received a specific skill for generating income and sustainability.</p> <p>1.3 Opportunity created to target groups/families to set up and expand business.</p> <p>1.4 The experiences and possibilities, knowledge are fully enhanced through a real practice.</p> <p>1.5 It is convenient for women and target groups to make them claim any consultation service in business and planning.</p>	
	<p>Activity 2.1: Regularly celebrate planting trees in schools, pagoda, community and each household</p>	<p>2.1 Community understands the necessary of forest, climate change of deforestation and</p>	

	Activity 2.2: Emergency supported such as rice, clothes, and also house building to the disadvantaged families.	prevents increasing the heat of the world.	
		2.2 Improve living standard and contribute to save community very timely.	

GOAL 3: To expand the Social Enterprise (“អ៊ី Design”) in order to support other projects sustainable through making profits of its business.

Objective	Activities	Outputs	Means of Verification
OBJECTIVE: “អ៊ី Design” is established to promote goods from community based on good services and best quality.		<ul style="list-style-type: none"> - Ensure that all goods, qualities and services from community are better improved at all times. - Increase additional benefits to families and community which are making handicrafts. 	<ul style="list-style-type: none"> - Work closely with the families to follow up and a tool for showing quality evaluation of their products. - Get feedback from customers - Living conditions are better changed
	<p>Activity 3.1: Continue coaching the target groups on business services, quality and design to respond to market requirements through the invitation of external experts to share their experiences, new knowledge and exchange visits.</p> <p>Activity 3.2: Communicate and find out the marketplace to distribute goods</p> <p>Activity 3.3: Set up a “អ៊ី design” shop in Phnom Penh in order to find income from sale</p>	<p>3.1 The quality and quantity of the goods are strengthen and improved.</p> <p>3.2 Percentages of the local and international goods distribution are increasing.</p> <p>3.3 A “អ៊ី design” is set up to be a distribution channel of community products on the wider marketplace.</p>	