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Ptea Teuk Dong (PTD)

— Inspiring Brighter Futures for Cambodia —



Education is the most powerful weapon
we can use to change the world
Nelson Mandela



STRATEGIC PLAN 2022-2026

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Strategic Plan 2022-2026

Document Name Strategic Plan 2022-2026
Authorization Chairperson of the Board of Directors
Responsible officers Director and Management Committee



1. BACKGROUND

1.1. Overview

Ptea Teuk Dong is known throughout Battambang by the acronym PTD. But the Khmer words Ptea Teuk Dong are very important as they translate in English as House Water Coconut. PTD was named for the healing properties of coconut water which have long been revered by the Cambodian people.



Located in Chamkar Samrong I Village, Chamkar Samrong Commune, and Battambang Municipal (about three kilometers from the Battambang central town), Battambang Province, Cambodia.

Ptea Teuk Dong (PTD) is a local non-profit and Cambodian NGO (Association) formed in June 1994 working to provide quality education, community empowerment, and sustainability to children and youth in Battambang, Cambodia. PTD was officially registered with the Ministry of Interior

on August 28th 1996, and is committed to being non-religious and apolitical.

PTD is a non-membership organization under the leadership of a Director. PTD consists of the Board of Directors, Senior Management Committee, staff, and works in partnership with beneficiaries and project partners. The Board of Directors is the highest decision-making body and guides the strategic direction of the organization. The Board of Directors meets at 2-3 times per year to make decisions related to governance and strategic issues.

In 2002, PTD built it owns 7 dormitories, 2 school buildings and farm where it has been developed into a Learning Centre located on street 540, Chamkar Samrong I Village, Chamkar Samrong Commune, and Battambang Municipal (about 3 km from the Battambang central town). PTD Learning Centre provides education and trainings support through its programs such as general education, special needs education, English, nutrition and health education, and other vocational trainings plus dorms support for disadvantaged youth from rural areas that passionate to access further education in town.

In 2017, PTD started AGS Community Centre (about 25 kilometers from Battambang Central Town) where many former street families have been reintegrated. AGS community Centre provides supplementary education to children and youths including English lessons, Maths and Khmer, nutrition and health education plus water and sanitation, hygiene support to villagers around the center.

After reviewing its strategic directions in 2015, Education is become a major focus as PTD strongly believes that education is critical for the emotional, social, and physical development of children. Education builds self-esteem and encourages our community members to succeed and hope for a better future. PTD is constantly evolving to provide the best support and resources to its community members.



1.2. History



Ptea Teuk Dong (PTD) started as Street Families Centre. The program began with a small group of street families who returned to Cambodia after the civil war. These families had returned to Battambang from refugee camps in Thailand to discover that they were without land, without a home and without work. Many children in these families spent their days begging in the streets to provide an income for their families.

The main purpose was to provide a safe environment where the children of street families could grow, while providing training for the adults with the expectation of reintegrating these families back into the community. The program provided shelter for all the members of the street families for a period of one year. During this time period families received vocational skills training, primary health care, safe accommodation, essential life skills, food and education for the children.

In 2001 as other NGOs did not have the capacity to help the survivors of rape, at that request of UN Women and The Battambang Child Rights Protection Committee, PTD started to receive young women who had experienced trafficking, abuse and domestic violence.



After the vocational training was completed PTD determined whether the families were at an adequate level to be reintegrated into the community. If they were ready to be reintegrated PTD provided them with a plot of land, a house, household materials, two animals and other equipment relevant for them to restart their lives. It was believed that once a family had an appropriate home, skills and knowledge

they would be able to make their own living and improve their family's economic circumstances. In turn this also assisted in poverty reduction and allowed for greater participation within the society.

The program enabled the families to return to their community's happier, healthier and with start-up materials to enable them to use their new skills for their own businesses. The program was successful and happily ended at the end of 2007 with the total of 366 families from Street Families Project and 166 young women from Girls Development Project were reintegrated into the communities in Battambang.

1.3. PTD Innovation / Good Practice



PTD is strongly committed to building sustainable communities that uphold the support for children and youths. To achieve this, PTD delivers integrated community economic empowerment programs and its social businesses, in partnership with villagers and government. Through the integration of various interventions, parents and government authorities have improved their capacity to fulfil their roles of protecting and caring for children.

2. VISION, MISSION, VALUES, AND MOTO

2.1 Vision A community that is educated, healthy and prosperous and where disadvantaged members are protected cared for and empowered.

2.2 Mission Our Mission is to use our skills, knowledge, human and physical resources to work with local our communities, partners and donors to deliver high quality services and support to help locals to become better educated, healthier and more prosperous.

2.3 Our Goal Our goal is to ensure PTD continues its capacity to improve the quality of life of the poor by providing high quality of education and trainings for children and youth.

2.4 Values

- **Generosity of spirit** By virtue of our wealth and privilege, we have a responsibility to those in need.
- **Justice and Equity** Honest and fair dealings with all people, regardless of similarities or differences, and not restricted to gender, ability or disability, culture, or religious belief.
- **Dignity and respect for difference:** All people are of equal esteem. We learn from others and help others learn, and not restricted to those who may be different due to gender, ability or disability, culture, or religious belief.
- **Openness to all systems of belief:** That respect and nurture life, independent of religious or political affiliation.
- **Authenticity and transparency:** Always searching for better ways to deliver effective programs with a responsibility to ensure openness in communications and accountability for our actions.

2.5 Moto — Inspiring Brighter Future for Cambodia —

3. CURRENT FUNDERS

NAME	COUNTRY	TYPE	PROJECT
Global Development Group - GDG	Australia	Tax Deductible Charity.	• PTD All Core Program Areas
Adventurous Global School - AGS	Hong Kong	Tax Deductible Charity.	• PTD All Core Program Areas
Better Business for Society - BBS	Hong Kong	Tax Deductible Charity	• PTD All Core Program Areas
SE Asia Foundation	United State	Tax Deductible Charity/Foundation	• Education Program • Sustainability Program
Project Mac	Australia	non-profit organization	• PTD All Core Program Areas



Empower International	Australia	non-profit organization	<ul style="list-style-type: none"> Community Empowerment Program
Rotary Club of Sunbury	Australia	Rotary Club	<ul style="list-style-type: none"> Education Program
Rotary Club of Rosebud Rye	Australia	Rotary Club	<ul style="list-style-type: none"> Education Program
Rotary Australia World Community Service	Australia	Foundation	<ul style="list-style-type: none"> Education Program
The Rotary Foundation	United State	Foundation	<ul style="list-style-type: none"> Education Program
Ptea Teuk Dong International School	Cambodia	Non-profit School	<ul style="list-style-type: none"> Education Program
Christian College Geelong	Australia	Private School	<ul style="list-style-type: none"> Education Program
Teacher Across Borders Australia - TABA	Australia	non-profit organization	<ul style="list-style-type: none"> Sustainability Program
Rotary Club of Balwyn	Australia	Rotary Club	<ul style="list-style-type: none"> Sustainability Program
Vision Du Monde	France	Travel Agency, Association	<ul style="list-style-type: none"> Sustainability Program
ASEV Travel	Cambodia	Travel Agency	<ul style="list-style-type: none"> Sustainability Program
DISCOVA Travel	Cambodia	Travel Agency	<ul style="list-style-type: none"> Sustainability Program
AMICA Travel	Cambodia	Travel Agency	<ul style="list-style-type: none"> Sustainability Program

4. STRATEGIC DIRECTION AND CORE PROGRAM AREAS

Overview this strategic review has provided PTD with an opportunity to revise its core program areas. The plan will cover a five-year period. Year one (2022) will be a consolidation phase. Activities will comprise of finalizing the implementation plans and building the capacity of PTD to continue to implement the strategic direction. The following 3 years will comprise of the implementation of the organization's strategic direction. The reiterated program areas align with the 3 strategic program goals of the organization and continues the previous strategic plan. In addition, there is one strategic goal that relates to the development of the organization, in support of the program goals.

4.1 EDUCATION PROGRAM

Issues to be addressed

All children have the right to learn, whatever their circumstances. Adequate support to learning is crucial for them to develop to their full potential. However, in Cambodia many girls and boys are falling behind, particularly those who live in poor rural and urban areas.

Cambodia has made terrific progress in educating its children. Since 2007, the number of children enrolled in preschool programs has more than doubled. The number of children enrolled in primary education has increased from 82 per cent in 1997 to over 97 per cent in school year 2017/18.

While progress is tangible, children in Cambodia are still failing to reach learning standards appropriate for their age. At the primary level, nearly 25 per cent of children in Grade 3 cannot write a single word in a dictation test. Only 27 per cent of 3 to 5 year-olds are developmentally on track in literacy and numeracy, and by the time they are 17 years old, 55 per cent of adolescents will have dropped out of school.



Cambodian children continue to fall behind in school for a number of reasons, including not being adequately prepared for school, experiencing poor quality teaching and learning, and attending school irregularly. This eventually leads to many of them dropping out altogether.

Goal 4.1.1 Ensure that children are educated, protected and cared for.

Objective 4.1.1.1 Improve capacity of children to protect and care for children.

Key Actions

4.1.1.1.1 Implement child protection awareness raising and education sessions with disadvantaged children and families that attend both PTD Learning Centre and AGS Community centre.

Objective 4.1.1.2 Increase children's knowledge and skills to promote child development.

Key Actions

4.1.1.2.1 To create an inclusive culture where all students are equally welcomed and supported with a high quality of education and cares as they begin their learning journey at PTD Learning Centre and AGS Community Centre.

4.1.1.2.2 Provide more availability for disadvantaged children to access to scholarship and school kits support where they can continue their education and interact with other children equally.

Objective 4.1.1.3 To provide the access to quality education and a safe and secure learning environment is essential for educational success

Key Actions

4.1.1.3.1 To provide better environmental friendly and safe learning space for children.

4.1.1.3.2 To provide the necessary tools and equipment to ensure all the children access to education equally.

Anticipated Outcomes

Long-Term Outcome

- Children are better educated, protected and cared for.

Intermediate Outcomes:

- The capacity of children to protect and care for children is improved
- Children gain knowledge and skills to promote child development
- Every child deserves access to quality education and a safe and secure learning environment is essential for educational success

Core Activities

Activities that focus on increasing quality of education of children that attend PTD learning centre in the next 3 years which include Improving infrastructure and learning facilities at PTD Learning Centre and AGS Community Centre, capacity development for education team, accessible to scholarship and school kits and improve the learning facilities for children.



4.2 COMMUNITY EMPOWERMENT PROGRAM

Issues to be addressed

Large proportions of the populations living in PTD target areas are living in poor conditions. Key contributors to this include lack of access to capital and agricultural resources, climate change vulnerability, lack of employment opportunities, limited vocational and income generation ability, and wealth generation opportunities being concentrated in urban areas. The impacts of poverty for children and youths are many. Poverty and its causes have resulted in a number of consequences for children and their families in PTD target areas including: poor health and levels of education; malnourishment; higher vulnerability to exploitation and abuse; lower levels of participation in civic activities; greater levels of migration and lower levels of social cohesion.

Goal 4.2 To improve the quality of life of community members through improving and sustainable socio-economic livelihoods for families and their communities.

Objective 4.2.1 Increase the number of young people and families who have access to capital and other resources to run income generation activities.

Key Actions

4.2.1.1 Establish 10 Self Help Groups with the participation from 10 families per group will and provide trainings agriculture support to ensure the sustainable of food security, in both live-stock and horticulture.

4.2.1.2 Increase opportunities for young people and families to access vital resources e.g. farming equipment, expert technical advice.

4.2.1.3 Expand the livestock banks e.g. cow bank, chicken farm and vegetable produce group.

4.2.1.4 Plan and facilitate economic empowerment activities that consider industry labour market / workforce gaps and benefit from business opportunities.

Objective 4.2.2 Increase vocational/income generation knowledge and skills, and the level of support to young people and families in the context of careful identification of job opportunities.

Key Actions

4.2.2.1 Increase and further develop training for youths and families in partnership with technical experts, relevant training providers and businesses.

4.2.2.2 Develop effective partnerships amongst self-help groups, technical experts, relevant training providers and businesses to share expertise.

4.2.2.3 Create job placement opportunities for young people in partnership with the private sectors, self-employment.

Objective 4.2.3 Improve access to water and sanitation related services and resources to enable villagers to work productively.



Key Actions

4.2.3.1 Provide accessibility for community member to access to safe drinking water and sanitation, hygiene support.

Anticipated Outcomes

Long-term outcome

- The improvement the quality of life of community members through improved and sustainable socio-economic livelihoods for families and their communities.

Intermediate Outcomes:

- Access to capital and other resources increases the number of youths and families who initiate new income generation activities
- Young people and families have increased vocational/income generation knowledge and skills and are better supported to apply these into practice.
- Access to water and sanitation related services and resources will be improved to enable villagers to work productively.

Core Activities

Activities that focus on increasing income and employment will increase over the next 3 years. As a result of more families having more income, more children will stay in school and access to safe drinking water and sanitation. There will be more opportunities for young people and community member to participate in activities that will better prepare them for employment and/or starting their own businesses. Activities include: youths support, self-help groups – cow and buffalo bank; crops and vegetable gardens; seed business loans; business skill development, training on farming/agriculture; locally developed income generation activities; vocational training; partnerships with the private sector.



4.3 SUSTAINABILITY PROGRAM

Issues to be addressed

The sustainability of any organisation means its capacity to fulfil its mission in the most effective way. In other words, sustainability means that an organisation works continuously for as long as possible in the marketplace of the services provided.

As part of a social enterprises, PTD social businesses support the reintegration of children and youth so they become actively involved in the development of their society. This way, our social businesses are serving PTD' social mission. The social businesses enable us to achieve a high social profit (positive impact for our beneficiaries) and good financial profit (stable incomes for the beneficiaries and for the organization). This reduces donor-dependency and increases our sustainability.

Goal 4.3 To increase PTD Financial and leadership capability.
Objective 4.3.1 Generate income by increasing the financial profitability of existing businesses.

Key Actions

4.3.1.1 To increase revenues of PTD International School.

4.3.1.2 To ensure SE/ Maison Daun Teav be able to start as soon as possible and operate as a profitable business.

Objective 4.3.2 To develop timely strategic partnerships and funding diversity to ensure longevity of social projects and social businesses.

Key Actions

4.3.1.1 Partnership with international funding agencies especially with tax deductible organization to make sure PTD projects become the tax deductible projects.

4.3.1.2 Establish PTD as fundraising office in developed countries as long term funders of projects operation in Cambodia.

Objective 4.3.3 To ensure sustainable, effective management and practices.

Key Actions

4.3.3.1 Establish an Advisory Board Committee by diversifying the different professionals to provide technical and advice support to Director and management committee.

Anticipated Outcomes

Long-term outcome

- PTD Financial and leadership capability is increased

Intermediate Outcomes:

- To increase PTD Financial and leadership capability.
- To develop timely strategic partnerships and funding diversity to ensure longevity of current and future projects.
- To ensure sustainable, effective management and practices.



Core Activities

Through exploring additional fundraising sources such as social enterprises, PTD is more likely to create more income to contribute for social projects long-term and make the future of PTD stronger and reach the sustainability goal. The activities will include: seeking new donors and strengthening relationships with existing donors on develop the existing enterprises; and looking for more opportunities to establish other enterprises that align with PTD vision and mission.

5. IMPLICATIONS OF THE STRATEGY

5.1 Current programs

A number of changes have planned for PTD programs as part of this strategic plan. Key implications include:

- Program activities and strategies will have a stronger focus on education and outcomes for the children specifically.
- The proportion of activities related to community consultation and support, water and sanitation, hygiene, trainings will be incorporated under the livelihood and community economic development direction.
- There will continue to be a stronger focus on sustainability and self-sufficient.
- The organisation will explore a case-management approach.

5.2 Organizational Development

The strategic planning process strongly highlighted the need for PTD to ensure that it paid attention to organizational development, particularly due to significant changes in staffing. As part of this plan, there will be more focus on developing the organisation in relation to: staff and leadership development; monitoring and evaluation. This is an essential component of the further strengthening of PTD. More specifically, a number of initiatives will be undertaken to develop the organization such as: the PTD organisational structure will review to meet the future growth of the organization; some staff roles will change; a strong staff development program will be developed and implemented to grow staff capacity; monitoring and evaluation systems will be further enhanced with a newly developed M&E framework to reflect the strategic directions.

5.3 Funding and Resources

In order to fully implement the strategic plan, significant levels of funding will need to be directed to the proposed activities and/or raised. In the initial preparation phase of this new plan, a funding and resources plan will be developed and implemented to ensure the success of this plan.



6. ENVIRONMENTAL ANALYSIS SUMMARIES

a. Political and Economic Environment

The country was assessed as politically aware and currently stable, with the government initiating some positive changes through different long term strategies to improve education and health outcomes for all. Cambodia has recently redefined the poverty line, using the most recent Cambodia Socio-Economic Survey for 2019/20, based on cost-of-basic need, and a common basket approach. The national poverty line in Cambodia is now riel 10,951 or is equivalent to US\$2.7 (market exchange rate) per person per day. Under the new poverty line, about 18 percent of the population is identified as poor. Poverty rates vary considerably by area. The poverty rate is the lowest in Phnom Penh (4.2 percent), other urban areas (12.6 percent), and the highest in rural areas (22.8 percent).

b. Cambodia's Development Status

Cambodia's economy is forecast to grow 5.3% in 2022 and 6.5% in 2023, thanks to strong merchandise exports and foreign direct investment inflows, according to an Asian Development Bank (ADB) report released today.

"Cambodia's growth rebounded to an estimated 3.0% in 2021 after a contraction of 3.1% in 2020. The government has implemented policies to mitigate the negative impact of COVID-19 on businesses and people's incomes and to support economic recovery.

Inequality (within countries and across regions), Cambodia's data shows some major divergences from global trends. Overall human development inequality has fallen substantially. The primary metric – the loss in human development because of inequality in the 3 HDI domains – has fallen from around 29 percent in 2010 to close to only 20 percent in 2018. As the chart shows, compared with its neighbours, Cambodia now ranks better than Laos and Myanmar, but still lags Vietnam and Thailand. The long-term trend is one of progressive improvement.

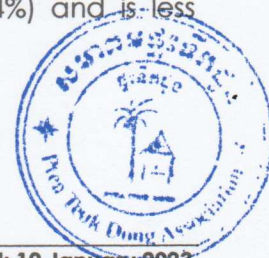
Several factors are likely to underpin these trends, but two stand-out. First, the remotest and least developed provinces have caught up with their peers, and while Phnom Penh remains a long way ahead, the gap is closing. This falling geographical inequality is underpinned by dramatic improvements in life expectancy. Second, we have seen over the longer term some improvements in gender equality in terms of income, health and education.

The more complex global trends of growing disparities at higher level capabilities are more difficult to judge and provide evidence for Cambodia.

Multi-Dimensional Poverty (MDP) Recent reports on Multidimensional Poverty Index data grossly misrepresent UNDP's point of view. The reporting that poverty has risen is inaccurate. In fact, Cambodia's poverty continues to fall by nearly every measure. In 2014, income poverty was 13.5%, and provisional estimates suggest that this is likely to have fallen below 10%.

Malnutrition, 32% of children are stunted, 24% are underweight, and 10% are wasted. This is a very high prevalence of malnutrition, and reveals an equity gap in Cambodia with stunting being more common in rural areas (34%) than urban areas (24%) and is less common among the children of more educated mothers.

c. Background and source documents:



PTD initiated a strategic review and subsequent development of its strategic plan 2016-2020 to ensure it could deliver its commitment to a five-year strategy to ensure the ongoing ability to enable its services to support disadvantaged community members, especially children and youths. The revision and development of the strategic plan has been hold during the uncertain situation and limited support from partners during Covid pandemic. Now in 2022, the plan (2022-26) is being reviewed, modified and confirmed in particular to consider changes in the external context and within PTD.

During the revise and reflect the previous five years strategic plan and achievements, PTD all staff members had two meetings to discuss and review the current Mission, Vision and Goals and the organisational plan. All agreed that the mission, vision and goals were just as relevant as they were when they had been developed and described what they wanted for the future of PTD.

The PTD management committee and Board, continues to be committed to the establishment of a long-term (5 year) goal that is focused on continue provide a high quality of education and opportunity for higher education and employment for community member, especial children and youth. This includes measures that are designed to increase the sustainability and capability of communities to protect children. The review of the strategic plan of every 3 year will enable PTD to reflect upon its successes and continuing challenges as it moves into a new phase.

The data/feedbacks collected through community consultation meeting/workshop (2 times per year) has been includes as inputs to develop the strategic plan.

7. Appendix /references

- Attachment 1 Strategic plan 2016-22
- <https://www.unicef.org/cambodia/education>
- <https://www.worldbank.org/en/country/cambodia/overview>
- <https://www.adb.org/publications/asian-development-outlook-2022>
- <https://www.undp.org/cambodia/news/measuring-human-inequalities-involves-more-income>
- https://www.undp.org/cambodia/press-releases/clarification-multidimensional-poverty-decreasing-cambodia?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjw-8qVBhANEiwAfjXLroSCKbAOUzGcyiboJluURB8mP_cRP-jDYDzNB7b8x-EsF8YxAIGHqRoCyRsQAvD_BwE
- World Vision Cambodia Annual Report 2021

SIGNATURES OF APPROVAL



CHUONH SOCHHAY
Chair of the Board
Ptea Teuk Dong – PTD

Date: 10/January/2023

A blue ink signature consisting of several loops and a horizontal line at the end.

BUN TITYARITH
Director
Ptea Teuk Dong – PTD

Date: 10/January/2023