

PEPY Empowering Youth's Strategic Plan

September 2023 – August 2028



Developing Organizational and Staff Capacity for Consistent High Quality Work and for Long-Term Sustainability



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1. Introduction and Summary

The PEPY community – which includes the organization’s leadership, stakeholders, and team members, developed this strategic plan through a highly participatory and collaborative process. The development of a strategic plan was led by two external consultants, Mr. In Samrithy and Mr. Andreas Reinsch. The process began with a one-week strategic planning workshop from March 20-24, 2023. The workshop included intensive discussion, programmatic mapping, and a SWOT analysis of the organization. The purpose of the workshop was for the PEPY team to determine what they believe should be the strategic direction of PEPY.

Following the workshop, the consultants then took the time to incorporate the feedback of community stakeholders. The consultants collected feedback through focus group discussions, as well as a workshop that involved several donors, community members, and beneficiaries. The interviews and focus group discussions as well as the success stories they collected allowed the consultants to conclude that the work of PEPY is in demand, effective in supporting the organization’s mission, and is highly valued by the young people participating in the organization’s crucial programs.




Picture 1: PEPY Leadership, staff, and facilitators at the Strategic Planning Workshop in Siem Reap on March 24, 2023

As a result of the external consultants and PEPY community’s work, we now have a clear plan with three strategic themes as well as a set of detailed strategic objectives and activities to ensure our work over the next five years actively contributes to each theme. This strategic plan will build on the previous achievements of PEPY and enable us to carefully expand while supporting the long-term viability of PEPY Empowering Youth. The implementation of the strategic plan will begin in September 2023 and will



conclude in August 2028 (although the activities outlined in the strategic plan are subject to change in response to global challenges and the needs of the community).

 **Our Strategic Goal: Developing Organizational and Staff Capacity for Consistent High Quality Work and for Long-Term Sustainability**

We acknowledge that the current and coming years are likely to be volatile in terms of inflation and other global economic factors. Our local economy has still not recovered from the loss of tourism and the pandemic. We recognize that these issues and other unforeseen issues will affect PEPY in various ways, i.e. our financial sustainability, our ability to run international exchanges and tours, and our opportunities to join capacity development workshops. Part of our strategies are to ensure that we can proactively respond to unforeseen risks and to guarantee that young people in our region are continually receiving access to our services. Figure 1 visualizes the Strategic Plan (including its three themes and strategic goals) in relation to the core and mission of PEPY.

Figure 1: PEPY's Strategic Plan Overview 2023-2028



In our Strategic Plan, the three **Strategic Themes** (or strategic pillars and key strategies) are:

A. Effective and Efficient Program Implementation (PEPY's Core Processes)

This strategic theme is closest to the core process of PEPY and is focused on the implementation of our key programs. The activities and objectives under this theme are a continuation of PEPY's previous work although our programs



will be restructured and enhanced to reflect and meet the needs of our beneficiaries. This theme is about the continuous improvement of program management and developing the core competencies of relevant PEPY team members, so that we may ultimately operate more efficiently and effectively.

B. Organizational Development Towards High Quality Performance

This strategic theme is focused on strengthening PEPY as an organization. Over the next five years, we will be working to improve our work processes as well as all our team members' abilities to successfully implement our planned work with exceptional quality. By focusing our efforts on this theme, we aim to elevate PEPY as a local NGO and nonprofit at the local and international level.

C. Achieving Long-Term Sustainability of PEPY

The third strategic theme is about the long-term survival of PEPY in terms of the organization's cultural and financial sustainability. This theme includes new ways of securing funding for the organization as well as expanding our regional and local funding network. This strategic theme also includes strategies of organizational survival in times of financial economic collapse ensuring the continuation of PEPY's core activities.

2. PEPY – Context, Vision and Mission

PEPY (our legal name is PEPY Empowering Youth) was born out of the desire to improve the quality of life for rural Cambodian communities by connecting young people to quality education services and economic empowerment initiatives. **PEPY's programs are tailored to the long-term development needs of young Cambodians; including holistic capacity-building opportunities that increase their confidence, interpersonal skills, creativity, and motivation to learn and grow.**

2.1 PEPY's Journey

PEPY Empowering Youth is widely known as a locally led NGO focused on the holistic development of Cambodian youth primarily based in Siem Reap Province, Cambodia. The organization's journey started in 2004 when Americans Daniela Papi and Greta Arnquist were planning a cycling adventure across Cambodia and decided to raise funds to support education development efforts. The team they formed was dubbed "The PEPY Ride" and PEPY stood for '**Protect the Earth, Protect Yourself.**' They planned to use the ride as an opportunity to engage with their community throughout the journey to raise awareness about the relationship between the environment and health.

They were thrilled when the team raised enough funds to support the construction of several educational buildings, including a school and a teacher house in Chanleas Dai, in partnership with a Phnom Penh-based organization, American Assistance for Cambodia. Several months before the bike ride, Daniela visited Cambodia to plan the trip. She discovered that in Chanleas Dai, the school that they had worked to build



was empty! The group learned a valuable lesson in development: Buildings do not teach people, people do. They realized that if they want to raise funds to support the development of education in Cambodia, investing in people is where they need to begin.



Picture 2: Chanleas Dai Primary School in Kralanh District, Siem Reap Province, which was built by PEPY.

They proceeded to raise more funding and awareness, and Daniela, with a growing group of volunteers, organized a series of fundraising trips. They started an English language and computer literacy program at the Chanleas Dai School. It quickly became apparent that, with added support, students were learning English, but their Khmer reading and writing skills were further behind. To support Khmer literacy and advance education in Cambodia, the team decided to register as a separate organization.

In 2007, PEPY was registered as an international NGO, with US 501(c)(3) status. The organization continued to build schools, capacitate teachers, and provide education services to rural children. The projects and initiatives became more locally led and continued to evolve based on the needs of the organization's beneficiaries.

By 2012, almost all of our projects were centered on youth development and engagement, as our team determined that there were numerous resources and services for children's education, but little to no assistance for young people entering high school and beyond. Many of the young people who had benefitted from the numerous primary-level education programs and initiatives were dropping out of school around Grade 10. We realized that without any pathways to higher education or any professional development programs, young people were uninspired to continue their studies, opting to pursue work in neighboring countries, support their families' subsistence farming efforts, or enter into an early marriage.

In 2014, PEPY re-registered as a Local Non-Government Organization (LNGO) and transitioned to a fully localized NGO called PEPY Empowering Youth on January 1,



Picture 3: PEPY team and scholar representatives after registering as a local non-government organization in 2014.

2015. Our organization continues with the original missions of PEPY; the decision to localize was to empower our local Cambodian staff and students to take ownership of the organization. Since localizing, PEPY has served as a model for how Cambodians can uplift each other in their personal and professional endeavors, and how quality education is possible through local leadership. Our team is made up of Cambodian teachers and trainers who come from backgrounds that are like our beneficiaries, making their approach effective and strategic, as they are acutely aware of the challenges young people are currently facing and can mentor youth through firsthand experiences.

We define ourselves as lifelong learners and continuously work to strengthen their ability to respond to the increasingly complex capacity development challenges disadvantaged young Cambodians face. The PEPY community is dedicated to ensuring that all our strategic and programmatic decisions are made on the ground to drive sustainable and relevant program development. This is also the case with this strategic plan, which was built on the input of PEPY’s leadership, staff, and local stakeholders. With this strategic plan, we will work to maintain our spirit of learning,



address the capacity gaps within our organization, and identify ways we can work more closely with the community to achieve our mission.



Picture 4: PEPY team members in 2022.

2.2 PEPY - Who We Are and What We Stand For

PEPY is a locally based Cambodian NGO led-by Cambodians with expertise in empowering young Cambodians to reach their potential.

Vision That Cambodian youths having the capacity to pursue careers to improve the quality of their lives.

Mission PEPY exists to work with the dedicated Cambodian youth by connecting them to the competences, opportunities, and inspirations needed to reach their potential.

Values

- ✓ **Transparency:** we are willing to share our working model, successes, and failures.
- ✓ **Collaboration:** we value collaboration within and beyond our organization.
- ✓ **Accountability:** we believe in holding ourselves accountable to all stakeholders.
- ✓ **Learning and Sharing:** we value learning at both the individual and organizational levels and we are willing to receive and give constructive feedback internally and with our stakeholders.



2.3 Our Stakeholders

We involve and work alongside diverse groups of stakeholders, including but not limited to:

- Young Cambodians ages 14 - 35 (the key drivers of change and our primary beneficiaries)
- High schools, universities, and vocational training centers
- Rural communities (namely, students' parents)
- Local authorities
- Funders/donors
- Service providers
- NGO partners/NGO networks/NGOs who operate in our target areas
- Private companies and entrepreneurs
- Board of Directors (BoD) and volunteers
- PEPY Alumni and PEPY Alumni Association

3. PEPYs Strategic Plan 2023-2028



Our strategic plan includes strategic themes, objectives, strategies, and activities over the planned implementation period. All items on the plan are numbered and coded for easy identification and to ensure that the reader is able to reference each sub-item back to its larger category. The strategic plan has the following codes for the items listed below.

ST	Strategic Theme
SO	Strategic Objective
S	Strategy
A	Activity

The strategic plan builds and capitalizes on the organization's strengths and opportunities proactively. We also worked to ensure the implementation of our strategic plan will address our weaknesses and identified threats. The result is a balanced, realistic, and evolutionary strategic approach to the development of PEPY.



Figure 2: PEPY SWOT Analysis as determined by the strategic planning workshop in March 2023

INTERNAL FACTORS	STRENGTHS	WEAKNESSES
	EXTERNAL FACTORS	<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. To align PEPY's work with government policies on youth development 2. Partnerships at local level with other organizations and even in other countries for practice and apprenticeships 3. Identifying more volunteers interested to work with PEPY 4. Need for PEPY services is very high 5. Improvement of economy and technology development 6. Economy is restarting 7. Geographical area - infrastructure is improving and makes it easy to travel to target areas 8. PEPY is recognized and known by many stakeholders who want PEPY to continue activities 9. Increase of engagement of other stakeholders, especially in government and private sector 10. Working more closely with the growing and expanding PEPY Alumni Associations



3.1 PEPYs Strategic Plan 2023-2028 – Themes, Objectives, and Strategies

Strategic Theme 1: EFFECTIVE & EFFICIENT PROGRAM IMPLEMENTATION (OUR CORE PROCESSES)

- Objectives:**
- SO 1.1 Program & Project M&E system in place and successfully implemented by 2024 and maintained
 - SO 1.2 All program mechanisms are well structured by 2024
 - SO 1.3 All program and project staff are well trained on project management and M&E and participate in systematic CPD from 2025
 - SO 1.4 Additionally, 4 new target schools are reached by 2028
- Strategies:**
- S 1.1 Dream Management Program
 - S 1.2 Scholarship for Higher Education Program
 - S 1.3 Learning Center Program
 - S 1.4 Youth Innovators' Space and Incubator Program
 - S 1.5 Developing and maintaining an organizational M&E framework for all projects and programs
 - S 1.6 Restructuring the program mechanisms

Strategic Theme 2: ORGANIZATIONAL DEVELOPMENT TOWARDS HIGH QUALITY PERFORMANCE

- Objectives:**
- SO 2.1 Staff development strategy and annual development plans developed and successfully implemented by 2024
 - SO 2.2 MEL system in place and successfully applied in the organization by 2024
 - SO 2.3 Quality management system developed (similar to ISO 9000), fully implemented, and maintained following best practices by 2025
 - SO 2.4 By 2026, PEPY will be established across Cambodia as an authority of soft skills development and IT training
- Strategies:**
- S 2.1 Human Resource Strategy - Staff Capacity Building and Professional Development
 - S 2.2 Monitoring, Evaluation and Learning Strategy (MEL Strategy), M&E team, M&E forms
 - S 2.3 Develop a marketing and outreach strategy: including improving our logos/colors/brand/social media messaging.
 - S 2.4 Develop and implement an organizational Quality Management System
 - S 2.5 Develop Organizational Structure and Communication
 - S 2.6 Adapt Technology for Organization and Programs
 - S 2.7 Explore the opportunity to establish Technical and Vocational Educational Training (TVET) activities in soft skill development and IT training

Strategic Theme 3: ACHIEVING LONG-TERM SUSTAINABILITY OF PEPY

- Objectives:**
- SO 3.1 Financial Sustainability: To ensure that we are procuring the funds to meet the needs of our organization by 2024
 - SO 3.2 Social Sustainability: Building a community that fosters engagement amongst our donors and alumni to maintain PEPY's values and amplify our work for future generations
 - SO 3.3 Social Sustainability: Create a healthy and inclusive work environment that will encourage staff and ensure they are operating at their best
- Strategies:**
- S 3.1 Improving fund raising strategy and fund-raising effectiveness
 - S 3.2 To increase our Corporate Sponsorships in SE Asia to \$80k by 2025



- S 3.3 To work with school partners, and local and international ambassadors to raise at least \$25k through Global Giving campaigns each year by 2024-2025 onward
- S 3.4 To increase PEPY workshops, tours, and training, and business concepts to expand our social enterprise initiatives
- S 3.5 To successfully identify and invest in two social enterprise organizations through YISI/alumni to contribute towards PEPY as donors
- S 3.6 To solidify two signature PEPY events by the end of 2024 that will generate at least \$10k in income
- S 3.7 To develop the communications team and partnerships team with the skill sets to compete in prize opportunities in SE Asia and global competitions
- S 3.8 To improve our engagement strategies with current and former PEPY students so they feel more connected to PEPY - put more effort into activities
- S 3.9 Improve Donor outreach and communications to make them feel more connected to our work on the ground - provide more opportunities to for them to feel involved
- S 3.10 Improve our involvement of Stakeholders - parents, government partners - give them a voice and more opportunities in the organization
- S 3.11 Board member recruitment - to identify board members actively involved in the community who will focus on ambassadorship and networking



3.2 PEPYs Strategic Plan 2023-2028 – Themes, Objectives, Strategies and Activities

Table 1: PEPYs Strategic Plan 2023-2028 – Strategic Themes, Objectives, Strategies and Activities

No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
ST 1:	EFFECTIVE & EFFICIENT PROGRAM AND PROJECT IMPLEMENTATION (OUR CORE PROCESSES)								
SO 1.1:	Program & Project M&E system in place and successfully implemented by 2024 and maintained								
SO 1.2:	All program mechanisms are well structured by 2024 (Not descriptive enough)								
SO 1.3:	All program staff are well trained on project management and participate in systematic CPD from 2025								
SO 1.4:	Additionally, 4 new target schools are reached by 2028								
S 1.1	Dream Management Program								
A 1.1.1	Organizing an initial meeting and signing an agreement with partner schools and teachers	1 Agreement	3	4	5	6	6	6	
A 1.1.2	Recruiting the students to join the program	1 DM Student	830	1080	1330	1580	1580	1580	
A 1.1.3	Recruiting the teachers to join the program	1 DM Teacher	10	13	16	19	19	19	
A 1.1.4	Providing the facilitation skills training to teachers	1 DM ToT	2	2	2	2	2	2	
A 1.1.5	Organizing the Dream Management Class Opening Events	1 DM Opening Event	3	4	5	6	6	6	
A 1.1.6	Organizing the Dream Management Class Closing Events	1 DM Closing Event	3	4	5	6	6	6	
A 1.1.7	Providing lessons to students (English and ICT classes to DM's students at DM class)	1 DM Lesson	45	45	45	45	45	45	
A 1.1.8	Organizing Dream Talks	1 Dream Talk	50	60	75	90	90	90	
A 1.1.9	Organizing the Sharing events	1 DM Sharing Event	4	4	5	5	5	5	
A 1.1.10	Organizing the Skills Fairs	1 Skills fair	1	1	1	2	2	2	
A 1.1.11	Organizing Public Speaking events	1 PS Event	2	3	5	6	6	6	
A 1.1.12	Organizing Debate events	1 Debate Event	0	2	3	3	3	3	



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A 1.1.13	Conducting Study Tours (10, 11, 12) ¹	1 Study Tour Participants	723	864	1064	1264	1264	1264
A 1.1.14	Joining the meeting/conference school, DoEYS and local authority	1 DM Meeting	8	16	20	24	24	24
A 1.1.15	Conducting one on one meeting with students	1 DM Student Meeting	60	125	150	175	180	200
A 1.1.16	Organizing the exposure visit for teachers	1 DM Teacher Exposure Visit	1	1	1	1	1	1
A 1.1.17	Conducting the performance review for teachers	1 DM Teacher Performance Review	10	10	13	16	19	19
A 1.1.18	Providing support and connecting the students with scholarship opportunities	1 External Scholarship Coordination	5	6	6	6	6	6
S 1.2	Scholarship Program							
	Scholarships for High School							
A.1.2.1	Announcing the scholarship for high school and giving out the scholarship application	1 Annual HS Scholarship (Ss) Announcement	0	1	1	1	1	1
A.1.2.2	Collecting and shortlisting the application	1 Annual Ss Shortlist	0	300	450	600	750	750
A.1.2.3	Conducting the Interview Process	1 Ss Interview Cycle	0	1	2	3	4	4
A.1.2.4	Conducting the Social Investigation Process	1 Ss School Investigation Process	0	1	2	3	4	4

¹ (Students 80% of Total registrations, 1580*80%=1264) > 15\$ x 1264= 18,960\$



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A.1.2.5	Organizing the Parents Meeting event	1 Ss Parents Meeting Event	0	1	2	3	4	4
A.1.2.6	Organizing the Integration Day event	1 Ss Integration Day Event	0	1	1	1	1	1
A.1.2.7	Conducting the Students Quarterly Meeting	1 Quarterly Ss Students	0	4	8	12	16	16
A.1.2.8	Providing the monthly students allowance	1 Monthly Ss students Allowance	0	440	550	1650	2200	2200
A 1.2.9	Monitoring student academic performance	1 Monthly SHS Monitoring Meeting	0	12	12	12	12	12
A 1.2.10	Organizing monthly teacher meetings	1 Monthly Teacher Meeting	0	12	12	12	12	12
A 1.2.11	Organizing monthly meeting with student group leaders	1 Monthly SHS Group Leaders Meeting	0	12	12	12	12	12
Scholarships for Higher Education								
A 1.2.12	Preparing scholarship program for higher education with announcements, applications and shortlisting of candidates as well as interview process	1 HE Ss preparatory package	1	2	2	2	2	2
A 1.2.13	Conducting the Social Investigation Process	1 Social Investigation Report	5	6	7	8	8	8
A 1.2.14	Organizing the Parents Meetings	1 HE Ss Parents Meeting	4	6	6	6	6	6



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
A 1.2.15	Organizing the Integration Day event	1 HE Ss Integration Day	1	1	1	1	1	1
A 1.2.16	Conducting the Students Monthly and Quarterly Meeting	1 HE Ss Students Meeting	12	12	12	12	12	12
A 1.2.17	Providing the counseling session to scholars	1 Counseling Session Cycle	12	12	12	12	12	12
A 1.2.18	Facilitating health checks of first year scholarship students (30 students per-year)	1 Annual HE Ss Student Medical Care Facilitation	1	1	1	1	1	1
A 1.2.19	Visiting the student's family in all target areas	1 HE Ss Students Family Visit cycles	3	4	4	4	4	4
A 1.2.20	Organizing the College Tour to all partner universities/vocational institutions for first year scholars	1 College Tour to Partner Institutions	8	9	9	9	9	9
A 1.2.21	Preparing HS scholarship students to register at their desired universities/vocational institutions	1 HE Ss Student Enrollment Preparation Cycle	1	1	1	1	1	1
A 1.2.22	Monitoring the students' academic performance including attendance and academic results	1 HE Ss Performance Monitoring Reports	3	3	3	3	3	3
A 1.2.23	Organizing the annual meeting with all partner universities/vocational institutions	1 Annual Partner	5	5	5	5	5	5



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
		Institution Meeting						
A 1.2.24	Operating and monitoring the PEPY Mentorship Network	1 Annual Operation of 1 Mentorship Network	1	2	2	2	2	2
A 1.2.25	Operating and monitoring the PEPY Tutoring Corner	1 Tutoring Corner Event	12	12	12	12	12	12
A 1.2.26	Operating and monitoring the Student Club	1 Quarterly Student Club Event	4	4	4	4	4	4
A 1.2.27	Providing support with job preparation and placement	1 Job Preparation and Placement Support Event	12	12	12	12	12	12
A 1.2.28	Providing sessions on researching and collecting data, report writing, GPA, employment rights and obligations, etc.	1 HE Ss Training Learning Session	8	24	24	24	24	24
A 1.2.29	Organizing the PEPY Championship	1 Annual PEPY HE Ss Championship	1	1	1	1	1	1
A 1.2.30	Organizing the Annual Bike Ride	1 HE Annual Bike Ride Event	1	1	1	1	1	1
S 1.3	Learning Center Program							
A 1.3.1	Conducting Learning Center Student Recruitment Process and register PEPY scholars	1 Recruited LC Student	60	60	60	60	60	60



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A 1.3.2	Organizing Learning Center Welcoming Day to orient students about Learning Center Program (curriculum, schedule, syllabi, agreement)	1 LC Welcoming Day Event	1	1	1	1	1	1	1
A 1.3.3	Conducting Alumni Survey to learn from student's feedback to improve the performances of the Learning Center	1 LC Alumni Survey	1	1	1	1	1	1	1
A 1.3.4	Conducting Employer Survey to access Learning Center graduates' performances at workplace	1 LC Employed Graduated Survey Response	16	30	30	30	30	30	30
A 1.3.5	Organizing Learning Center Graduation Day	1 LC Graduation Day Event	1	1	1	1	1	1	1
A 1.3.6	Maintaining Learning Center Database (Data collection, dashboard, data reports)	1 Annual LC Database Maintenance	1	1	1	1	1	1	1
A.1.3.7	Recruit skilled volunteer to support the LC (1 volunteer for each project – ICT, ELP, YE)	1 Volunteer	0	0	3	3	3	3	3
A.1.3.8	Learning Center Student Team Building and Reflection Event	1 Team Building and Reflection	0	3	3	3	3	3	3
A.1.3.9	Supporting Learning Center students/fresh graduates to apply university or vocational training scholarships	1 LC Students HE/TVET Support Event	4	4	4	4	4	4	4
A.1.3.10	Providing counselling session to students (personal, study and job)	1 Counseling Event	60	90	90	90	90	90	90
A.1.3.11	Coordinating student to check and clean their teeth	1 time of checking and cleaning teeth	30	30	30	30	30	30	30
A.1.3.12	Build connection with partners for job placement	1 Student Partner Connection	20	30	30	30	30	30	30



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	Youth Empowerment Project								
A.1.3.13	Organizing university/vocational training campus visit allowing students to learn about school's curriculum, syllabi, and services.	1 University/TVE T YE Visit	8	8	9	9	9	9	9
A.1.3.14	Organizing extra workshops including First Aid, Body Hygiene and Reproductive Health, and Financial Literacy	1 YE Extra Workshop	3	3	3	3	3	3	3
A.1.3.15	Organizing students to join football playing	1 Football joining YE Student	30	30	30	30	30	30	30
A.1.3.16	Providing weekly sessions Youth Leadership Empowerment Class (soft skills), Youth Empowerment Workshops	1 Weekly YE Session	20	20	20	20	20	20	20
A.1.3.17	Organizing Learning Center Youth Leadership Talk, Panelist Discussion, Debate, and Student Public Speaking Contest	1 YE Public Speaking Event	6	7	7	7	7	7	7
A.1.3.18	Coordinating students to join PEPY's Dream Management Skill Fairs and Sharing Event	1 DM Management/Skills Fair Participation	3	3	3	3	3	3	3
A.1.3.19	Organizing students to join extra-curricular activities including company visit	1 Extra-Curricular Activity	2	5	5	5	5	5	5
A.1.3.20	Initiate and support the operation of Learning Center Alumni Association	1 LC Alumni Association	0	1	1	1	1	1	1
A.1.3.21	Supporting youths to implement Youth Civic Engagement Project	1 Youth Group Supported in Civic Engagement Project	10	10	10	10	10	10	10



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A.1.3.22	Providing Job Preparation Training (CV, Cover Letter, and Interview Tips training)	1 YEP Student Trained in Job Preparation	29	30	30	30	30	30	30
Information & Communications Technology Project									
A.1.3.23	Providing weekly sessions annual themes	1 Weekly ICT session theme	6	6	6	6	6	6	6
A.1.3.24	Producing ICT's lesson videos related to ICT Syllabus to improve student's computer skills	1 ICT Lesson Materials	5	12	12	12	12	12	12
A.1.3.25	Organizing Learning Center ICT Talk, ICT Forum, and ICT Study Tour	1 ICT Project Event	4	5	5	5	5	5	5
A.1.3.26	Managing Future is Bright Computer Lab and Library by setting up computers for students to use and allow Allowing students to borrow the tech materials in the lab	1 Annual Future Bright Lab Operation	1	1	1	1	1	1	1
English Learning Project									
A.1.3.27	Providing weekly sessions	1 Weekly English lesson	60	60	60	60	60	60	60
A.1.3.28	Providing English Online Tutoring	Annual English Online Tutoring	1	1	1	1	1	1	1
A.1.3.29	Organizing Learning Exchange Programs to enhance their ability of English, cultures, general knowledge	1 English Learning Exchange Program	1	3	3	3	3	3	3
A.1.3.30	Organizing Writing Through Workshop	1 Annual English Writing Workshop	1	1	1	1	1	1	1
A.1.3.31	Organizing PEPY English Learning Club	1 Annual PEPY English Learning Club Operation	0	1	1	1	1	1	1



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A.1.3.32	Providing Advanced English Learning Class	1 Advanced English Learning Class	0	0	20	20	20	20	20
S 1.4	YISI Program/Start Up Innovator Program								
A.1.4.1	Identify alternative name for YISI that meets the program vision	1 New YISI Name	0	1					
A.1.4.2	Mapping the roadmap key program activities, events, alumni youth, and potential stakeholders	1 Annual YISI Roadmap	1	1	1	1	1	1	1
A.1.4.3	Expand new potential partners collaborating in conducting events and workshops	1 YISI Collaborating partner	6	6	6	6	6	6	6
A.1.4.4	Producing course development (curricula, course syllabus, supplemental material), and resources mobilization of the program	1 YISI Course Materials Package	1	1	1	1	1	1	1
A.1.4.5	Conducting the Incubator trainings (Social Enterprise Incubator Course, IT for Business Course, Professional IT for Business Course)	1 YISI Incubator Training	3	3	3	3	3	3	3
A.1.4.6	Conducting Business Visits	1 Business Visit	2	2	2	2	2	2	2
A.1.4.7	Recruiting Mentors to support Youth Innovators	1 Recruited YISI Mentor	10	10	10	10	10	10	10
A.1.4.8	Conducting Market Research by youth	1 Youth Market Research	1	1	1	1	1	1	1
A.1.4.9	Producing prototyping product/business plan after the end of the program	1 YISI Prototype / Business Plan	7	10	10	10	10	10	10
A.1.4.10	Organizing the Exhibition events	1 YISI Exhibition	2	1	1	1	1	1	1
A.1.4.11	Organizing the We Business Talk Events	1 YISI Business Talk	4	3	3	3	3	3	3



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A.1.4.12	Setup the Community Computer Lab and Library	1 Community Lab& Library	0	1					
A.1.4.13	Membership register Promoting and engaging people/organization in utilizing the Innovative Co-working space	1 User of Co-working Space	0	0	3	3	3	3	3
A.1.4.14	Introducing Innovative Community Shop and engage alumni youth in the shop	1 Community Shop	0	0	3	5	5	5	5
A.1.4.15	Identify alternative spaces that meets the needs of the program	1 Alternative YISI Space	0	1	0	1	0	0	0
A.1.4.16	Initiating innovative Business Competitions/Activities (Pitching Contest)	1 Innovative Business Competition	2	2	2	2	2	2	2
A.1.4.17	Conduct Youth Recruitment Process	1 YISI Recruitment Cycle	3	2	2	2	2	2	2
A.1.4.18	Networking events	1 YISI Networking Event	4	2	2	2	2	2	2
A.1.4.19	Mini-grant award to the top innovative business concepts	1 Mini-Grant Awardee	3	3	3	3	3	3	3
S 1.5	Developing and maintaining an organizational M&E framework for all projects and programs								
A 1.5.1	Engaging a M&E Expert / Volunteer	1 M&E Expert engaged	0	1	1				
A 1.5.2	Developing and maintaining the M&E framework for PEPY, including: <ul style="list-style-type: none"> o Dream Management Program o Scholarship Program o Youth Empowerment Project o Information and Communication Technology Project o General English Project 	PEPYs Renewed Organizational M&E Framework	0	80%%	20%				



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	<ul style="list-style-type: none"> ○ Learning Center Program ○ YISI Program ○ Any other PEPY Program 							
A 1.5.3	Maintaining the PEPYs M&E framework including capacity building and CPD	1 Annual M&E Maintenance			1	1	1	1
S 1.6	Restructuring the program mechanisms							
A 1.6.1	Organizing the learning session for staff on program mechanisms	1 Staff Program Mechanisms Learning Session	0		1	1	1	1
A 1.6.2	Developing and review new program's structure	1 New Program Structure	0	1		1		
A 1.6.3	Developing phaseout plans for the programs	1 Program Phase Out Plan	0		1			
A 1.6.4	Developing tools to collect feedback from the beneficiaries	1 Beneficiary Feedback Collection Tools	0		1			
A 1.6.5	Conducting PEPY programing presentations to stakeholders	1 Programming Presentation	0		1			
A 1.6.6	Developing program needs assessment tools	1 Program Needs Assessment Tool	0	1				
A 1.6.7	Conducting the need assessment and report for program expansion	1 Program Needs Assessment Report	0	1	1	1		
ST 2:	ORGANIZATIONAL DEVELOPMENT TOWARDS HIGH QUALITY PERFORMANCE							



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
SO 2.1:	Staff development strategy and annual development plans developed and successfully implemented by 2024								
SO 2.2:	MEL system in place and successfully applied for the whole organization by 2024								
SO 2.3:	Quality management system developed, fully implemented and maintained following best practices by 2025								
SO 2.4:	By 2026, PEPY will be established across Cambodia as an authority of soft skills development and IT training								
S 2.1	Human Resource Strategy - Staff Capacity Building and Professional Development								
A 2.1.1	Developing PEPYs HR Policy to meet current strategy and update it every two years based on research and best practices and review HR forms, e.g. performance review form. Ensure PEPY is a learning organization.	1 PHR Policy / Update	0	1		1		1	
A 2.1.2	Conducting a needs analysis for capacity development and building of all PEPY staff	1NA Report	0	1					
A 2.1.3	Developing a professional development plan for the staff and training schedule	1 Plan	0	1					
A 2.1.4	Conducting the annual individual staff performance reviews and harmonization of personal career, aspirations and capacity building planning with all staff	1 CB Report	0	1	1	1	1	1	
A 2.1.5	Conducting regular trainings to improve staff capacity ²	1 Staff trained	n/a	60	60	60	60	60	
A 2.1.6	Developing and implementing staff forward and outward mobilization mechanisms guideline	1 Mobilization Guideline	0	1					
A 2.1.7	Develop a talent acquisition guideline	1 TA Guideline	0	1					
A 2.1.8	Develop a database of relevant training centers and volunteers to support PEPY	1 Training Center Database	0	1					
A 2.1.9	Set up and maintain internal knowledge library for staff to research and improve their program implementation	1 Library Folder	0	30%	70%				
A 2.1.10	Move to more spacious office to accommodate YISI at similar rate	1 New Office	0	1					

² , e.g. in Project Management, Impact Evaluation, Financial Management, M&E, Report Writing, Data Analysis, critical thinking, analytical skill, productivity tools, and creativity, capacity building to the teams on workshop, tours, and trainings



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity									
A 2.1.11	Developing a guideline for short-term program volunteer pipeline and quick volunteers onboarding	1 ST Volunteer Guideline	0	1					
A 2.1.12	Collect information from other NGOs and PEPY salary history to revise salary scales (CCC Salary Survey)	1 Salary Scale Report	0	1					
A 2.1.13	Build a database of skilled and professional volunteers who can support the development of staff's professional career	1 Volunteer Database	0	1					
A 2.1.14	Staff Retreat Every Two Year	1 Staff Retreat	0		1		1		
A 2.1.15	Develop a space to allow creativity among staff members	1 Action Plan	0	1					
A 2.1.16	Collaborate and outsource time-consuming activities which are not PEPY's core specialties to partners and government agencies to cut down staff workload.	1 Annual Outsourcing Plan	0	1	1	1	1	1	1
A 2.1.17	Develop PEPY alumni association to play a growing part in PEPY fundraising strategy	1 Alumni ToR	0	1					
A 2.1.18	Staff Quarterly Meeting and Team Building	1 Quarterly Staff Meeting	4	4	4	4	4	4	4
A 2.1.19	Annual Khmer New Year celebration for the work done by PEPYs staff	1 Event/Year	1	1	1	1	1	1	1
S 2.2	Monitoring, Evaluation and Learning Strategy (MEL Strategy)								
A 2.2.1	Recruit a part-time consultant to support M&E staff to complete and maintain organization-wide MEL system	1 MEL Consultant Contract	0	1					
A 2.2.2	Recruit M&E officer	1 M&E staff	0	1					
A 2.2.3	Solicit comments from potential long-term donors to improve MEL on annual basis	1 Donor Feedback Report	0	1	1	1	1	1	1
S 2.3	Develop a marketing and outreach strategy: including improving our logos/colors/brand/social media messaging.								
A 2.3.1	Develop one or two key messages per year to support long-term brand position of PEPY to support program exposures and fundraising strategies.	1 Key Message	0	1	2	2	2	2	2
A 2.3.2	Conduct an organization-wide review of branding tools with input from professional volunteers	1 Branding Manual	0	100%					



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A 2.3.3	Conduct a needs assessment for marketing and outreach activities every 2 years	1 Marketing Report	0		1		1		
A 2.3.4	Develop a strategy to communicate PEPY's charitable brand asset to local and regional corporations in preparation for the opening of new Siem Reap airport and new businesses that come with it	1 SR Airport-PEPY Strategy	0	100%					
S 2.4	Develop and implement an organizational Quality Management System								
A 2.4.1	Conduct a research into organizational quality management and choose the best suited standard, examples to learn from, etc. Cooperate with CCC, donors and experts for best practice to apply to PEPY	1 QM Review Report	0	50%	50%				
A 2.4.2	Appoint a quality management system team. If necessary, get an external quality management expert/volunteer for support	1 QMS Team	0	100%					
A 2.4.3	Communicate, plan, develop and gradually implement the organizational quality management system according to the plan	1 QMS Project	0	10%	30%	20%	20%	20%	
A 2.4.4	Improve staff quality competence through trainings and workshops to successfully implement the QM system	1 QMS Training	0	1	3	3	3	3	
S 2.5	Develop Organizational Structure and Communication								
A 2.5.1	Review and revise the internal communication guideline/policy	1 Internal Communication Guideline	1	1				1	
A 2.5.2	Orient the Communication Guideline to PEPY staff	1 Communication Orientation Session	1	1	1	1	1	1	1
A 2.5.3	Revised flexible and resilient organizational structure that support PEPY's longevity and supports income generation activities	1 Organizational Structure	1			1			
A 2.5.4	Implement the renewed organizational structure	1 Organizational	1				1		



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
		Structure Implementation						
S 2.6	Adapt Technology for Organization and Programs							
A 2.6.1	Conduct organization-wide and program needs assessment of technology implementation	1 Technology Needs Assessment Report	0	1				
A 2.6.2	Collaborating with local technology entities for idea exchange and program partnership	1 Tech Collaboration	0	1		1		1
A 2.6.3	Researching if and how to introduce digital technologies in PEPY's in-class activities	1 Digital Tech Research Report	0	1		1		1
S 2.7	Explore the opportunity to establish TVET activities in soft skill development and IT training							
A 2.7.1	Discuss with Ministry of Labour and Vocational Training MLVT/DGTVET on officially recognized establishment of TVET activities by PEPY (possibly MoU)	1 TVET establishment recommendations and plan	0	1				
A 2.7.2	Introducing officially recognized TVET (short courses) in compliance with all regulatory requirements of MLVT/DGTVET	1 Officially recognized TVET short Course	0			1		
A 2.7.3	Conduct TVET short courses needs assessment of the target beneficiaries and develop necessary outreach materials	1 TVET Short Course Needs Assessment	0			1		1
A 2.7.4	Recruit and train competent TVET training staff	1 TVET Trainer	0			1		1
A 2.7.5	Collaborate with TVET training centers	1 TVET Institution MoU	0			1		1



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets				
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
ST 3:	ACHIEVING LONG-TERM SUSTAINABILITY OF PEPY							
SO 3.1:	Financial Sustainability: To increase our fundraising diversity and self-sufficiency so that at least 5% of our annual funding is self-generated and we develop an effective fundraising model for our programs and operating costs that meets the needs of our community							
SO 3.2:	Social Sustainability: Building a community that fosters engagement amongst our donors, and alumni to maintain PEPY's values and amplify our work for future generations							
SO 3.3:	Social Sustainability: Create a healthy and inclusive work environment that will ensure staff continue with PEPY and are operating at their best							
S 3.1	Improving fund raising strategy and fund-raising effectiveness							
A 3.1.1	Review, revise, and implement PEPY's fundraising strategy and procedures and explore new ways of fundraising	1 Fund Raising Procedure	1	1	1	1	1	1
A 3.1.2	Monitor and evaluate fund raising activities, gather feedback from stakeholders, identify recommendations and continuously improve fund raising activities	1 Monthly Meeting Note	0	12	12	12	12	12
S 3.2	To increase our Corporate Sponsorships in SE Asia and in Cambodia to \$0k by 2028							
A 3.2.1	Identify and study potential Sponsorships/funding opportunities in SE Asia and in Cambodia	1 Research session note	4	2	2	2	2	2
A 3.2.2	Develop PEPY concept notes to submit/discuss with potential sponsorship /donors	1 Quarterly Donor Concept Note	3	4	4	4	4	4
A 3.2.3	Annual networking and engagement with regional corporate sponsors	1 trip	1	1	1	1	1	1
A 3.2.4	Quarterly networking and pitching trip to Phnom Penh	1 trip	6	4	4	4	4	4
S 3.3	To work with school partners, and local and international ambassadors to raise at least \$25k through Global Giving campaigns each year by 2024-2025 onward							
A 3.3.1	Make a plan with each school partner and PEPY Ambassador to run an individual campaign	1 List of School Partners and	0	80%	5%	5%	5%	5%



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
		PEPY Ambassadors							
A 3.3.2	Create expectations and goal plan with the alumni association to identify PEPY ambassadors, plan group fundraisers, and identify an annual alumni association goal	1 Alumni Association Fundraising Plan	0	1	1	1	1	1	1
S 3.4	To increase PEPY workshops, tours, and training, and business concepts to expand our social enterprise initiatives								
A 3.4.1	Form and recruit the teams to implement new initiative workshop, tours, trainings, and business concepts	1 PEPY Business Development Team	0	2	2	1	1	1	1
A 3.4.2	Develop business planning/guideline	1 Business Planning Guideline	0	100%					
A 3.4.3	Develop and launch a marketing campaign to ensure the community is aware and familiar with our expertise and services offered	1 Campaign	0	1	1	1	1	1	1
S 3.5	To successfully identify and invest in two social enterprise organizations through YISI/alumni, PEPY to contribute towards PEPY as donors (like New Leaf or like Collab with Kat)								
A 3.5.1	Identify two social enterprise organizations for support by PEPY and enter into agreements	1 Identified Social Enterprises for PEPY support	0	1	1				
A 3.5.2	Draft and develop procedures and guidelines of PEPY engagement in theses social enterprises (Because we don't draft their business concepts)	1 Social Enterprise Engagements concepts	0	1	1				



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			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
S 3.6	To solidify two signature PEPY events by the end of 2024 that will generate at least \$10k in income								
A 3.6.1	Produce guideline for the event management	1 Event Guideline	0	1					
A 3.6.2	Organize Fundraising events (golf tournament, football tournament, Charity Buzz tour, Alumni Fundraising campaign...)	1 Fundraising Event	0	3	3	3	3	3	3
A 3.6.3	Engage more reputable local Corporative Sponsors in PEPY signature events to increase social awareness channeling in order maximize the number of target participants and funding.	1 Local Corporate Sponsorship	0	2	2	2	2	2	2
S 3.7	To develop the communications team and partnerships team with the skill sets to compete in prize opportunities in SE Asia and global competitions								
A 3.7.1	Develop a specific capacity building plan for the communications partnerships teams as part of the overall HR training schedule	1 Communication and Partnership Capacity building plan	0	1					
A 3.7.2	Identify the competitive prize competitions and identify the relevant for PEPY ones	1 Relevant Prize Competitions Report	0	1	1	1	1	1	1
A 3.7.3	Develop a video production plan (content, video, characters...)	1 Video production plan	0	1	1	1	1	1	1
S 3.8	To improve our engagement strategies with current and former PEPY students so they feel more connected to PEPY - put more effort into activities								
A 3.8.1	Organize meetings with PEPY students twice a year to ensure deep understanding of PEPY Programs	1 PEPY Student Meeting	0	2	2	2	2	2	2
A 3.8.2	Collaborate with the PEPY Alumni Association (scholars, LC, YISI...) incl. the offer to the alumni association of professional support such as professional networking events and	1 Collaboration event	0	10	10	2010	2010	2010	2010



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
			2021-2022	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
	education opportunities, and the use of PEPY space to ensure their growth and resilience. Use PEPY social media platforms to promote networking & alumni engagement efforts.								
A 3.8.3	Organize meeting to outline annual collaboration plan and the reflection of the implementation.	1 Annual Students & Alumni Collaboration Meeting	0	1	1	1	1	1	
S 3.9	Improve Donor outreach and communications to make them feel more connected to our work on the ground - provide more opportunities to for them to feel involved								
A 3.9.1	Facilitate local and international donor and sponsor involvement, including unique online campaigns to engage local and international donors' involvement.	1 Donor Involvement Campaign	0	1	1	1	21	21	
A 3.9.2	Update newsletter/report to connect donors through PEPY communications platform	1 PEPY Newsletter	0	6	6	126	6	6	
A 3.9.3	Organize meetings for program teams and their donors to build common understanding about the program and strengthen relationships.	1 Program - Donor Meetings	0	3	53	53	53	53	
A 3.9.4	Finalizing and launching our CRM database to track and better manage our donor engagement	1 CRM Database	0	1					
S 3.10	Improve our involvement of Stakeholders - parents, government partners - give them a voice and more opportunities in the organization								
A 3.10.1	Engage National and subnational government officials to discuss on their development policies related to our work – for instance, youth and young entrepreneur development strategy to ensure our work align together and reflect the implementation yearly.	1 Meeting with Government Officials	0	2	12	12	12	12	
A 3.10.2	(Moved to 3.1)	1 Social Media Campaign	0	2	2	2	2	2	
A 3.10.3	Participate in private sector networks (hotel, tourism, tour guide association) in addition to NGO network to increase awareness of PEPY and sponsorship and donation opportunities.	1 Private Sector Network Participation	0	3					



No	STRATEGIC THEMES / OBJECTIVES / STRATEGIES / ACTIVITIES	Unit	Baseline	Targets					
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	ST: Strategic Theme, SO: Strategic Objective, S: Strategy, A: Activity								
A 3.10.4	Improve offline and online feedback collection mechanism and tools that available and accessible for our stakeholders to give their voice (anonymously) - Web-based anonymous feedback	Anonymous Feedback Feature operational online	0	100%					
S 3.11	Board member recruitment - to identify board members actively involved in the community who will focus on ambassadorship and networking								
A 3.11.1	Seek out board members that have active corporate and foundation connections in SE Asia to increase our fundraising network and opportunities	1 New PEPY Board	1	1					
