

NGO Education Partnership

Future Plans
2006-2010

Strategic Plan

October 1st 2005

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MISSION

NEP provides a mechanism to promote dialogue among its own members and between government, the Ministry of Education, Youth, and Sport, donors, and NGOs in order to improve the quality of education for all in a spirit of cooperation.

1 Background

The NGO Education Partnership (NEP) was created informally in January 2001 as a result of a proposal from the Education Sector Working Group following an approach by the Ministry of Education, Youth and Sport (MoEYS). The intent of this partnership was to encourage and improve Ministry, donor, and NGO dialogue as a mechanism to jointly address and support the education reform process. NEP became a formal representative entity in early 2002 with the adoption of a charter, election of a board, and signing up of seventeen member organizations.

Since then, NEP has continued to grow in membership and to fill an important gap as the NGO representative in the sector relationship with the Ministry of Education and donors. Membership is by formal application and is open to all non-profit humanitarian associations, NGOs working in the education sector, and other bodies whose strongest link with the government is through the NEP. By consensual mandate from its members, NEP collects organization information which is shared with the Ministry and donors to inform and influence education initiatives with a view of grass-root level impact. With NEP as a liaison, members benefit from receiving information on current Ministry policy and programs so as to allow them to implement field activities consistent with policy directions of the Ministry and the Royal Government of Cambodia. NEP believes its role to provide the medium for this two-way information flow promotes the cooperative development of quality education in Cambodia.

NEP represents the 'voice of the NGOs' in sector policy formation and has had

input to the development of the National Poverty Reduction Strategy Plan and the National Education for All Plan. For successive years, NEP has represented the NGOs in the Education Strategic Plan (ESP) and the Education Sector Support Program (ESSP) sessions as well as in sub-sector initiatives such as the Girls' Scholarship program, National Curriculum Development, and Non-formal Education policy.

Rather than directly implementing programs, NEP supports local institutions to identify and strengthen their programmatic foci in order to increase their delivery of services. As well, NEP provides an opportunity for organizations to form networks in order to foster ideas and share lessons learned. The NEP maintains a library of documents from all players in the education sector which are available for use by members and the general public. The NEP also acts as a point-of-contact for any inquiries about education from the public.

2 Achievements and Priorities

2.1 Links with Members

2.1.1 Members

Since 2002, membership has grown and remained relatively steady at 56. This includes 26 local organizations and 30 international NGOs. Members are predominantly headquartered in Phnom Penh but this past year saw a growth in membership of provincial-based NGOs (Kampot, Kompong Thom, Kompong Cham, Siem Reap, Pursat).

Member meetings are held monthly/bi-monthly. An immense effort is made to provide all contacts and documentation in the two languages of Khmer and English which is fully appreciated by all members. A main task of the NEP secretariat is information dissemination to members and has included ESP/ESSP documents, news from the Board, membership announcements, donor information, job vacancy announcements, materials and reports that NGOs wish to share with

other NGOs. NEP is governed by a volunteer Board of Directors and administered by a 2-person staff with assistance from a VSO volunteer.

2.1.2 Database

In 2004, an education NGO database was created with technical support from an external local expert. Information about contact details, project foci and expenditures, sub-sector identification, beneficiaries, etc. was collected via a survey. The database assists the NEP Secretariat to store, collate, manage, and retrieve information about members as well as education NGOs generally. It also provides the basis for a directory of education NGOs to be produced. The database is very useful to identify and group NGOs by sub-sector (e.g. NFE, Life Skills, Basic Education) and this option has been used effectively to support various Ministry initiatives involving local NGOs.

2.2 Links with the Ministry of Education

2.2.1 Sector Policy Participation

NEP has become more prominent as the voice of NGOs in the education reform process of the Ministry of Education and the donors. For the second year, the NEP has been called on to represent the NGOs in the Education Sector Review and the ESP/ESSP Review. NEP coordinated the participation of member agencies in all the review sessions scheduled by the Ministry. Members of the NEP Board and Secretariat also attended meetings of the central committee to whom the sub-sector groups reported. Several Board members also helped to draft sub-sector group reports for submission to the central review committee. In addition, the NEP Board coordinated the drafting of an NGO-statement and comments on the draft ESP.

NEP has most recently participated as a full partner in the SWAp (Sector Wide Approach) Workshop with Ministry officials and donors. The goal of this exercise is to improve capacity for sector policy, planning, management and monitoring of education reform, lead by the Ministry of Education, Youth, and Sport, in order to

increase alignment and consistency of donor assistance and NGO participation to the sector.

2.2.2 Participation in Sector Working Groups

NEP continued to participate in the Education Sector Working Group (ESWG) a forum of donors who discuss issues of funding for education and the delivery of allocated moneys from MoEYS budget. NEP is able to give a perspective of field level allocation and application of donors' money.

In early 2005, the NEP was asked to participate in the rejuvenated Joint Technical Working Group on Education (JTWG-ED), composed of representatives from the Ministry of Education, other line ministries, donor agencies, and NGOs. There are now five member representatives sitting on this working group.

2.2.3 Education Operational Research

With encouragement from the Ministry, NEP initiated a first-ever project to support local NGOs in field-level Operational Research. In 2004, five local NGOs participated and in 2005, six local NGOs were given small grants, training, and technical support to conduct grass-roots research on selected topics of education reform. This project was done with two objectives in mind:

1. To build capacity of local NGOs to research and assess local-level impact of project implementation,
2. To provide information to the Ministry of the progress from the field of selected reform initiatives.

While the project has been most successful in building capacity of NGOs to do research, the research results are having little impact on the education reform process of the Ministry. Nevertheless there is a need for NEP to engage in research and in the future this will be carried out by a consultant hired for the purpose.

2.3 Partnerships

NEP has a close and collaborative relationship with EDUCAM, using the forum of the voluntary organization as a platform for sharing information about the education sector to all who are interested while NEP more directly uses its mandate to dialogue and advocate to the Ministry on education reform issues. Sharing some of same board and steering committee members, both organizations work together to present the Consultative Group Statement from the NGO sector, and to report on progress of education issues such as the ESP, the ESSP, PAP disbursement and the EFA. It also works closely with the Disability Action Council (DAC) and is committed to advocating for inclusive education, with a particular focus on advocating for inclusion of those with disabilities.

3 Strategic Planning

Strategic planning gives an organization an opportunity to assess the environment within which it functions in order to determine appropriate responses in that context. This process should allow an organization to:

- Define what it is and what it wants to be,
- Include improvements in internal administrative systems needed to support organizational objectives,
- Identify strengths and weaknesses,
- Identify external factors relevant to its success or failure,
- Consult all stakeholders for input,
- Be more effective.

3.1 The Process

The strategic planning process for NEP was prompted by several factors. In its early stages, there was no thought of having a long term plan; the Board and members instead waiting to see if the organization would continue successfully the first several years. Now, as NEP increasingly becomes the focal point for NGOs in the education sector, it becomes ever more difficult for the staff and Board of Directors to cope with the demands made on the organization without a firmer plan

to guide it. Members were making requests, especially for capacity building, which the staff is unable to meet due to systems and personnel constraints. The Ministry is suggesting more involvement of the NEP out in the provinces which the Board cannot adequately respond to. Ultimately, in order to secure funding, a long-term plan is necessary to show donors what plans for the future of the organization are.

The agenda to implement an organizational plan included:

- A meeting of members in January 2005 to assess the strengths and weaknesses of the organization and to give feedback on what direction the NEP should take.
- A new Board of Directors elected in February with a specific mandate, prompted by the donor, to oversee the production of a 5 year strategic plan.
- A revised organization charter presented to the membership for approval in March.
- A meeting with the NEP donor for input to the plan in April, 2005.
- Further input from members gathered from April to June.
- Presentation to the membership of the first draft of the strategic plan in June.
- Presentation of the final plan to the membership in August.
- Presentation to the Donor in late September/ early October.

3.2 External Factors

Information from stakeholders could be classified into three commonly identified categories: issues of government – NGO relationship, resource base, and capacity of local organizations. These topics were identified as crucial to the ability of stakeholders to effectively participate in education development.

3.2.1 Government-Civil Society Relationship

While the MoEYS policies identify NGOs as important partners, the ministry's willingness to actually involve NGOs in the reform process is often less than its stated intent. Active partnerships between the government and civil society are needed in order to take advantage of strengths that each group can offer to

development efforts. Members emphasized the need for a strong mechanism which works to align and support mutual efforts to improve education quality in Cambodia and which recognizes the role that civil society plays in addressing local concerns in the country, complimenting government efforts.

3.1.1 Resources

Scarce financial resources and difficulties in accessing them were problems often cited by NGOs. Civil society groups require sustained support in order to carry their share of educational development. This is more so important in view of the inability especially of CNGOs to generate own-source revenue.

3.1.2 Capacity Building

Respondents emphasized the importance and need to strengthen partnerships, organizations, and individuals in order to improve the impact of service provision. Responses most often addressed the inability of Cambodian local NGOs to function effectively for high-quality impact, which in turn often negatively impacted their ability to acquire donor funding and provide good service.

3.2 Internal Factors

3.2.1 Organizational Capacity

Efficient administration and governance systems are necessary for any organization to be able to meet their objectives effectively. With an increase in the profile of NEP in the Ministry-NGO relationship, the organization is out-growing its capacity to function well. The reality of this situation was partially addressed earlier in the year with the Board's and members' decision to hire a full-time executive secretary later in the year, to augment the two staff members already in the office. Commensurate with this action will need to be an assessment and implementation of a new system of governance to define roles and responsibilities among the office Secretariat and the Board of Directors. NEP will work towards reducing expat involvement in the secretariat over the next five years.

Communication issues were often mentioned by respondents as hindering effective organization functioning particularly by members out in the provinces. A well-organized system of information storage, retrieval, and usage is also important to ensure effective sharing of information. Information systems should use similar categories as the MoEYS system to ensure alignment and ease of classification. As the education sector is so broad, a method to improve Secretariat staff knowledge and expertise in sub-sectors would improve their ability to respond to specific requests.

4 Priority Goals and Objectives

As a young organization, NEP believes it has made an important initial step in bringing the Ministry of Education and the NGOs closer together in a relationship of respect. Respondents were adamant that NEP should continue in its vital role as facilitator and information broker between all stakeholders, only that it should 'do its job better.' There is much to be done, however, and the goals and objectives stated here seek to bring this relationship to a higher level of commitment and cooperation among all stakeholders to bring quality education to the children of Cambodia.

In attaining organizational goals, the Board and the donor realize that specific objectives for the first year of implementation need to be identified to focus attention on initial start-up of the strategic plan. Stakeholders understand that a yearly assessment of the plan is necessary to evaluate and adjust the plan in order to respond to the changing environment. A table summarizing objectives is found in Annex A.

A key priority of NEP is to reduce Ex Pat involvement in the management of the secretariat over the next five years. A further priority is to diversify funding sources to become less reliant on one donor. None of the major membership organisations in Cambodia exist solely on membership fees. Therefore NEP will study models such as MEDICAM and CCC using lessons learned to help NEP become sustainable.

4.1 Relationship with Members

4.1.1 Capacity Building

Membership in NEP is approximately split between international and Cambodian NGOs. Understandably, the levels of functioning and goals of both sets of these members are quite disparate. To be truly representative of education NGOs, NEP must clearly understand the different needs of these two groups.

NEP's goal is to assist member NGOs to identify, articulate, and attain their project aims and objectives in relationship to the overall education sector plan of the Ministry. NEP will do this by promoting better dialogue and collaboration between NGOs, the Ministry and donors so that member organizations can more effectively participate in education reform.

The NEP Secretariat and Board will prioritize activities that:

- Facilitate members' understanding of major education sector documents, especially the ESP, ESSP and EFA.
- Facilitate the ability of NGOs to assess the consistency of their programs with identified ministry policies (particularly the ESP).

4.1.2 Networking

Although the number of Cambodian NGOs who join the NEP has been steadily growing, they are most often centered in and around Phnom Penh. To more fairly represent the voice of NGOs, those groups out in the provinces must also be heard.

One of NEP's goals is to bring NGOs together to create a better, more coordinated and proactive dialogue on education issues and policies with the Ministry of Education. In order to do this, NEP is committed to building a network of education NGOs, especially Cambodian ones, to more clearly represent a common voice in ministry and donor discussions.

NEP will:

- Devise a system of locating and recruiting education NGOs in the provinces.
- Increase NEP membership overall.

4.2 Relationship with Ministry

4.2.1 Operational Research

NEP builds the capacity of the NGO body in cooperation the Ministry to devise and respond collectively to policy initiatives. One way to do this is to engage in operational research as a method of producing effective information to influence policy making.

Operational research is a method to analyze the impact of project implementation at field-level. In the process of educational development, it is important that the central Ministry officials have an understanding of the effectiveness of education reform initiatives at the grass-roots level. Education NGOs offer an opportunity to collect this kind of un-biased information by being trained to analyze the impact of their project implementation at field level. This information gives feedback to the government on the effectiveness and success of reform, and hopefully, can positively influence the process of making education policy. In this aspect, the government and NGOs can truly work together in a cooperative manner to produce effective education change in the country. The desire of the Ministry of Education for access to quality operational research results was high-lighted at the recent SWAp (Sector-wide Approach) Workshop in June, 2005.

For the past two years, NEP has given small grants, training, and technical support to 11 local NGOs to participate in operational research. The results of this research are then given to the Ministry. While capacity at a local level has increased, this information has had little influence on informing Ministry policy. Also the process of the research activity should be one that is simple to implement and enables NEP to quickly and accurately assess selected topics of education reform at the field level with input from all members. Future operational research

will be managed by NEP staff and followed up to ensure maximum impact on education reform processes.

The Operational Research objectives for the period of this plan are:

- Improve the effectiveness of the operational research activity.
- Improve the scope and quality of the research results.
- Measure/evaluate the impact of the research on the education reform process.

4.2.2 Networking

The education sector is very broad and the Ministry contains many departments. Just as NGO networking is important to strengthen membership, so is it important for NEP to identify the appropriate ministry officials in order to create close and productive working relationships. A productive relationship with the selected officials will help ensure that outcomes of the NEP and the MOEYS partnership are demand-driven by a common understanding of education issues.

Also, ministries other than the Ministry of Education are responsible for specific education sub-sectors. Many member organizations are actively involved in these sub-sectors but there are currently no strong links between these NGOs and ministries outside the MoEYS to support sharing of information. In pursuing its mission of creating a mechanism for dialogue between members and the Royal Cambodian Government, NEP takes on the responsibility of forming relationships with these ministries. The following table identifies different sub-sections which reside in other ministries.

Ministry of Labor	Technical Vocational Training
Ministry of Social Affairs	Issues of disability
Ministry of Health	Health education, HIV/AIDS
Ministry of Rural Development	Agricultural programs, school construction

One of the NEP goals is to represent and advocate the position of members to the Royal Government of Cambodia, international organizations, and donors.

To meet this goal, the NEP will:

- Identify and develop effective contacts in specific sub-sectors of the Ministry of Education.
- Initiate a relationship with other ministries which contain an important sub-sector of education.
- Develop an effective communication system with the Ministry of Education.

4.3 Organizational Development

Effective systems of administration and governance are the backbone of an organization. NEP's goal is to offer a forum for members to actively support each other in promoting the organization vision and objectives. It will accomplish this by ensuring efficient Secretariat functioning.

4.3.1 Administration

As NEP is a broker of information, effective communication systems are vital to keep all members knowledgeable and up-dated on information in the education sector.

Administration objectives are:

- To develop an effective communication system with provincially-based members.
- To develop an efficient management and procedural system for emails, member contact and communication.

Governance

NEP is an advocate for good governance within its members and as such should demonstrate this in its own administration. Its objectives will be to:

- maintain transparency in all its transactions
- create as series of clearly delineated organisational policies.

4.3.2 Resource Base

A diversified and adequate resource base is necessary to enable an organization to meet its programmatic goals and ensure sustainability. Increasing the number of funding partners will enable NEP to be less dependent on one donor's agenda and have more financial security in the longer term.

The objectives in this topic are:

- To obtain funding from several sources.
- To have a diverse portfolio of multiple donors.

4.3.3 Publications

Publications are an important and visible means to disseminate organization information targeting specific audiences as well as the general public.

Another goal of NEP is to improve the distribution of information of NGO interventions in Cambodia. It will accomplish this by collecting and disseminating information about member education activities, which includes accurate mapping of NGO involvement in the sector and lessons learned from pilot innovations.

The objectives of publications are:

- To develop an efficient method of yearly member information collection and reporting.
- To produce at least one publication each year containing information about the scope and impact of NGO involvement in education reform in Cambodia.

ANNEX A – SUMMARY OF OBJECTIVES

Priority Areas	Focus	Year 2006	Year 2007-2010
A. Relationship with Members	Capacity Building	1. To facilitate members' understanding of major education sector documents (ESP, ESP, EFA)	To facilitate the ability of NGOs to assess the consistency of their programs with identified ministry policies (especially the ESP).
	Networking	2. To devise a system of locating and recruiting education NGOs in the provinces.	To increase NEP membership multiple provinces.
B. Relationship with Ministry	Operational Research	3. To improve the effectiveness of the research activity.	To increase the scope and quality of the research results.
	Networking	4. To identify and develop effective contacts in specific sub-sectors of the Ministry of Education. 5. To initiate a relationship with other ministries which contain a sub-sector of education	To develop an effective communication system with the Ministry of Education.
C. Organizational Development	Administration	6. To develop an effective communication system with provincially-based members. 7. To develop an efficient management and procedural system for emails, member contact and communication. 8. To reduce ex pat involvement	

	Governance	8. To make office functioning and Secretariat more efficient.	
	Resource Base	9. To obtain funding from several sources for sustainability	To have a diverse portfolio multiple donors.
	Publications	10. To develop an efficient method of yearly member information collection and reporting.	To produce at least one publication a year containing information about the scope and impact of NGO involvement in education reform in Cambodia.

ANNEX B – NEP Year 1 Work-plan: January 2006 – December 2006

Targets	Activity	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC	Remarks	
A. Relationship with Members	Capacity Building: Facilitate member understanding of major education sector documents (ESP, ESSP, EFA).														
	1. Identify individual/s to facilitate the task.	■													
	2. In each document, identify and prioritize information to be condensed.		■	■											
	3. Print condensed information (Khmer and English) into easy format.				■										
	4. Hold member workshops to share information.					■									
	5. Distribute documents to all members.				■				■	■					
	Networking: Devise a system of locating and recruiting education NGOs in the provinces.														
	1. Identify and target specific provinces for expansion.	■	■	■											
	2. Through CCC mailboxes, send out letters of invitation (with brochures) to identified existing NGOs for solicitation of new members.		■												
	3. Post a public relations announcement on the Community Information Center website [from The Asia Foundation] to invite new members.		■												
4. Facilitate exchange of ideas .Use members to identify other NGOs or NGO for a in their project implementation provinces to solicit new members.	■	■	■												

B. Relationship with Ministry	Operational Research: Improve the effectiveness of the research activity.												
	1. Evaluate the impact of the research activity of the last 2 years.												
	2. Based on the results, decide how to implement a simple research activity involving input from all the members												
	3. Carry out research and Prepare and present research results at major education sector fora.												
	Networking: Identify and develop effective contacts in specific sub-sectors of the Ministry of Education.	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C
	1. Present a letter of explanation to major ministry official outlining planned communication process.												
	2. Identify sub-sector officials to form a relationship with.												
	3. Communicate regularly with identified official.												
	Networking: Initiate a relationship with other ministries which contain a sub-sector of education.												
	1. According to members' project interests, identify other ministries to contact.												
	2. Present a letter of explanation to major ministry official explaining intent of NEP relationship.												
	3. Maintain communication with identified officials.												

	Resource Base: Obtain funding from several sources.																		
	1. Identify several possible funders who have similar interests as NEP (e.g. research, NGO, out-reach, ESP/ESSP/EFA facilitation, etc).																		
	2. Write proposals to address these topics.																		
	3. Visit funding agencies with proposals.																		
	4. Study Medicam & CCC funding. Apply lessons learned to support sustainability of NEP																		
	Publications: Develop an efficient method of yearly member information collection and reporting.																		
	1. Collect and regularly up-date correct member information.																		
	2. Produce an NGO report.																		

ANNEX C – NEP Monitoring Plan 2006-2007

Priority Area: Relationship with Members				
Focus: Capacity Building				
Objective 1: Facilitate members' understanding of major education sector documents (ESP, ESSP, EFA)				
Proposed outcomes:				
1. Members increased understanding of the ESSP, ESP & EFA helps them prepare successful bids for projects to increase activities which meet the goals of the EFA, ESSP & ESP				
2. Members programs work in greater synergy with MoEYS Aims and Objectives				
3. Achievement of the ESSP, ESP and EFA goals will increase				
Activity	Indicators	Responsibility for completion	Comments	Final Completion date
1. Identify individual /s to facilitate the task.	TA / NEP staff / member identified for each of 3 documents.	NEP Executive Director	Will delegate tasks	28.02.06
2. In each document, identify and prioritize information to be condensed.	In each document, important information high-lighted.	NEP Technical Assistant	Assisted by NEP secretariat & Board	30.04.06
3. Print condensed information (Khmer and English) into easy format.	A condensed version of each of 3 documents produced in Khmer and English.	NEP Technical Assistant	Assisted by NEP secretariat & Board	31.05.06
4. Hold member workshops to share information.	3 member workshops held in year #1 of strategic plan.	NEP Executive Director	Will delegate tasks	30.06.06
5. Distribute documents to all members.	All NEP members have a Khmer and/or English version.	NEP Technical Assistant	Assisted by NEP secretariat	30.10.06

Priority Area: Relationship with Members				
Focus: Networking				
Objective 2: Devise a system of locating and recruiting education NGOs in the provinces.				
Proposed Outcomes:				
1.NEP members hold a broader perspective in terms of national issues for education				
2.The MoEYS hold a broader perspective in terms of national issues for education				
3. The ESP & ESSP is enriched by including issues identified by small, local, provincial NGO's which currently do not feature in national feedback to the Ministry.				
Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Identify and target specific provinces for expansion.	5 provinces targeted for 2006.	NEP Executive Director	Assisted by Board	01.12.06
2. Through CCC mailboxes, send out letters of invitation (with brochures) to identified existing NGOs for solicitation of new members.	At least 3 NGOs in targeted provinces receive letter of invitation.	NEP Administrative Assistant		31.03. 06
3. Post a public relations announcement on the Community Information Center website (The Asia Foundation) to invite new members.	A PR announcement is written in Khmer and submitted for transmission on CIC website.	NEP Administrative Assistant		31.03. 06
4. Facilitate exchange of ideas. Use members to identify other NGOs or NGO fora in their project implementation provinces to solicit new members.	Members in targeted provinces identify at least one other NGO to give NEP brochures to.	NEP Executive Director	Assisted by NEP Secretariat	30.06.06

Priority Area: Relationship with Ministry

Focus: Operational Research

Objective 3: Improve the effectiveness of the research activity.

Proposed Outcomes:

1. An impact evaluation of the previous two years research has identified lessons learned for future research activities. NEP research is competent, reliable, timely and in demand.
2. NEP research results are a valuable source of information for MoEYS, NEP members and other interested groups.
3. Stakeholders are motivated to share their information with NEP.

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Evaluate the impact of the research activity of the last 2 years.	A consultant is hired and produces an evaluation report, giving at least 2 recommendations to improve the activity.	NEP Executive Director	Supported by Consultant & NEP Board	31.05.06
2. Based on results of impact evaluation, decide how to implement a simple research activity involving input from all the members and others	A plan for a fast, accurate research methodology is made and implemented.	NEP Executive Director	Supported by Consultant & NEP Board	30.06.06
3. Prepare and present research results at major education sector fora.	Results presented at Education Sector Review.	NEP Executive Director	Supported by NEP Board	As needed . Reviewed 07 & 10

Priority Area: Relationship with Ministry

Focus: Networking

Objective 4: Identify and develop effective contacts in specific sub-sectors of the Ministry of Education and other Ministries.

Proposed Outcomes:

1. Communication between the NEP and the MoEYS is productive and mutually supportive.
2. NEP members represent a more comprehensive view of education development than previously. This will result in:
 - a) NGO's being able to situate their own programs in a broader context.
 - b) Education related Ministries gaining a more holistic view of education developments.
3. Improved communication leads to increases in agreed objectives and activities. These in turn result in increased achievement of ESP, ESSP and EFA goals.

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Present a letter of explanation to major ministry official outlining planned communication process.	Board of Directors meet with HE Im Sethy or other major ministry individual.	NEP Executive Director	Supported by Board	31.05.06
2. Identify sub-sectors officials to form a relationship with.	At least 4 sub-sectors which reflect most of members' project interests are identified (including contact).	NEP Executive Director	Supported by Board	Reviewed 06 & 12.
3. Communicate regularly with identified officials.	A. Identified individuals regularly receive copy of appropriate sub-sector minutes and invitations to meetings. B. Identified NEP board, secretariat, or member maintains regular contact with official.	NEP Executive Director	Supported by Board	Review 07 & 11

4. Initiate relationships with other Ministries which contain sub sectors of education.	NEP reports include education activities related to ministries other than the MoEYS	NEP Secretariat	Supported by Board and Executive Director	Review annually
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Priority Area: Organizational Development

Focus: Administration

Objective 5: Develop an effective communication system with provincially-based members.

Proposed Outcomes:

1. Provincially based members are motivated to share their issues and ideas in a broader context
2. Members are able to situate their own programs in the context of others
3. Skill sharing and synergy between NGOs working in the same or neighboring provinces increases

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Provide mailboxes at NEP office for [provincial] NGOs to pick up hard-copy information.	Mailboxes for all provincial NGOs provided at NEP office.	NEP Administrative Assistant		28.02.06
2. Share monthly meeting schedule among members and Secretariat and Board.	Monthly NEP schedule of meetings prepared and distributed. Members plan trips to PP at appropriate times to attend.	NEP Administrative Assistant		28.02.06
3. Provide provincial members with short email course.	Provincial members understand how to use email for communication and transmission of documents (use CIC website for email pick-up).	NEP Administrative Assistant	Added as an option at the end of a members meeting for those who wish to attend.	30.06.05

Priority Area: Organizational Development

Focus: Administration

Objective 6: Develop an efficient management and procedural system for emails, member contact list and communication.

Proposed Outcomes:

1. The benefits of NEP take a higher profile among its members, motivating them to continue membership and encourage others to join. Membership is increased.
2. NEP secretariat spend less time searching for information to answer individual enquiries. The efficiency of the NEP secretariat is increased leaving it more time to contribute to stakeholder activities and national meetings.

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Organize all administration procedures based on arrangement of members into sub-sector groupings (e.g. primary ed, NFE, ECD, etc).	All members are arranged and processed by sub-sector. All office communications, meetings, contact lists, etc. are based on this list.	NEP Administrative Assistant	Supported by NEP Secretariat	31.01.06
2. Develop an NEP website to contain all relevant information.	www.NEP.com.kh organized, with 2 accompanying email addresses: members@NEP.com.kh and information@NEP.com.kh	NEP Executive Director / Hired Specialist	Supported by NEP Secretariat	30.09.06
3. Improve and up-date NEP database.	A technician is hired to yearly up-date the database. The database reflects the MoEYS terminology and classifications. ALL member information is included.	NEP Executive Director / Hired Specialist	Supported by NEP Secretariat	30.09.06

Priority Area: Organizational Development

Focus: Administration

Objective 7: Improve efficiency of NEP Secretariat.

Proposed Outcomes:

1. The NEP secretariat have the skills and knowledge to represent their members at national level. This results in a higher national profile for NEP. Representation of members is increased and more effective. Membership is strengthened and will increase.

2. Board members are freed from involvement at implementation level thereby making Board membership an Attractive proposition. Board membership is strengthened. This in turn will ensure that NEP members views are represented at the highest levels.

Activity	Indicators	Responsibility for completion	Comments	Final Completion date
1. Identify duties of NEP Secretariat and address professional development needs of staff.	Specific job descriptions for Secretariat members are developed which identify appropriate administrative responsibilities. Staff professional development needs identified & supporting plan written.	NEP Executive Director	Supported by NEP Board	31.03.06
2. Implement an efficient process to classify and handle member contacts.	A. Members are grouped according to project interests by sub-sectors (see previous objective). B. Each Secretariat staff is responsible for identified sub-sectors.	NEP Administrative Assistant	Supported by NEP Secretariat	30.04.06

<p>3. Identify a process to handle non-member requests quickly and efficiently.</p>	<p>A. Processing non-member requests and email30.09.06s is an identified staff duty. B. An efficient system for photocopying and maintaining non-member requests is developed.</p>	<p>NEP Administrative Assistant</p>	<p>Small charge for services to non members</p>	<p>31.03.06</p>
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Priority Area: Organizational Development

Focus: Governance

Objective 8: Improve the Governance of the NEP

Proposed Outcomes:

1. NEP members and other stakeholders have confidence in NEPs integrity. This strengthens NEPs reliability as a national player in the development of education and adds weight to the views of its members. Membership will increase
2. The MoEYS and other stakeholders benefit from the diversity of ideas.

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Outline clear roles & responsibilities of the Board to the members	Roles & responsibilities available for members to read. Present them at members meeting.	NEP Executive Director	Supported by NEP Board	28.02.06
2. Ensure financial transparency	Audit reports, management letters and annual accounts made available to members on request.	NEP Executive Director	Supported by NEP Board	Annually 12
3. Create organizational policies. eg. personnel policy	List of policies agreed Personnel policy completed	NEP Executive Director	Supported by NEP Board	31.03.06 30.06.06

Priority Area: Organizational Development

Focus: Resource Base

Objective 9: Obtain funding from several sources.

Proposed Outcomes:
 1. NEP becomes sustainable in the same way as Medicam and CCC

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Identify several possible funders who have similar interests as NEP (e.g. research, NGO out-reach, ESP/ESSP/EFA facilitation, etc.)	At least 4 funding sources/organizations are identified which have similar interests or previous funding history of similar areas as NEP interests (e.g. UNESCO, VSO, CDRI, etc)	NEP Executive Director	Supported by NEP Board	Reviewed each year 07 & 11
2. Write appropriate proposals to address these topics.	Proposals are written which address identified areas and submitted to above.	NEP Executive Director	Supported by NEP Board	Reviewed each year 07 & 11
3. Visit funding agencies with proposals.	Board of Directors/Secretariat visit the identified possibilities with the proposals.	NEP Executive Director	Supported by NEP Board	Reviewed each year 07 & 11
4. Study funding of organizations such as Medicam & CCC. Use lessons to support sustainability of NEP.	NEP relies on a number of different funding sources.	NEP Executive Director	Supported by NEP Board	Progress review annually

Priority Area: Organizational Development

Focus: Publications

Objective 10: Develop an efficient method of yearly member information collection and reporting.

Proposed Outcomes:

1. The MoEYS, other Ministries involved in education and other stakeholders have clear information about NGO education activities and issues. This leads to greater synergy between government and NGO education program development.

Activity	Indicators	Responsibility for completion	Comments	Final completion date
1. Collect and regularly up-date correct member information.	A. Information collection method is stream-lined and reflects MoE terminology and classifications.	NEP Administrative Assistant	Supported by NEP Technical Assistant	Reviewed 07 & 11
2. Produce an NGO report.	A. A Secretariat or regular member or outside TA is identified to produce the report. B. An NGO report is produced yearly to coincide with the Education Sector Review.	NEP Executive Director	Supported by NEP Board	28.02.06 As required. Likely to be 09.