

THIS LIFE

20/20 VISION AND BEYOND

STRATEGIC PLAN



THE ROAD NOT TAKEN

BY ROBERT FROST

Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;
Though as for that the passing there
Had worn them really about the same,

And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I —
I took the one less traveled by,
And that has made all the difference.

CONTENTS

THE ORGANISATION

02	Introductory Poem
03	Contents
04	Name, Vision, Mission
05	Executive Summary
07	Organisation Structure
08	This Life In A Nutshell
10	Message From The Executive Director
12	Message From The Chair
13	Strategic Planning: The Nuts And Bolts
14	This Life Values
16	This Life Strategic Objectives
17	SWOT Analysis

THE PROGRAMS

18 CHILDREN AND FAMILIES SECTION

20	This Life Beyond Bars
22	This Life In Families
24	This Life With Choices
26	This Life Reuniting Families
28	This Life Without Bars
30	Vocational Training And Social Enterprise

32 COMMUNITIES

34	This Life Without Violence
36	This Life In Schools

38 IMPACT, LEARNING AND EFFECTIVENESS

40	Research & Policy
42	Monitoring, Evaluation, Accountability & Learning
44	Capacity & Partnership Development

46 SHARED SERVICES

48	Finance
50	Human Resources
52	Communications
54	Internships
56	Reporting Frameworks
57	Risk Management
58	Notes

OUR NAME

The name This Life was born in the earliest conversations our founder held with Cambodian communities. Asked what they wanted from their future, they said they only had hopes for their next life: change in their lifetimes seemed impossible to them. We wanted to bring hope into people’s lives immediately, allowing real change to happen soon after. We wanted change in *This Life*.

For the first twelve years we focused solely on Cambodia, which is why we became known as This Life Cambodia. But – as of 12th October – we have returned to our original name, This Life. The reason is simple: after years of people in neighbouring countries telling us that some of our programs would have a powerful impact where they live, but nothing like them existed yet, we have completed initial research and will pilot a program overseas within the next two years.

Although we are exploring these new horizons, Cambodia will remain our number one priority in the 5 years covered by this strategic plan. Indeed, our work in Cambodia will expand in scope and impact, doubling down to reach national levels with the support of key Government departments and decision makers.

We remain guided by the same core values as we followed in the beginning. In preparing this plan, we reviewed our mission and vision statements and were gratified to find that they remain the same, and will remain our constant, our North Star as we move forward into exciting times.



OUR VISION

Children, families and communities are supported to access and create opportunities in this life.



OUR MISSION

To listen to, engage with and advocate side by side with children, families and communities as they define and act on their own solutions to complex social challenges.

EXECUTIVE SUMMARY

This document presents the five year strategic plan developed for This Life, which runs from 2020 to 2025. The plan was developed through a collaborative process incorporating input from the communities we work with, This Life staff, Board members and funding partners.

This Life will stay true to its Vision and Mission:

- **Vision:** children, families and communities are supported to access and create opportunities in this life.
- **Mission:** to listen to, engage with and advocate side by side with children, families and communities as they define and act on their own solutions to complex social challenges.

In order to increase our impact supporting children, families and communities over the next five years, we will set out to achieve these five strategic objectives:

1. **Increase Research Capacity:** develop existing skills and knowledge in conducting research to produce high quality work to engage and convene policy makers at least three times by 2023 and to contribute to informing the design of national policy in Cambodia at least once by 2024.
2. **Increase Communications Capacity:** build existing expertise in communications and campaigning to deliver at least eight mass awareness campaigns by 2022, and develop a core base of individual givers providing regular financial support by 2025.
3. **Develop Diversion Programming:** conduct research to inform the development of a framework for diversionary measures in Cambodia by 2022 and implement a pilot program in Siem Reap to begin by 2023.
4. **Double down in Cambodia:** conduct scalability and replicability studies and gather data and recommendations to inform the expansion of This Life In Families, This Life Without Bars, This Life With Choices and This Life Reuniting Families by 2023, and expand at least two of This Life’s programs into new locations in Cambodia by 2025.

5. **Expand Internationally:** conduct research to inform the design of at least one new program focused on supporting children in conflict with the law, identify and secure at least one partner with whom to implement, and begin implementation in at least one new country in the Asia region before 2025.

To increase our impact we need to increase our coverage. We are conscious that we do not want to fall into the trap of growth for the sake of growth, and we will always actively seek to hand over program activities to relevant government institutions. For example, we had great success in handing over elements of our flagship This Life Beyond Bars program to the General Department of Prisons in Cambodia. However, where we identify existing gaps in services and we are in a position to, we are committed to developing innovative and effective programs to respond. The proposed expansion in Cambodia and the Asia region will be targeted in terms of location and technical focus, based on research conducted to understand specific needs, and all interventions will be evidence based.

The strategic objectives will be achieved through the combined efforts of the four This Life sections, within which are 15 distinct programs. The sections and programs have recently been re-structured and re-developed, in reflection of the growing number of program focus areas in recent years, and in line with the priorities set out here for the forthcoming five years. The sections have guiding goals as follows:

- Children and Families section: Protect and support children and enable them to remain within or return to their families and communities.
- Communities section: To listen to, engage with and work side by side communities as they identify the challenges they face and put their own solutions into action.
- Impact, Learning and Effectiveness section: Translate community voices into new knowledge which can be shared to inform good practice and be a tool for positive change.

- Shared Services section: Promote, facilitate and cultivate excellence in This Life through fiscal responsibility, targeted investment in organisational capability, and creative communications.

All sections will contribute to achieving the final two Strategic Objectives (Strategic Objective 4: Double Down in Cambodia and Strategic Objective 5: Expand Internationally).

The Children and Families section now incorporates six separate programs, an increase overall with the addition of two new programs, and the addition of one existing program moved from another section, the Vocational Training and Social Enterprise. The two newly designed programs added to this section focus respectively on responding to the growing problem of drug and alcohol addiction, the This Life With Choices program, and on developing alternative measures to custodial sentences for children in conflict with the law, known as diversionary measures, the This Life Without Bars program. This also reflects a key strategic focus for the forthcoming period (Strategic Objective 3: Develop Diversion Programing).

The new Communities section consists of two substantial existing programs, This Life Without Violence and This Life in Schools, previously named the Lower Secondary School Development program. Our new Communities section shares many of the same goals and principles as our Children and Families section, but rather than using a case management approach, the programs are implemented at the community level.

The new Impact, Learning and Effectiveness section, incorporates three new and distinct programs: Research & Policy; Monitoring, Evaluation, Accountability & Learning (MEAL); and Capacity & Partnership Development. This section is a new iteration of the Community Research and Consultancy Program, established in 2011. The Research and Policy program reflects the increased focus on improving This Life’s capacity to conduct research and to ensure that research findings achieve real world impact through influencing the decisions of policy makers and/or the design of national level policy (Strategic Objective 1: Increase Research Capacity).

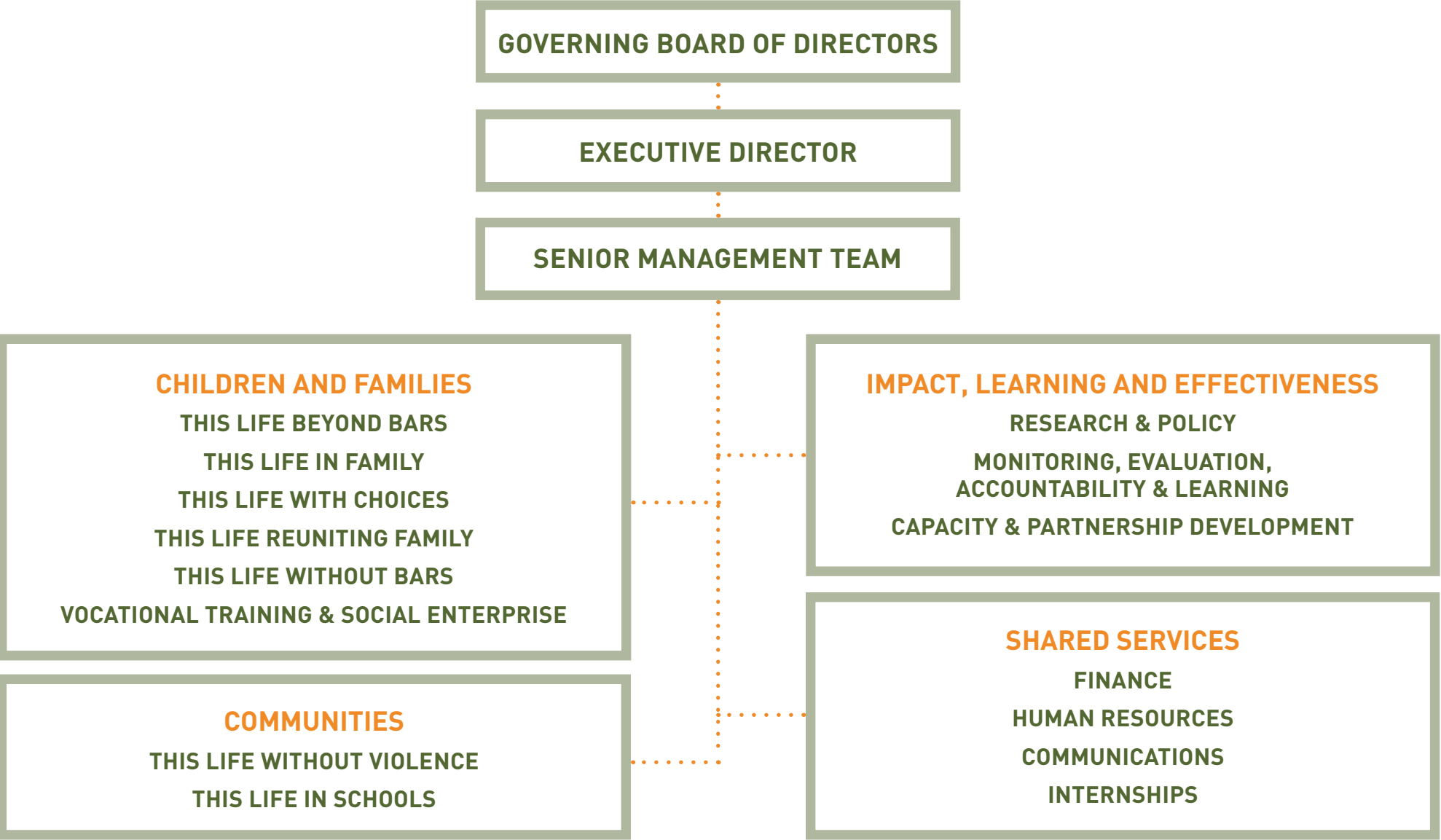
The MEAL program continues This Life’s long established commitment to ensuring the robust monitoring and evaluation of all programs, ensuring upwards and downwards accountability, and facilitating learning between different This Life programs and offices. The Capacity & Partnership Development program reflects the growing body of work This Life leads on linking and learning organisations as a facilitator, as well as providing

capacity building and increasing collective impact through the establishment of and support for sustainable partnerships.

The final section discussed, Shared Services, consists of four programs which primarily provide in house services to support the achievement of the traditional programs implementing activities to directly provide or improve services for individuals, families and communities. This includes the Finance, Human Resources and Communications programs. This Life has a proven ability to deliver creative communications that raise awareness and change attitudes around social issues such as domestic violence, limited educational opportunities and juvenile imprisonment, and is identified as a key area for strategic growth in the forthcoming period (Strategic Objective 2: Increase Communications Capacity). Finally, the Internship program seeks to add value to This Life and to harness and develop the capabilities of young Cambodians and provide real-world work experience to improve their employment prospects.

At the end of this document This Life’s processes for internal and external narrative and financial reporting for This Life’s staff, Board and funding partners and This Life’s risk management activities and processes are described in detail. This Life’s reporting and risk management activities are constantly being developed and improved in response to changing external requirements and environments. These are both key underlying activities which support all This Life activity to be as efficient, effective and undertaken as securely as possible.

ORGANISATION STRUCTURE



THIS LIFE... IN A NUTSHELL

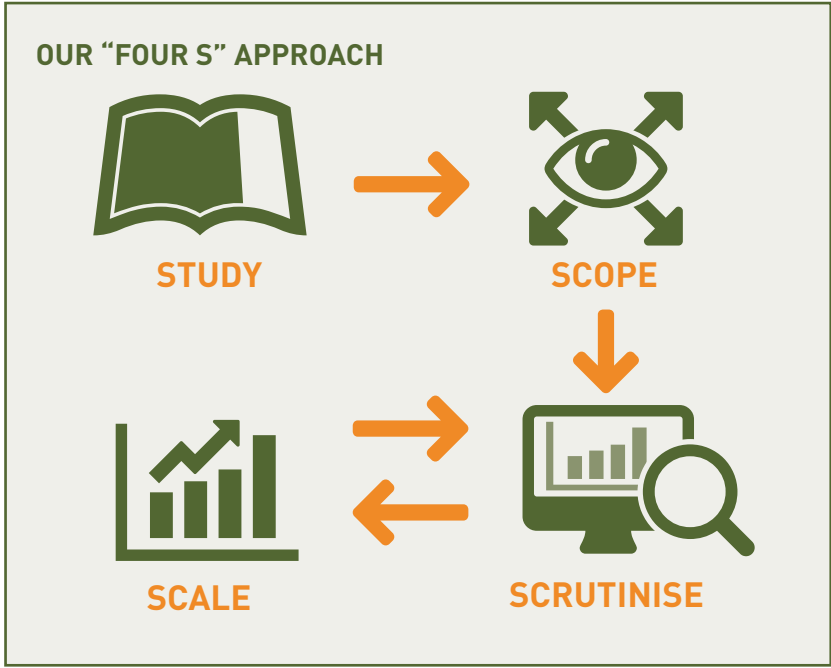
We team up with communities who are battling serious social challenges. We listen to them and work with them to overcome the problems they identify, putting into place the solutions they design, and making progress in the direction they choose. The communities lead the way, with us by their side, and then - when they are firmly on the right path - we step aside and watch them move onwards on their own two feet. This is our Future, Together approach.

We work this way because we don't believe anyone is more of an expert in people's lives than those who are living them. That's why we don't go into communities and tell people what their problems are or how they should fix them. Some do this, and while it can work in the short term, the results are just as often solutions which don't quite fit to problems that people don't quite see as their priorities.

We try to do things differently. We don't build new schools or establishments, we work to galvanise existing community institutions, resources and infrastructure which can thrive long after we are gone. We don't do things for people, we help people to set up their own businesses or teach them how to fundraise for themselves, skills they will be able to call upon when we are no longer there.

This community-led, community-powered approach is also why we don't have any single issue focus, but rather a broad, adaptable and slowly growing range of programs which match different communities needs as they vary from place to place and change over time. One community told us that an inadequate local school was their biggest problem, inspiring us to co-create an education program that has gone on to prevent 12,000 children from dropping out. Another community told us that their biggest problem was youths going to jail, never returning to their community, and instead being pulled into a life of rootlessness and crime. This encouraged us to set up a program training young prisoners while keeping them connected to their communities, a program which has been successful in reducing re-offending from 60% to 2% within the first 6 months of release from prison.

We don't work blindly. We use a time-tested methodology, which begins by listening to the community describe their situation, then researching the problems and solutions they bring to us, then testing them through a pilot initiative, which we then evaluate and roll out as a full program if it works. We call it the four S approach: Study, Scope, Scrutinise, Scale. And we always have an exit strategy, to ensure that we don't foster dependence and that we work with an urgent emphasis on creating independence from the beginning. Over twelve years, we've seen enough lives and communities transformed to know that as long as we don't stop listening or learning, our approach can continue to create extraordinary results.



MESSAGE FROM THE EXECUTIVE DIRECTOR

BILLY GORTER



Back in 2007 I was working for a British NGO in Siem Reap, already in love with Cambodia and its extraordinary people, and trying to think of a way to meaningfully help as my neighbours and friends strived towards a better future. I wasn't sure what that would be yet... and I certainly could never have imagined the extraordinary organisation that is This Life in 2020.

While I was thinking, I began talking to the people I met in local communities about their hopes for the future. "Where do you want to be in 5 years time?" I asked, but the majority simply couldn't envisage real progress happening for them during their entire lifetime, let alone in five years. They would talk to me about how much better things would be in their next lives. That's how the name This Life was chosen when I finally decided to found a new NGO. From the start, it focused our efforts on the need to bring hope into people's lives immediately and change shortly after.

Cambodia has changed a lot in the twelve years since, making progress in mostly wonderful ways, and I'm extremely happy that these days when I speak to young people about their hopes for the next five years, they usually can come up with an answer. I am proud that we have played a role in this progress, largely through our amazing staff personally transforming tens of thousands of lives.

But why did I ask about five years specifically? Because I feel that it's a powerful timeframe for thinking about change. Five years from now is far enough away that you can dream big, but close enough that you have to start thinking about what practical steps you must take to make those dreams real. That's why we asked all of our staff to focus on the next five years when we gathered for the Strategic Planning Summit which paved the way for the Plan you are reading now. I hope that the future it presents/predicates excites you as much as it excites me.

Looking at the wide range of programs we have in place now, and soon will, makes me see that, although many things have changed in our work over the years, one thing hasn't - everything still starts with listening. Our first programs were born out of in-depth discussions with communities, in a process which was based on the well-respected Participatory Rural Appraisal methodology, but which we have adapted and now call a

Community Driven Dialogue. Many community members told me after they took part in these discussions that this was the first time they had ever felt listened to in their lives. With a little encouragement, they told us about their problems in insightful detail, but that alone wasn't enough. We also wanted them to come up with the solutions, since they understood the complexity and context of their lives better and their ideas would stand a much better chance of working in their real world. Our role was to provide training, advice and support to put those solutions into action.

Listening and learning was how we developed our first program, This Life In Schools, and is the same approach guiding our newest program, This Life With Choices. Since the very first Community Driven Dialogue we conducted, we have heard how alcohol contributes to some of the most pernicious of social problems, from domestic violence to crime. We have observed the problem over the years and tested out approaches to addiction through our work with young prisoners, but only now are we ready to roll out a full program, confident that our methods get results.

Listening and learning is also why we are about to embark on one of our biggest adventures yet. Over the last five years we have increasingly heard from people from overseas who have learnt of our programs and told us that the innovative, creative and collaborative way we work could also transform lives in their countries. In particular, our flagship program for young prisoners, This Life Beyond Bars, has attracted international attention for some years due to its success in drastically reducing recidivism through maintaining family relationships and providing vocational training to children and young people in prison. We've been approached by many people working within prison reform in other Asian countries, telling us that children and young people in conflict with the law face similar challenges in their countries and that our approach to rehabilitation and reintegration could work very well for them too.

That's why, after spending some years exploring the option and - following our four S approach - we are now ready, within this strategic planning period, to move to the scoping stage and launch our first pilot program. We are making this move because we have listened to people who say there is a real need for it, and will only scale up to a full program or programs when we are confident that our methodology works and changes

lives in other countries in the same way as it has here in Cambodia. As an essential preparatory step, we will call ourselves This Life from this point onwards, staying true to our original vision while allowing us a little more room to move.

This Strategic Plan is our map for This Life's future, but we already know we won't be able to get anywhere on our own. After all, we have only got this far by working with others, whether by listening to local communities, recruiting the brightest talents to our workforce, collaborating with local and national government and being lucky enough to find funders, philanthropists, foundations, businesses and donors who believed in us enough to help us make it happen.

We know we will need even more support and collaboration to make the next five years as exciting and life-changing for thousands of people as we believe it can be. We want you on board. If you are an organisation with the same goals as us, let us be partners. If you are a passionate and skilled individual, work or volunteer for us. If you are an individual who is simply inspired by what we do, then please keep supporting us. And if you are a funder, philanthropist or business who wants to invest in an organisation that really knows where it is going and what it wants to achieve when it gets there, please read this document and get in touch.

Let's make This Life count.



MESSAGE FROM THE CHAIR

MIHAJLO STARCEVIC



I am very proud to introduce this Strategic Plan for the next five years of This Life, knowing just how much work went into getting it right, and how much potential lies within its pages. When I talk about the work which went into it, I'm not referring only to the five day Strategic Planning Summit which saw the entire This Life team discussing their plans, hopes and ideas for the future, even though I was there for this and saw just how much passion, energy, idealism and wisdom was poured into that work and planning.

I am talking about the whole of the preceding twelve years of experience working in the heart of communities facing multiple social challenges, including poverty, limited educational opportunities, crime, unemployment, drugs, domestic violence and unnecessary family separation. Lives have been changed in extraordinary ways, many important lessons have been learnt (sometimes from past mistakes) and we now want to do even more to help communities thrive.

The Board's role in this is one of governance. Learning from the work done on the ground, we approve the high level plans, policies and budgets that the senior management team set. Our responsibility is to then hold the senior management to account for delivery. We agree to the mission, vision, direction and strategy, scrutinise and agree to the budget and our priorities for expenditure, assess and mitigate risk and help with income generation. This might not sound as exciting as much of the work you'll learn about in the rest of this plan, but it is crucial to making that work possible.

Where this Strategic Plan is concerned, we have been involved at every step of its development, providing our feedback and input wherever possible. In some areas, we have recognised the need to bring in new skills and talent into the Board, and by the time this is published we will have recruited new excellent Board members with the right experience to help guide the organisation into the ambitious future this plan sets out..

The Senior Management Team and the incredible staff at This Life will of course be responsible for delivering it and achieving our mission to help communities create a better future, but we will be monitoring it closely and making sure that we stay true to our mission and objectives through the exciting times ahead. I'm proud to endorse this plan - and even more excited to watch it become reality.



STRATEGIC PLANNING: THE NUTS AND BOLTS

The ideas, goals and insights gathered here are the product of a collaborative and creative planning process undertaken by all staff. Our guiding ethos throughout has been that everyone has something valuable to contribute. We recognise the rich diversity of experiences that our staff bring to the table and we want our future to be the result of a collective journey in which everyone has a voice. Our plan not only looks at the future of This Life, program by program, but it also shares insight into the timeframes we have chosen and how we will remain accountable for them. Ultimately, this strategic plan aims to be transparent for all of our stakeholders and all who believe in our goals and our work.

The Strategic Planning process started with a summit in early 2019. This involved reviewing the previous plan and developing a new framework that uses a five year time frame, from 2020-2025, a change to the three year plans that This Life had previously produced. We applied our Community Driven Dialogue approach to our own strategic planning, reflecting on our achievements, challenges and future aspirations as an organisation. Our staff are in constant dialogue with community members, community councils and institutions such as schools, so we had a wealth of information from stakeholders on what they appreciate about our work, what they would like to see improved, and what new areas they would like us to explore. We also incorporated input from donors, having organised two surveys to gather data about their views on our progress, their experiences with us, and what they would like to see us do more of in the future.

A further summit took place in July 2019, attended by all staff. The week was used to articulate our future goals, how we will achieve them, and what key performance indicators are needed to measure progress. We also re-examined the values we want to embody as an expanding organisation. An external facilitator provided impartiality around this process and ensured that everyone was engaged and able to contribute. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken by This Life's Board and Senior Management Team as a preparatory step in the Strategic Planning process. All content developed was then considered and revised in response to relevant national and international plans and goals, such as the national level Juvenile Justice Law and Strategic Operational Plan 2018-2020, and the United Nations' Sustainable Development Goals (SDG)

to ensure alignment. Each of the pages below identifies which SDG the respective program contributes to.

This plan was compiled in the three months following the second summit and finalised in October 2019. A formal review of the plan will be undertaken at the halfway mark to ensure it is still up to date and relevant. This will provide an opportunity for a frank and open discussion to evaluate where we stand and identify if any adjustments are needed in order to meet our aspirations for the period.

Strategic Development Goals

"The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030." United Nations



We firmly believe in the Sustainable Development Goals, and strive to make sure our programs feed directly into them. We have analysed every one of our community programs, and indicated which of the Sustainable Development Goals it will contribute to.



THIS LIFE VALUES

This Life's values are a real and constant presence guiding all aspects of our work, from the strategic decisions we make, to the talent we recruit, to the way we work with donors and beneficiaries. This Life was born out of strongly held principles and beliefs and we continue to carry these today as an organisation and as individuals.

At our Strategic Planning Summit, every member of our staff shared their own thoughts on what they believed the key values of This Life to be, what drove them every day as they worked, what they care about and what they love about their work. The following values are the fruit of those discussions: while some have evolved over the years, many remain the same.

- 1. We Listen.** This Life was born out of the act of listening, when our founder listened to the fears and hopes of people in a Cambodian community who felt that they were never normally heard, and then helped them to overcome those fears and achieve those hopes. Listening remains a foundational value, whether listening to the people we support in communities, or to each other, or to our supporters and partners.
- 2. We Collaborate.** Everybody has their own talents and abilities, but we know that these are multiplied when we work together, understanding each other's expertise, respecting each other's contribution and challenging each other to achieve even more. This collaborative approach doesn't stop at the office door, but extends into the way we work with communities and individuals, and with our partners, donors and supporters.
- 3. We Have Integrity.** We hold ourselves to the highest ethical standards and we are open and accountable to each other, to authorities, to donors and to beneficiaries about what, when, why and how we do things. We keep our promises.
- 4. We Balance.** The growth of This Life over the last twelve years is proof that amazing things can happen when we work together, but while we all love exciting opportunities and new experiences we also have to recognise that a combination of dynamic growth and high standards can result in very busy staff. For us to continue creating sustainable change it is vital we are mindful of our personal lives and health, so we pledge to always find time to look after ourselves and look out for each other.

THIS LIFE STRATEGIC OBJECTIVES

This Life has identified five strategic objectives for the 2020-2025 period. The objectives focus on building our capacity and expanding our operations in order to increase our impact and contribute to achieving This Life’s vision. The strategic objectives are drawn from program level work which identified ‘Where We Want To Be’ and ‘How To Get There’. They will contribute to the achievement of the section goals and be supported by the work of all sections. Over the next five years we will work to achieve these five strategic objectives, discussed in more detail below:

- 1. Increase Research Capacity:** develop existing skills and knowledge in conducting research to produce high quality work to engage and convene policy makers at least three times by 2023 and to contribute to informing the design of national policy in Cambodia at least once by 2024
- 2. Increase Communications Capacity:** build existing expertise in communications and campaigning to deliver at least eight mass awareness campaigns by 2022, and develop a core base of individual givers providing regular financial support by 2025
- 3. Develop Diversion Programming:** conduct research to inform the development of a framework for diversionary measures in Cambodia by 2022 and implement a pilot program in Siem Reap to begin by 2023
- 4. Double down in Cambodia:** conduct scalability and replicability studies and gather data and recommendations to inform the expansion of This Life in Families, This Life Without Bars, This Life With Choices and This Life Reuniting Families by 2023, and expand at least two of This Life’s programs into new locations in Cambodia by 2025 (priority programs include those listed here, This Life in Schools and This Life Without Violence)
- 5. Expand Internationally:** conduct research to inform the design of at least one new program focused on supporting children in conflict with the law, identify and secure at least one partner with whom to implement, and begin implementation in at least one new country in the Asia region before 2025

The first two strategic objectives focus on building capacity in the specific areas of research and communications. This is not instead of or at the expense of improving our expertise broadly in several areas, and we emphasise ‘build’ as we have already achieved much in both of these areas. Rather, we recognise the need to further improve in research and communications in recognition of their central importance in supporting This Life to achieve our program goals and objectives, increase our impact in Cambodia and beyond, and contribute to our overall vision.

The third strategic objective focuses on developing diversion programs to support alternatives to custodial sentences for children in conflict with the law. This is part of the expansion that will take place within Cambodia under the fourth objective and will inform the final objective to expand internationally. Findings from research already conducted by This Life to assess the juvenile justice space in Thailand and the Philippines found diversion programs were evident in Thailand, while in the Philippines young prisoners are routinely held in closed facilities pre and post trial. Juveniles in the Philippines also face particularly long pre-trial detention periods.

There are existing gaps in service provision in Cambodia and we are ready to address national expansion head on. Research and data collection will take place to inform how expansion could go ahead for four programs, as detailed in this document. Efforts will be made to ensure that funding is secured to support the expansion of at least two programs from those that have been identified as priorities. This Life also plans to expand internationally, with a pilot program focusing on justice for children and young people which draws on learning from This Life Beyond Bars (TLBB). Preliminary research overseas has suggested that other countries would benefit from new interventions in the justice space that draw on This Life’s existing expertise.

SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis helped to provide clarity on strengths, how weaknesses can be mitigated, how threats can be managed, and how to take the greatest possible advantage of the opportunities available.

Key weaknesses of note were that IT systems are not integrated and managed to identify and mitigate risk. As IT evolves rapidly, data storage and management are essential to high quality organisational and program level systems, This Life will need to consider if and what IT solutions are required to mitigate risk and/ or support other business functions on an ongoing basis. With a number of Cambodian and non-Cambodian staff and funds coming in from overseas organisations, This Life is a multilingual and multicultural environment. This can create challenges: for example a majority Khmer speaking staff are required to meet complex donor reporting requirements in English. However, it is the reality of the environment in which we operate and must be managed into the future. This Life puts great emphasis on supporting the capacity and professional development of Cambodian staff as an antidote to these challenges.

Key strengths were identified as This Life having an outstanding reputation with high levels of brand awareness within Cambodian communities and with the government. This Life also has a demonstrated ability to manage organic and sudden growth, and to manage and absorb change, and a strong track record in securing funding from donors and meeting donor expectations. We have a proven methodology for program delivery and have significantly developed our technical expertise and research capacity in focus areas. We have also built our marketing and communications expertise, which we use to support the achievement of strategic and program level goals particularly using creative communications and campaigns to deliver an impact that is not just felt across the whole of Cambodia, but also overseas.

The most significant threats identified relate to turnover and performance of personnel, particularly at the senior levels, which could affect organisational performance and even lead to reputational damage.

Key opportunities were recognised as the potential for This Life to expand beyond Cambodia and the scope to grow programs and research capacity, which are all key areas of focus in this Strategic Plan.





THIS LIFE

CHILDREN AND FAMILIES

SECTION GOAL: Protect and support children and enable them to remain within or return to their families and communities.

Our Children and Families section incorporates a range of distinctive but mutually supportive programs that improve the lives of children and families, and thus strengthen the communities in which they live - or vice versa. Many of these programs focus on reinforcing existing institutions or services which have been mandated by the Government, or mobilising or revitalising these services if they are inactive. These institutions include the child protection services we support through programs like This Life Reuniting Families, juvenile justice services strengthened through This Life Beyond Bars and other local authority structures designed to support communities.

We prefer to always work within existing structures, but will develop new services when a community identifies a problem and a solution which doesn't fit within these structures. For example, our This Life In Families program established new ways of supporting the families of prisoners that had not been considered before, while a newer program like This Life With Choices responds to the growing problem of drug and alcohol addiction by helping to develop new services to treat and support people with addiction problems, and their families and communities.

1. **This Life Beyond Bars**
2. **This Life In Family**
3. **This Life With Choices**
4. **This Life Reuniting Family**
5. **This Life Without Bars**
6. **Vocational Training & Social Enterprise**

CHILDREN AND FAMILIES

THIS LIFE BEYOND BARS

WHAT WE HEARD

“My son was arrested and sent to Siem Reap prison, charged with theft. I haven’t been able to visit him while he’s in the prison, I just can’t afford it. I worry about what’s going to happen when he finishes his sentence, I think it will be difficult for him to come back to the community, since people know what he did”.
Mother, Siem Reap Province.

AIM

To increase the skills, knowledge and family connections of children and young people in prison and to aid successful integration back into their communities upon release.

WHERE WE WANT TO BE

- A trusted voice in prison reform in South East Asia.
- Children and young people within the three strategic locations housing 66% of the juvenile population living in prison are reconnected with their families who are supported to visit them periodically.
- All participants are successfully reintegrated with their families and society after release.
- Recidivism rates continue to remain at a steady low (below 5%).
- Program expanded to additional countries.



HOW TO GET THERE

- Regularly update the TLBB program manual to reflect best practice and lessons learnt.
- Actively engage the government in the implementation of the program.
- Conduct additional scoping studies for expansion purposes.
- Identify additional financial inputs to support scoping studies and expansion of program implementation.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Children and young people are prepared and positively empowered for their futures through vocational and life skills training.
- Children and young people feel that they have enhanced knowledge and skills providing them with hope, opportunities and choices for their futures.
- Children and young people have increased knowledge about morals, ethics and life skills through personal development training and understand the impact and consequences of their crimes.
- Children and young people and families have an increased understanding of drugs, their impact, and harm reduction strategies.
- Enhanced levels of connectedness between inmates and their families are achieved whilst children are imprisoned.
- Children and young people are supported to respect their families and others in prison and in their communities.
- Children and young people have the opportunity to access a fair and just legal process in line with the national laws of Cambodia.
- Children and young people are successfully reintegrated to their families and communities post release from prison.
- Children and young people are supported to engage in meaningful employment post release from prison.
- Decreased rates of recidivism are experienced among inmates supported by the program compared to those who are not.

PROGRAM ACTIVITIES

- Deliver vocational training courses for children and young people in prison to help them fulfil their goals and improve their access to, and prospects for, securing paid employment.
- Provide personal development training and goal planning for children and young people in prison.
- Deliver drug and alcohol counselling to support the health and psychosocial wellbeing of children and young people in prison.
- Provide access to vital legal advice and support referral and advocacy to achieve sentence reduction for children and young people in conflict with the law.
- Enable families to reconnect with and visit their child in prison, and support children and young people and their families to enable successful family reintegration following release from prison.
- Provide post release follow up support through case management for released vocational training students.
- Support capacity building for prison staff, communities, and other NGOs and document learning, best practice and outcomes achieved within the program.





CHILDREN AND FAMILIES

THIS LIFE IN FAMILIES

WHAT WE HEARD

“I just wanted someone who can listen and talk with me about my family’s story and struggle, because I have never heard of anyone who works to support the family of a prisoner, most people never care about people like us.”
Wife of prisoner, Siem Reap.

AIM

To support and preserve vulnerable families at risk of separation to safely remain together.

WHERE WE WANT TO BE

- The This Life in Families model is recognised locally and internationally as a best practice in preservation of families who come into conflict with the law.
- Expansion of the program to additional provinces in Cambodia and other countries in the Asian region.
- Families capacity increased to raise their children in a nurturing environment.
- Increase reduction of children living in residential care institutions through family preservation and support interventions.
- Decreased rates of incarceration as well as reductions in the lengths of sentencing through early access to legal representation.

HOW TO GET THERE

- Update the program manual to inform best practice and lessons learnt for future implementation.
- Conduct program scalability and replicability study to inform This Life in Families service interventions and future expansion locally and internationally.
- Actively engage the government in program implementation.
- Provide ongoing capacity building for staff to meet the needs of the role.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Support and build the resilience and connectedness of families separated from a primary care giver in prisons in Cambodia.
- Prevent unnecessary child-family separation for those in conflict with the law.
- Implement, model and integrate into the community an early intervention response model for preserving families.
- Build the capacity of This Life to improve the sustainability of project outcomes and to expand the geographical coverage of the program.
- Individuals and families, including families who come into conflict with the law and victims of domestic violence, are assisted to advocate for their rights.
- Families have enhanced resilience and capacity to mitigate vulnerability and crisis.
- Families with a parent or caregiver serving a custodial sentence are able to support themselves while children remain in school.
- Increased number of children in family-based care and reduced number of children living in Residential Care Institutions and prison.
- District/Commune Committees and local authorities are aware of and act in accordance with legislative frameworks with a child protection, pro-family approach that promotes family-based care.
- Families capacity to raise their children in a nurturing environment is increased.

PROGRAM ACTIVITIES

- Provide visitation and reintegration support to families with a primary caregiver or child family member detained in prison, with long-term family support including family visitation, income generation support and education scholarships.
- Provide holistic case management, emergency support and life skills workshops and training to juveniles and parents in prison.
- Identify familial networks of support and community based care options and establish familial networks and/or community-based care options for children in crisis.
- Advocate to uphold the rights of target groups and ensure duty bearer actions are in accordance with legislative frameworks.
- Collaborate with and strengthen key structures including sub-national committees, authorities and provincial networks such as the Commune Committee (CC), Commune Committee for Women and Children (CCWC) and police and the CNP’s Commune Police Child Protection Focal Point (CPFP) Network.
- Conduct ongoing monitoring and evaluation staff capacity building and professionalisation of case managers including provision of training.
- Conduct a scalability and replicability assessment, generate a program manual, and document lessons learned and best practice.



CHILDREN AND FAMILIES

THIS LIFE WITH CHOICES

WHAT WE HEARD

“I know drugs are ruining my life. I tried to stop many times, but every time I go out with my friends and I see them use drugs, it triggers my urge to use too. Even ending up in prison hasn’t stopped me using drugs. I know I need help from someone who understands but I just don’t know where to turn.”

Young man with history of drug use, Banteay Meanchey prison.

AIM

To increase and strengthen the reach and accessibility of drug and alcohol treatment and awareness in Cambodia.

WHERE WE WANT TO BE

- A robust training curriculum on drug and alcohol awareness and harm reduction interventions developed and being used to build the capacity of local authority members, social workers and community members.
- Expansion of the program beyond Siem Reap Province.
- Government endorsement of the program and of the program model as best practice in Cambodia.
- Findings from program monitoring and evaluation are used to refine the program design if needed and collated into a format to support sharing and dissemination of key learning among relevant stakeholders.



HOW TO GET THERE

- Develop a well-defined curriculum on drug and alcohol awareness and harm reduction intervention services in line with internationally recognised guidelines and standards.
- Work closely with local authority members and advocate on behalf of the program to key government stakeholders to gain endorsement of key government stakeholders.
- Robust program monitoring and evaluation of the program and the treatment effectiveness of the drug intervention models used, collation and dissemination of lessons learned and key findings from the program.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Children and young people in Cambodia referred to the program with a history of drug and alcohol use are supported by Drug Intervention Counsellors and internationally recognised psychosocial and behaviour change interventions.
- Drug and alcohol curriculum developed and training packages are reviewed and evaluated using pre and post training tests.
- Increased capacity in drug and alcohol treatment interventions, harm reduction and enhanced awareness of drug and alcohol use for local authorities.
- Increased capacity in drug and alcohol treatment interventions, harm reduction and enhanced awareness of drugs and alcohol use for partner NGOs and the FCF|REACT network in Cambodia.
- A reduction in the problems due to drug and alcohol use in prison and in communities in Cambodia.
- Vibrant, positive role-models are living proof of the value of investing in treatment for children and young people in the community and prisons.

PROGRAM ACTIVITIES

- Recruit and build capacity of Drug and Alcohol intervention workers.
- Develop awareness raising groups to operate both in the community and in Siem Reap prison for juveniles and provide open case management for each young person engaged in harm reduction interventions including CSI and drug and alcohol assessments.
- Conduct structured, individual one-to-one, personal development sessions with young people aged 14-19, assess the situation of each one at the end of the harm reduction interventions and, at minimum, in monthly follow-up support sessions over a period of six months post intervention.
- Develop a drug and alcohol training curriculum in line with internationally recognised evidenced based information, guidelines and social work standards.
- Deliver training to FCF|REACT partners and other relevant stakeholders including community members experiencing drug and alcohol issues on key topics such as: how to work with drug users and harm reduction/minimisation, including provision of tutorials, materials and support for training participants.
- Review and evaluate the training program including conducting pre and post-tests, follow up with participants of implementing the learnings into their work recommendations for expanding the program.
- Be an active member of the 3PC drug and alcohol specialist group sharing best practice and learning, outcomes and results through regular reports to FCF| REACT Partners and relevant stakeholders across Cambodia and internationally.



CHILDREN AND FAMILIES

THIS LIFE REUNITING FAMILIES

WHAT WE HEARD

“My daughter was killed by lightning and I was left with a little baby grandson. When he got to 6, I wanted to see him educated but didn’t have money. So I sent him to an orphanage, I thought it was for the best. He wanted to come home but I didn’t know how to make it happen, I didn’t even know how to financially support us both.”
Grandmother, Siem Reap Province.

AIM

To contribute to the reduction of children in residential care institutions in Cambodia, increase the capacity of social workers to undertake quality reintegrations, and promote family based care.

WHERE WE WANT TO BE

- This Life Reuniting Families is recognised as a best practice model in reintegration and the importance of family-based care.
- This Life Reuniting Families expands to more provinces reducing the number of children living in Residential Care Institutions and the number of such insitutions across Cambodia.
- Local Authority stakeholders have increased capacity in child protection and in preventing children from entering Residential Care Institutions.
- Partner NGOs and government social workers have increased capacity to deliver reintegration interventions for children from Residential Care Institutions.



HOW TO GET THERE

- Update the program manual to inform best practice and lessons learnt for future implementation.
- Actively engage the government in the program and share promising practice with stakeholders.
- Develop high quality learning modules on reintegration practice for social workers.
- Systematically gather program data, conduct periodic evaluations, collate and share findings and learning about This Life’s reintegration model with relevant stakeholders.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Children are reintegrated into safe family environments.
- Decrease in the number of children living in Residential Care Institutions.
- Development of high quality practice informed learning modules on Reintegration Practice for social workers.
- Social workers, local authorities and Residential Care Institutions have increased knowledge of reintegration practices and capacity to undertake quality reintegrations.
- Residential Care Institutions transition to non-residential, community-based centres.
- Strengthened and inclusive child protection systems establish effective gatekeeping mechanisms to prevent unnecessary family separations.
- Communities and government authorities are aware of the harmful effects of institutional care and the benefits of children living in a secure and nurturing home environment.
- Vulnerable families are aware of local support networks and are able to access material and professional support to reduce the likelihood of child-family separation.
- Children and families feel that their voices are heard, they are empowered to make their own decisions and they have a say in issues affecting them.

PROGRAM ACTIVITIES

- Recruit and build the capacity of social workers, identify and assess children living in Residential Care Institutions, their families, and provide open case management for children in need as a result of an Residential Care Institution closure.
- Work with Residential Care Institutions to support their transition into non-residential community-based centres documenting challenges and lessons learned during an Residential Care Institutions transition via surveys and evaluations.
- Conduct family tracing of each child to be reintegrated, assess each child’s family, and explore alternative care options when family tracing is unsuccessful or family assessment is negative.
- Develop plans for reunification and reintegration of children, reuniting children into direct family or kinship care and raise awareness among children and their families of child protection.
- Support families to ensure successful transitions, including parenting skills, legal support, counselling, income generation, support for children to return to school etc; and children to including access to education, health, trauma rehabilitation, psycho-social counselling etc.
- Provide follow up for reintegrated children and their families for at least 2 years and case management support to children and families who have been separated and wish to be reunited.
- Develop and deliver training curriculum in line with the reintegration guidelines and social work standards, including on-going tutorials, mentoring and support for training participants and review and evaluation of training program, including recommendations for expanding the program.



CHILDREN AND FAMILIES

THIS LIFE WITHOUT BARS

WHAT WE HEARD

“I’m worried that my baby will grow up thinking that being in prison is not bad and that people in the prison are normal. They might act just like criminals when they grow up, because that’s what they will have seen when young. I don’t want that.”
Mother, Siem Reap Prison.

AIM

To ensure young people, or women with children in conflict with the law are able to access alternative measures to custodial sentences where appropriate (diversionary measures), and are adequately supported where a custodial sentence is required.

WHERE WE WANT TO BE

- This Life Without Bars becomes a model program for developing and implementing diversionary measures in the Cambodian judicial system.
- This Life Without Bars provides technical support to the government and NGO partners in implementing diversionary measures and practical guidelines for child-friendly spaces and programs.
- The framework for diversionary measures and practical guidelines for child-friendly spaces and programs are adopted and implemented by the government.
- Reduction in the number of young people, or women with children detained in prisons.
- Women with children in prison are supported throughout the sentencing process and are able to make an informed decision for their child’s care.
- Siem Reap prison has adequate facilities for pregnant women and women accompanied by children.

HOW TO GET THERE

- Develop a program manual to inform best practice and lessons learnt for future implementation.
- Complete program scalability and replicability study to inform TLWB service interventions and future expansion.
- Actively engage the government in program implementation.
- Increase staff capability level to meet the needs of the role so that they can offer technical support to government and NGO partners implementing the program.
- Partner with other NGOs to implement the program.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Incarcerated mothers are able to retain strong relationships with their children in a positive and supportive environment.
- Children are not exposed to an environment that may lead to their experiencing developmental issues that could affect the rest of their lives.
- Women with children and juveniles are supported throughout the sentencing process, are aware of their rights, and are able to make well informed decisions where necessary.
- Young people, or women with children feel they have hope, opportunity and choice when considering their futures.
- Recidivism rates are reduced as a result of participation in the program activities.
- Young people, or women with children in conflict with the law are supported throughout the sentencing process and family relationships maintained.
- Law enforcement stakeholders have increased knowledge around the importance of child-friendly spaces/programs and visitation rights and actively promote their use.
- Government and judiciary have an increased knowledge and understanding of the benefits of diversionary measures and child-friendly spaces/programs.
- Government and judiciary actively promote and implement diversion frameworks and guidelines, thereby leading to systemic change.

PROGRAM ACTIVITIES

- Conduct research to inform the development of a framework for diversionary measures, in collaboration with relevant external stakeholders.
- Develop guidelines for child-friendly spaces and programs in prison, in collaboration with relevant external stakeholders.
- Build the capacity of legal authorities and relevant government staff to implement new frameworks and guidelines such as the Bangkok Rules and Beijing Rules.
- Implement pilot diversion and child-friendly spaces programs in Siem Reap prison and ensure child-friendly spaces are also used for visitation purposes.
- Advocating and education for increased visitation rights by utilising This Life’s networks and building on existing knowledge and experience.
- Consult with relevant government ministries to advocate for government endorsement and implementation of the frameworks and guidelines.
- Influence change in the judicial sector through partnerships with lawyers assigned to Siem Reap Province as a part of the government’s recent announcement on voluntary legal aid for women and others such as Legal Aid of Cambodia.





CHILDREN AND FAMILIES

VOCATIONAL TRAINING AND SOCIAL ENTERPRISE

WHAT WE HEARD

“I dropped out of school and didn’t have any skills so I worked as a construction worker in my community, but the money wasn’t enough to support myself so I decided to migrate to Thailand. I was arrested and sent to prison in Thailand for 5 months because I was there illegally. After that, I felt I had no other options, no future.”

Vocational Training Student, Siem Reap.

AIM

To provide valuable commercial services which allow us to provide vocational training, skills building and job opportunities to young people, including work in the community or the setting up of their own businesses.

WHERE WE WANT TO BE

- Expand the program to include more students in Siem Reap and other provinces.
- Increase in profit to ensure sustainability of the social enterprise(s).
- Vocational Training and Social Enterprise (VTSE) continues to help train vulnerable young people to get started with their own business and/or work in the community.
- VTSE works collaboratively with TLBB to support children and young people before and after incarceration.

HOW TO GET THERE

- Develop and further update the program manual to inform best practice.
- Improve the quality of the program service delivery.
- Explore and identify new vocational training options based on market needs at the time.
- Collaborate with other NGOs to secure placements or support for students where possible and appropriate.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Increase the practical knowledge and skills of students through vocational training, enabling them to open businesses and/or gain employment.
- Enhance students’ communication, problem solving and independent living skills through Personal Development Training.
- Provide individualised case management support throughout the duration of training courses and post-study.
- Successful social enterprises contribute sustainable funding to the program.
- Students have increased life skills and maintain connections with their family and community.
- Vulnerable young people have increased access to support from NGO partners.

PROGRAM ACTIVITIES

- Conduct vocational training on motor mechanics, motorbike repair or electronic repair using classroom theoretical and practical hands on training.
- Provide personal development training for vocational training students focused on developing essential life skills including topics such as: child rights/protection, gender, relationships, health, substance abuse, money matters and safe migration.
- Provide individual case management for vocational training students, engaging their families where possible and planning for the future including coordination, support, advocacy and/or problem solving.

- Continue to develop our in-house social enterprises, including our consultancy services and Moto Doctor repair shop.
- Develop and maintain networks with business partners to support vocational training students with work experience placements and potential employment opportunities beyond the program.
- Collaborate with relevant NGOs and civil society networks to share knowledge and refer cases as appropriate.





THIS LIFE

COMMUNITIES

SECTION GOAL: Work alongside communities to identify their challenges and co-design solutions to develop the structures and services they need.

Our Communities section shares many of the same objectives and principles as our Children and Families section, but approaches them in a different way. While most of the programs in Children and Families take a case management approach, starting out within families and then creating a ripple effect more widely in society, the programs within the Communities section begin at a community-wide level. They are born out of our Community Driven Dialogue, our in-depth discussions with community members, and then enacted through projects that seek to utilise existing community structures to have an impact across whole villages, communes and districts.

Key issues that have come up again and again in our Community Driven Dialogue are poor educational opportunities and violence against women and children. Our Communities section tackles these problems head on. This Life In Schools works within struggling secondary schools for three years, reducing drop out rates and improving the teaching and educational environment by involving the school, especially through the Government mandated but often neglected School Support Committees. In our This Life Without Violence program, we take a multi-faceted approach, that involves using women's meetings and support groups to share valuable information on the law, while also educating local authorities including the police and commune leaders in how to implement the law and support women and children facing violence.

1. This Life Without Violence

2. This Life In Schools

COMMUNITIES

THIS LIFE WITHOUT VIOLENCE

WHAT WE HEARD

“Violence against women is a very big issue that we should be concerned about because it can lead to divorce and affect the family, society and child’s educational opportunities.”

Monk, Chi Kraeng Commune, Siem Reap.

AIM

To reduce the incidence of violence against women and children in Cambodia and its destructive impact on women, girls, children, families and communities.

WHERE WE WANT TO BE

- TLWV becomes a model program in Cambodia in reducing the incidence of violence against women and children and its impact on women, girls, children, families and communities.
- TLWV increases its service delivery at the provincial level and impact at the national level through media campaigns.
- Expansion of the program to other provinces.
- Ongoing capacity building of staff to meet the needs of the job.



HOW TO GET THERE

- Develop a program manual outlining implementation methods and best practice.
- Maintain and improve the quality of the program service delivery.
- Actively engage the government in the program and share promising practice with stakeholders.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- Student Councils and teachers are able to support students using the skills and knowledge learnt from the training on healthy relationships.
- Reduced rates of violence against women and children experienced within the duration of the program.
- Enhanced local-level community engagement of vulnerable, at risk families.
- Improved understanding of respectful, healthy relationships in youth/students and the wider community.
- Strengthen understanding of violence against women and children, child protection issues and the law on domestic violence at the national level.
- Changes in attitude towards the causes, impacts and solutions for violence against women and children, and child protection are experienced in target communities and wider society.
- Strengthened cooperation and collaboration of service providers, local authorities and police across the target communes and districts.
- Increased self-reported rates of understanding in the community against the baseline data on violence against women and children, child protection issues and the support and services available to them.
- Commune authorities (Commune Council, Village Chiefs, Police, CCWC and Village Health Support Groups) have increased confidence and capacity to carry out their roles in respect to Violence Against Women and Children (VAW&C).
- Communities have increased awareness of what VAW&C looks like, the impact it has and how to address it at a community level.
- Family Support Groups provide counselling, support, information and referrals to families who have been impacted by VAW&C.

PROGRAM ACTIVITIES

- Provide training for lower secondary school students on understanding VAW&C and building healthy relationships and support Student Councils in target schools.
- Mobilise communities to address the risk factors and impact of domestic violence on families and communities by conducting community awareness raising events/ activities and an annual 16 day Social Media Campaign to end violence against women.
- Deliver training modules for local authorities on key VAW&C topics, support relevant Local Authority meetings and exchange and evaluation sessions to improve roles and responsibilities in domestic violence prevention and response (including conflict resolution and mediation).
- Case management support for at-risk families or families experiencing a crisis situation due to violence against women and children and development of referral pathways for families receiving support through the program.
- Conduct district mapping and community consultation to identify existing child and family support services, protective mechanisms and referral pathways, and establish a directory of services and support at commune and district level for victims of VAW&C.
- Enable the development of local support groups for families impacted by domestic violence and provide technical support to women’s and men’s groups at the Commune level.





COMMUNITIES

THIS LIFE IN SCHOOLS

WHAT WE HEARD

“Before, the school had no discipline and it wasn’t a good learning environment. Lots of students dropped out. I felt regret at the idea of dropping out, but I was under pressure to earn because my family are so poor.”
Srey Pov, Student, Siem Reap.

AIM

To improve access to and quality of education by engaging community members in school development.

WHERE WE WANT TO BE

- Improve access to quality education in the community.
- Continue to increase the confidence of school administrations and School Support Committees (SSCs) to access information, training, and resources provided by the Ministry of Education, Youth and Sport (MoEYS).
- Increase good collaboration to support the function of SSCs and Student Councils (SCs) from stakeholders at provincial level and national level.
- Expand collaboration to include national level stakeholders.
- Partner with and provide technical expertise to other development partners working in the education sector to increase the reach of the program.
- Expand the program to other provinces.
- Receive government endorsement and support to implement the program nationally.

HOW TO GET THERE

- Update the TLIS program manual to serve as a guidebook for practitioners implementing the program and have it endorsed by MoEYS.
- Provide additional capacity building to staff so that they can offer technical support to government and development partners implementing the program.
- Continue to engage the Department of Education, Provincial Office of Education, and Ministry of Education, Youth and Sport to gain their endorsement of the program.
- Partner with other NGOs to implement the expanded program.
- Identify new funding opportunities to support continued delivery and expansion of the program to new locations.

PROGRAM OUTCOMES

- School Support Committees (SSC) and Student Councils (SC) are mobilised to lead school development initiatives with the support of the wider community.
- Children and their families feel supported by their community to continue to access their right to public education.
- Activities in School Development Plans are integrated into Commune Investment Plans via involvement of key stakeholders in development of commune level Annual Operational Plans.
- School environments visibly improve including infrastructure, safety and the creation of inspiring learning environments.
- Enrollment and learning performance increases and drop out rates decrease year on year during the program implementation period.
- District and province-wide networks are strengthened to support sharing knowledge and mobilisation of resources for school development.
- Issues affecting school attendance such as migration are better understood as a result of research findings.

PROGRAM ACTIVITIES

- Conduct Community Driven Dialogue community consultations in target Communes with teachers and students.
- Mobilise SSC, provide training, support regular monthly SSC meetings and organise one school exchange visit and one annual reflection visit for SSC members of each school.
- Mobilise SC, provide training, support regular monthly SC meetings and organise a school exchange visit.
- Support SSC to undertake school development planning, follow up on SDP activities, involve SCs and local authorities, and provide one annual reflection meeting for SSC members.
- Provide training to school teachers and directors, organise learning clubs, provide financial support, conduct education campaigns, revise school regulations and disseminate updates to students, conduct meetings with parents and conduct regular home visits.
- Support Women’s and Child’s Rights days with community level events.
- Support Commune Committee For Women And Children meetings and provide training to members, conduct Local Authority Practice Exchange Visits and Local Authority Reflection sessions.
- Undertake research to better understand the root causes of students dropping out of school or having poor attendance and to identify potential strategies to mitigate identified causes.





THIS LIFE

IMPACT, LEARNING AND EFFECTIVENESS

SECTION GOAL: Translate community voices into new knowledge which can be shared to inform good practice and as a tool for positive change.

Our Impact, Learning and Effectiveness (ILE) section exemplifies the structural importance that This Life places on research, self-assessment, learning and development. Created to translate community voices into new knowledge, which can then be used to inform good practice programming and as a tool to advocate for positive change, the ILE team oversees monitoring, evaluation and research for This Life’s programs. We regularly publish research reports which have an impact on an international level, and make the information freely available to anyone who can use it. Our commitment to monitoring and evaluating our own work helps us learn from our mistakes, focus our energy on the things we do which are most successful, and ensure that we are always having the impact we hoped we would in communities.

In addition, ILE partners with philanthropists, academic institutions and other organisations to conduct rigorous research to inform the development of evidence-based policy and programs. Too many development initiatives and NGO programs are hampered by lack of local understanding, and we help to rectify that through our expert team of researchers. Our goal is for this section to be an engine for learning, change and innovation within and beyond our own organisation. Finally, this section also acts as an engine for change within the NGO sector, facilitating information sharing and collaboration between other NGOs, allowing even small NGOs to develop the skills they need to create change and communicate that change.

- 1. Research & Consultancy
- 2. Monitoring, Evaluation, Accountability and Learning
- 3. Capacity & Partnership Development

IMPACT, LEARNING AND EFFECTIVENESS

RESEARCH & POLICY

WHAT WE HEARD

“Good research is needed in Cambodia. The country cannot plan for major reform, build its economy, or reduce poverty without proper analysis of its ongoing challenges.”

Director of leading development institute.

AIM

To conduct rigorous, high quality and ethical research to inform the development of evidence-based policy and programs, supporting learning, change and innovation within and beyond our own organisation.

WHERE WE WANT TO BE

- Influencing policy and decision makers using findings from research conducted by This Life.
- This Life’s research findings are consistently communicated to government stakeholders and used during national policy making processes to enhance real world impact.
- This Life is known as having expertise and a strong track record in conducting rigorous and high quality research.
- Offering research services to global institutions, organisations, and governments active in the international development sector on development related topics and issues.
- Publishing research that achieves global reach and impact.
- This Life is recognised as a leading social enterprise with quantitative and qualitative research expertise.



HOW TO GET THERE

- Engage regularly with policy makers and other decision makers and stakeholders at national and local levels through relevant mechanisms and forums.
- Improved networking within the government ecosystem in Cambodia and use of new methods such as convening relevant stakeholders.
- Provide ongoing capacity building for staff to ensure high-quality research is conducted and clear and approachable research reports are produced.
- Increase communications and marketing activities to build the ILE section’s local and international profile as a social enterprise offering a range of research services .
- Participate in conferences and other events relevant to This Life’s work.
- Identify new funding opportunities to support capacity building for staff in research skills and to conduct new research on key topics of interest.

PROGRAM OUTCOMES

- Improved research capacity within the ILE section and This Life more broadly.
- Enhanced understanding on key areas within the This Life research agenda and relevant to This Life’s programs.
- Increased understanding by This Life of current and emerging development issues and trends relevant to the organisation’s work.
- Improved programming within This Life as a result of increased availability of new evidence.

PROGRAM ACTIVITIES

- Build capacity in research design and data collection methods, report writing and data analysis.
- Grow the ILE section as a social enterprise offering consultancy services in research, Monitoring and Evaluation, capacity building, and collaborative partnership projects.
- Conduct quality research for This Life, its partners and donors, ensuring that research is executed to high standards and subsequent findings proposed are evidence-based.
- Lead and progress This Life’s research agenda focused on but not limited to justice sector reform, access to education, care sector reform, the impact of collective grantmaking, and violence against women and children.
- Ensure the ethical conduct of all research delivered by This Life in collaboration with the Senior Management Team and in line with This Life’s Research Ethics Policy.
- Stay abreast of research, key national and regional statistics and policy developments relevant to This Life program areas, and facilitate the sharing of this information within This Life.
- Support and drive evidence-based practice, learning and innovation within This Life and present research findings at relevant conferences and events.
- Publish all research on This Life’s website, social media, and other creative digital platforms.



IMPACT, LEARNING AND EFFECTIVENESS

MONITORING, EVALUATION,
ACCOUNTABILITY &
LEARNING

WHAT WE HEARD

“Monitoring and evaluation can help an organization extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved.”

United Nations Development Programme.

AIM

To systematically monitor, and periodically evaluate, the implementation of This Life’s programs to measure their status, efficiency, effectiveness and impact, and feedback learning to inform future program design.

WHERE WE WANT TO BE

- Innovative and creative data management tools in place for all This Life’s programs.
- Monitoring and evaluation services offered to external development organisations worldwide.
- This Life is seen as a leading social enterprise with monitoring and evaluation expertise.

HOW TO GET THERE

- Increase communications and marketing activities to build the Impact, Learning & Effectiveness section’s local and international profile as a social enterprise with a range of services available.
- Provide ongoing training for staff in the latest monitoring and evaluation approaches and systems.
- Develop relevant dashboards and statistical software to monitor and visualise program impact.
- Identify new funding opportunities to support the delivery of enhanced monitoring and evaluation services for all This Life programs.

PROGRAM OUTCOMES

- Programs achieve or exceed stated indicator targets in turn contributing to the achievement of planned program objectives and goals and program impact is clearly demonstrated to donors.
- High quality reports are produced internally in a consistent and timely manner across all This Life programs and used to generate periodic donor reports in response to individual donor requirements.
- Monitoring and evaluation findings are consistently used to improve the design of existing programs and to design new programs and research projects.
- Community stakeholders and partners have opportunities to feedback to and inform This Life’s work.
- Evaluation and research conducted within This Life programs is publically available.

PROGRAM ACTIVITIES

- Provide standardised and rigorous monitoring for all This Life programs managing program logical frameworks, monitoring progress towards achievement of stated indicators and supporting program teams to ensure accuracy in data collection and inputting.
- Develop high quality internal reports in coordination with program staff using standardised reporting processes, an internal reporting format and high quality donor reports using data periodically collected in internal report formats.
- Undertake periodic evaluations for all This Life programs to provide independent assessments of impact, constraints experienced, sustainability issues and to identify lessons learned and aspects that could be used to influence policy.
- Design evaluations to ensure consultation with a broad and representative sample of program participants including community members and government stakeholders.
- Identify adjustments and improvements to make to the design of This Life’s programs based on findings from monitoring and evaluation activities.
- Collate evaluation data periodically for meta level review to inform and strengthen understanding of This Life’s impact in the broader community.
- Publish high quality narrative evaluation reports and publish on This Life’s website, social media, and other creative digital platforms.

IMPACT, LEARNING & EFFECTIVENESS

CAPACITY & PARTNERSHIP DEVELOPMENT

WHAT WE HEARD

“The key responsibility is to make central the voices of individuals too often relegated to the margins, telling untold stories, and empowering the public with the correct perspectives.”

Leading international development NGO, and This Life funder.

AIM

To provide organisational development and capacity building support to organisations working in the development sector to maximise the impact and sustainability of interventions.

WHERE WE WANT TO BE

- A recognised and highly regarded provider of capacity and organisational development support for organisations working in the development sector in Cambodia and regionally.
- Helping organisations working in development to develop their skills in research, monitoring and evaluation, communications, good program practice and other areas of This Life expertise.
- Building overall capacity in the sector to achieve sustainable development outcomes.
- Increasing collective impact through the establishment of and support for sustainable partnerships in the sector.



HOW TO GET THERE

- Document discussion and learning from capacity building activities, collaborative events and online activity; share learning at events and by publishing accessible and user friendly reports on This Life’s website.
- Increase communications and marketing activities to build the Impact, Learning & Effectiveness section’s local and international profile as a social enterprise with a range of services available.
- Increase networking by This Life to expand its networks within Cambodia and beyond.
- Identify funding opportunities to support the development and expansion of the Capacity and Partnership Development program.

PROGRAM OUTCOMES

- Organisations working in the development sector are better equipped to meet the needs of their stakeholders.
- Expertise in Monitoring and Evaluation, communications and other areas of This Life expertise are enhanced among domestic civil society organisations working in development in Cambodia.
- Strong networks and partnerships are fostered between development practitioners to drive evidence-based practice, learning, and innovation, while increasing the collective impact that leads to broader positive change.
- Increased partner-driven learning and innovation that facilitates knowledge sharing, learning about the services provided to children and families, and develops practice and drives change.
- Identify new funding opportunities to support the growth of the Capacity and Partnership Development program domestically and internationally.

PROGRAM ACTIVITIES

- Conduct needs assessments for organisations working in the development sector and develop tailored responses to meet the individual needs of organisations.
- Develop and deliver a package of activities for individual development organisations, consortiums, collective grantmaking and other group mechanisms to support organisational development, capacity building on Monitoring and Evaluation measurement systems, social media engagement, metrics and other areas in which This Life has strong expertise.
- Utilise a range of approaches to deliver capacity building such as mentorship, direct support through site visits, facilitating networks, online support such as Facebook and online sharing platforms (e.g. Google Site) and formal face to face trainings.
- Drive collaboration and linkages through delivery of networking events which gather development organisations working on the same or similar issues and more structured events that facilitate sharing best practice and challenges encountered.
- Facilitate communication for and between multiple organisations through a combination of electronic communication, face-to-face meetings, Communities of Practice (CoP), Communities of Stakeholders (CoS), and site visits establishing and maintaining a continuous feedback loop among relevant partners.
- Disseminate learning and results from collaborative projects, events and online activity in relevant forums and mechanisms for varied stakeholders and mixed stakeholder groups in simple, accessible and user friendly formats.



THIS LIFE

SHARED SERVICES

SECTION GOAL: Promote, facilitate and cultivate excellence in This Life through fiscal responsibility, targeted investment in organisational capability, and creative communications.

In order to deliver international standard services, we believe our own organisational infrastructure and management needs to be world class. Our Shared Services section provides the services which keep This Life efficient, effective, transparent, well staffed, financially responsible, properly funded and able to create a major impact in the wider world.

Shared Services achieves this through the provision of robust and efficient accounting and management of finances, and provision of comprehensive human resource functions including recruitment, performance management, training and organisational development. We also run an internship scheme in order to harness and develop the capabilities of young Cambodians. Finally, our communications program works to support our organisational goals by keeping donors informed of our work, ensuring that funders and supporters are aware of our work through traditional and digital media, and supporting our fundraising efforts, whether through large foundations or individual donors. Our communications team also develop creative campaigns which have a powerful social impact supplementing our local programs while also achieving a national-level and even international impact.

1. Finance
2. Human Resources
3. Communications
4. Internships

SHARED SERVICES

FINANCE

WHAT WE HEARD

“When it comes to giving large scale grants to an organisation, you really want them to have robust management systems, particularly rock-solid accounting. Really good finance departments are essential, but unfortunately they aren’t the norm in all NGOs.”

This Life Funder.

AIM

To ensure fiscal accountability, transparency and accuracy within This Life on behalf of donors and all stakeholders.

WHERE WE WANT TO BE

- Robust financial systems with technology solutions that streamline requesting, recording and reporting organisational expenditure to ensure the smooth implementation of programs and organisational functions.
- Innovative analytical tools assist This Life in scenario planning and multi-year budgeting.
- ‘One touch’ automation generates accurate financial reports for donors, consistent with donor agreements, and for internal program teams.
- Rapid processes that ensure expenditure and reimbursements are processed efficiently.
- Appropriate contingency measures maintained for risk management and governance through ongoing risk identification and monitoring, and compliance with legislation in all countries where This Life operates, meeting all statutory requirements.



- Tools, techniques and approaches developed that simplifies onboarding of non-financial staff who are critical to organisational decision-making (Senior Management, Section Leads and Program Coordinators).
- Increase and maintain the level of unrestricted funds held by This Life.

HOW TO GET THERE

- Streamline policies for more efficiency and invest in a payroll processing database.
- Ensure master budget is automatically updated to facilitate correct donor budget expense allocations and to maintain confidence to plan, direct, organise, monitor and control current and future financial resources and events.
- Monitor risk management policies and ensure they are always updated and in line with new compliance laws for domestic and international legislation.
- Create financial budget templates for each project for ease of submitting grant applications.

PROGRAM OUTCOMES

- Timely dissemination of monthly, quarterly and annual financial information to internal and external stakeholders.
- Transparent and accurate reporting and record keeping.
- Confidence in maintaining financial assurance within the organisation, and to donors and other relevant stakeholders.
- Financial support provided to project teams to ensure that programs are implemented smoothly, in turn supporting communities.
- Budget projections regularly forecast and communicated to relevant stakeholders to ensure the longevity of programs.

PROGRAM ACTIVITIES

- Provide financial services for the organisation at program and organisational level, managing core program and overhead costs and plan, direct, organise and monitor to control current financial resources and plan for future scenarios.
- Provide asset management of fixed assets including maintenance, monitoring, replacement and disposal.
- Ensure project expenditure achieves the maximum efficiency and utility for planned project activities.
- Ensure due diligence of potential funders and apply ethics based decisions both on where funds are from and how they are used.
- Develop and maintain long term financial strategies to facilitate growth, sustain ongoing organisational financial need and the delivery of quality program and financial reporting.
- Ensure risk identification, monitoring and ongoing management and mitigation for financial services, including identifying contingency measures to deploy.
- Deliver effective and comprehensive financial governance through compliance with all relevant legislation, policies and processes.



SHARED SERVICES

HUMAN RESOURCES

WHAT WE HEARD

“A lot of NGOs in developing countries don’t have very sophisticated HR departments. Often it feels like HR is mostly a bureaucratic obstacle you have to overcome, rather than something which can support you.”

Potential employee for This Life, reporting on previous experiences.

AIM

To recruit, support and maintain a productive, talented, creative, innovative and collaborative workforce.

WHERE WE WANT TO BE

- Utilise technology and other available technical solutions to support effective organisational functioning.
- Use robust performance management frameworks to ensure optimum organisational alignment between strategic and individual level goals.
- Ensure clarity and understanding of organisational values and alignment between staff and This Life’s values.
- Manage organisational change effectively on an ongoing basis and with consideration of the human dimensions of change.
- Provide automated and timely corporate training, and develop additional training opportunities to support varied capacity building in technical skills and core competencies as required for individual roles.

- Update and continuously develop procedures and processes to improve efficiency and reduce reliance on paper based systems.
- Deliver innovative recruitment, responsive to organisational demands and strive to ensure This Life is known as an Employer of Choice.

HOW TO GET THERE

- Develop and roll out appropriate online training modules and investigate the potential for innovative recruitment methodologies including the use of emerging technologies such as AI and VR.
- Integrate HR and Finance systems and automate.
- Develop robust reward and recognition processes and ensure remuneration policies are aligned with organisational goals and aspirations.
- Rework and reissue This Life HR policies that are principles based on and accompanied by user friendly Better Practice Guides.
- Consult with staff, encouraging collaboration on This Life policies and direction and regularly measure staff satisfaction and alignment.
- Develop and implement a graduate recruitment program with local universities.

PROGRAM OUTCOMES

- Develop and maintain a flexible people focused human resources policy framework for the organisation, setting clear standards and an environment in which people are supported to excel.
- Provide human resource planning to identify current and future human resources needs for This Life to achieve its goals.
- Support business continuity, encouraging creativity and innovation in sourcing and maintaining talent pipelines.
- Support the ongoing capacity development of staff directly and through support to line managers to improve staff technical expertise and core competencies.
- Ensure a full suite of fundamental organisational policies exists, is used by staff and that policies are regularly reviewed and updated.
- Promote and oversee effective performance management for staff, with individual level objectives aligned to and supporting the achievement of strategic goals.

- Recognise and reward people with competitive remuneration and by supporting and encouraging positive working relationships and environments.

PROGRAM ACTIVITIES

- Robust human resources indicators and metrics are developed and monitored.
- Human resource practices are constantly developed, improved, promoted and implemented.
- Succession plans are outlined and in place for all key roles and are updated at least annually.
- Work to ensure that innovative recruitment is an accepted part of This Life’s identity.
- Ensure fair reward and recognition programs are in place for This Life staff.
- High performers are consistently identified and their capacity developed to support them to become future leaders.
- Human resource fundamentals such as organisational policies are reliable and consistent.
- Performance management frameworks are aligned to strategic goals.
- Staff engagement is consistently high.

SHARED SERVICES

COMMUNICATIONS

WHAT WE HEARD

“Thank you for this campaign. It really helps to educate Cambodians and it carries a lot of meaning about violence against women.”

Female commenter, on This Life Facebook page.

AIM

To drive This Life’s mission forward with creative communications that bring about change, forge and cement relationships, raise awareness and understanding, and increase funding from all sources.

WHERE WE WANT TO BE

- The leading creative campaigning NGO in Cambodia (and eventually more widely).
- The main driver of funding for This Life, through a more sustainable range of income sources including institutional giving, individual giving, and corporate giving.
- Best in class when it comes to creative, engaging and thoughtful communications.

HOW TO GET THERE

- Recruit a full team capable of delivering the range of creative content, marketing materials and donor communications necessary to achieve all program outcomes.
- Engage and train staff and Board members to become an army of storytellers and communicators.
- Improve existing skills and knowledge through training and use of experts and consultants.

PROGRAM OUTCOMES

- Successful delivery of campaigns which meet agreed targets and outcomes, including raising mass awareness and supporting positive social change.
- Measurable growth in supporter numbers and engagement across social media, website and mailing lists.
- Increased income from all funding sources, and especially from individual donations.
- Happy and informed donors who provide positive feedback on how This Life communicates.
- Increased profile and awareness of This Life among target audiences and the wider public.
- This Life’s reputation established as excellent, as measured through feedback, media coverage, engagement online, personal interactions, and awards.
- Excellent ability to attract high quality staff to work with us.

PROGRAM ACTIVITIES

- Develop mass awareness campaigns which support This Life’s overall mission and its specific programs by raising awareness, engaging people and driving change.
- Act as the guardians of the This Life brand, ensuing external communications have the right messages for the right audiences and meet brand guidelines.
- Target specific audiences with tailored communications, including fundraising messages or other calls to action, through mailing lists, targeted social media and Search Engine Optimisation development and use a range of social media to inform and engage supporters with stories, news and messages.
- Engage all audiences through personal but respectful storytelling and use film, photography and design creatively to enhance our messages and storytelling.
- Seek and secure opportunities in traditional media, including print, radio and TV, to boost profile, win supporters and increase funding, and seek to increase income from individual giving, corporate sponsorship and social enterprise as a result of marketing and engagement.
- Work with HR and Senior Management Team to constantly improve internal communications so that we work together more successfully and effectively and ensure communication with all funders, donors and supporters is delivered in a professional, engaging and valuable way.



- Create an environment of continuous learning where we stay informed of the latest developments in the development sector and in communications and marketing practice, and collaborate with partners so that we achieve more value through working together.

SHARED SERVICES

INTERNSHIPS

WHAT WE HEARD

“As a This Life intern I have had the chance to learn some great things. I have learnt about using an HR system, I have learnt how to work in an office and to use lots of different kinds of computer applications. I have learnt about how hard our staff work.”

This Life intern.

AIM

To harness and develop the capabilities of young Cambodians and others, providing real-world work experience in This Life, where appropriate, that will equip them for long term, stable employment.

WHERE WE WANT TO BE

- This Life internships are managed as one integrated program that adds value to This Life and to Cambodian communities.
- High School Graduate Interns are encouraged from more diverse backgrounds and have multiple career paths and options available to them.
- This Life is recognised as a preferred employer for young people (under 25 years old).
- This Life has established sound relationships with local Universities to encourage University Graduate Interns recruitment.

HOW TO GET THERE

- Develop and implement a graduate intern policy, better practice guidelines and a development program within This Life.
- Work with local Universities to facilitate engagement from students and promote opportunities to work with This Life as paid or unpaid interns or as graduates.
- Identify clear career paths for interns and development opportunities including rotations within This Life and provide appropriate training on and off the job.

PROGRAM OUTCOMES

- Interns have experience working in a creative and engaging NGO role.
- Career paths exist for interns to become part of This Life on an ongoing basis.
- Interns have developed sufficient capabilities to ensure they are competitive for employment both internal to and external to This Life.
- Interns have provided This Life with valuable assistance for achieving our goals and objectives.
- This Life has an established and credible Graduate Recruitment Intern program in place for key capability areas of Finance, HR, Communications, Social Work and Research.

PROGRAM ACTIVITIES

- Build relationships with Universities and other educational providers to facilitate career entry for young Cambodian people.
- Subsidise University studies for talented young Cambodians who may not otherwise have access to educational opportunities.
- Provide practical experience as employees and potential careers within This Life for University students and graduates.
- Provide meaningful and well structured volunteer placements for non-Cambodians where appropriate and consistent with achieving This Life goals.
- Utilise established volunteer programs for high impact results, where there are capability gaps unable to be met within the local employment market and to nurture capability growth and knowledge transfer for local staff.



REPORTING FRAMEWORKS

INTERNAL AND DONOR REPORTING

For This Life, reporting is not an activity that is undertaken only to meet donor requirements. Reporting is a key program management tool; it enables us to reflect, to understand what is working well, what is not working so well, and if we are on track as anticipated. It also affords us the opportunity to make adaptations to the program design, if necessary, and in consultation with donors.

Reporting arrangements with donors exist for each of our programs to report on implementation, the progress towards achievement of program indicators, and other key information about the program. The diversity of donor requirements and formats for periodic reports can result in a lack of consistency in the way programs are monitored and reported on internally, if each program only gathers and reports on what is required by each donor. Standardised internal monitoring and reporting is therefore the approach taken by This Life.

Our internal program reporting structure consists of monthly reports prepared by the Program Coordinator for each program using the standard This Life reporting template. These internal reports are sent to the Section Lead for each of the three program sections: Children and Families; Communities; and Impact, Learning and Effectiveness. The monthly report is due by the 7th day of the following month, e.g. the April report should be with the Section Lead by 10th May etc.

The Section Lead reviews the internal reports and follows up if there are any questions, concerns or missing information. The Section Lead is then responsible for compiling periodic donor reports, most commonly annual reports, and presenting the final reports to the Executive Director's office. The Executive Director's office is responsible for reviewing the donor reports and liaises with the Section Lead as required to ensure that all reports are complete and clear. The Executive Director's office is then responsible for submitting each report to the appropriate donor.

FINANCIAL REPORTS

Internal Financial reports are generated by the Finance Team on a monthly basis providing budget versus actuals for the project teams in order to track and monitor project expenditure to ensure programs are delivered according to project timelines and milestones. Financial reports are also provided to the Board consisting of budget versus actuals and total organisational expenditure. Financial reports to donors occur either monthly, quarterly, bi-annually or annually depending on the donors requirements and financial agreements.

A global audit is performed annually by an external audit firm who produce an annual audit report. The finance department perform a quarterly internal audit to ensure accuracy and transparency in all areas of financial management.

REPORTING TO THE BOARD

Reporting to the Board takes place on a monthly basis. A 'Board KPI Report' format is used to track the progress made towards achievement of the strategic goals and indicators defined in this Strategic Plan. The format includes an update on the progress towards meeting each indicator, using a traffic light system and narrative comments to indicate and explain progress or lack thereof. Each Section Lead is responsible for completing the updates for all indicators (KPIs) defined for the programs in their Section. The Executive Assistant and the Executive Director are then responsible for reviewing the report, seeking clarification if necessary, and submitting it to the Board for review against indicators. The Board will seek clarification from the Executive Assistant and the Executive Director where necessary.

RISK MANAGEMENT

An organisational level risk assessment was conducted to assess the risks associated with operating during the forthcoming period and identified key risks. The steps needed or already in place to mitigate each risk were recorded, and additional steps identified for risks which were anticipated as having a high likelihood and high impact if realised.

A risk register and internal process for monitoring and escalating organisational and program level risks within the organisation has been established as part of the process of developing this Strategic Plan. The Senior Management Team (SMT) and each program team manages a risk register and these are reviewed quarterly during existing SMT or program management meetings. Risks which score a high likelihood and high impact if realised are escalated from program to senior management level.

Identified risks that are brought to SMT's attention (transferred) are particularly those that have consequences that impact on:

- Financial management and oversight
- Infrastructure: people, wellbeing and environment; information, security and access; business operations and systems
- Reputation
- Compliance: includes legal and regulatory

If a risk is escalated it is moved from the program teams risk register to the SMT risk register to be management and monitored by the SMT. If SMT believe a risk that they identify needs to be escalated to the attention of the Board this can be done at anytime. Once risks have been escalated to the Board they are held and monitored on a This Life Board risk register.

NOTES



