

ABCs and Rice



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STRATEGIC PLAN 2016 - 2019



+ Introduction

ABCs and Rice offers free food programs and free education in an English and Khmer school for the underprivileged children of Poom Sala and Kroligne Village, 3km from the town centre of Siem Reap.

ABCs and Rice has been operational since Jan 2010 and is funded through donations and funding sources. It was set up by Canadian Tammy Durand. There are currently 183 students at the school aged from 4 to 19. The curriculum includes Khmer reading, writing, cultural and morals programs, English studies, art and sport. There are morning and afternoon sessions with three 45 minute periods aimed at retaining attention spans and effective, productive learning. Volunteers are utilised from across the globe to assist the programs and development of the organisation.

ABCs and Rice also holds the lease on an adjoining block of land, which is home to "Full Belly Farm". Full Belly Farm is raising chickens and boasts a rather substantial fish farm. The remainder of this land yields a vast array of vegetables as well as papaya and bananas. This food is used to sustain and supplement the Breakfast and Lunch programs as well as the monthly food drops to families. Any surplus food is bartered or sold with proceeds going back into the organisation.

In addition to the Education Program and Sustainable Food Program, ABCs and Rice also provide personal support and development to the children and their families, as well as medical and dental care.

There are three main areas of business at ABCs and Rice:

- Education (consists of School, the Back to School Program, Community Health and Wellbeing, Extra-Curricular, Vocational Studies within ABCs, Career Development beyond ABCs, Staff Training and Development)
- Food (Full Belly Farm, Breakfast and Lunch Club, Reverse Tuition, Staff and Community Training and Development)
- Special projects (Community Support and Development)

Each area of business has been explored in-depth in order to identify the objectives and actions necessary to deliver the required outcome. At the completion of this timeframe (2019) the goal is to hand the ABCs and Rice Siem Reap model over to the local people for management and to move onto a more remote area of Cambodia to begin the model again.

ABCs and Rice facilitates the empowerment of the poor to break the cycle of poverty.

Vision.



Mission.

The mission of ABCs and Rice is to activate global awareness and helpful resources on the plight of those caught in a cycle of poverty; and to initiate, operate effective community projects, based on the concept of educating children in their native culture and English literacy, while concurrently nurturing the physical and psychological well-being of the children and their families.

GOALS

The immediate goals are: sustaining and growing ABCs and Rice with a 20% intake for May 2016, including all associated supplies and food. Increasing the Reversed Tuition program to include educational materials for parents and more nutrient conscious rations.

The end goal is to handover the ABCs and Rice Siem Reap model to local people and create a self sustaining learning centre run for and by Cambodians. This would be achieved through training and good business practices and formulas which are continually being developed.

CORE BELIEFS.

1. Every child has an inalienable right to food, education, shelter, health services and safety.
2. A large percentage of those in the world who 'have' are willing and ready to help those who 'have not'.
3. There is a difference between taking care of people in poverty and caring for people in poverty – only when we put the physical and intellectual resources at the disposal of the poor are they able to use them to help themselves break the cycle of poverty, will we have done the right thing.
4. Education creates personal power.

CORE VALUES.

Excellence – we support and encourage visionary governance, exemplary management, excellent service and program delivery, and exceptional staff. We value and uphold the highest ethical and professional standards in all working relations.

Integrity – our organisation's activities, services, and programs are consistent with our stated missions, compatible with our organisational capacity, respectful of the interests of our varied constituencies, and managed with the highest level of professionalism.

Care and Loyalty – as an organisation we enable our individual board members to exercise their duties of care and loyalty. Individual board members are reasonably informed and participate in board decisions in good faith. They do not use their position for individual personal advantage.

Stewardship – we are able to accomplish our mission through the generosity of others. We respect donors' intentions and restrictions on the use of their gifts, and promote responsible stewardship of the resources they entrust to us for the accomplishment of our work.



Truth-telling and Openness – we provide truthful information about our missions, program activities, use of donations, and finances. We are accessible and responsive to members of the public who express an interest in the affairs of our organisation.

Accountability – the true measure of our success as a non-profit organisation is whether individual lives – and our communities – change for the better as a result of our work. Being mission-focused, producing measurable outcomes, conducting program evaluations, and developing and maintaining sound financial management are important elements of our accountability.

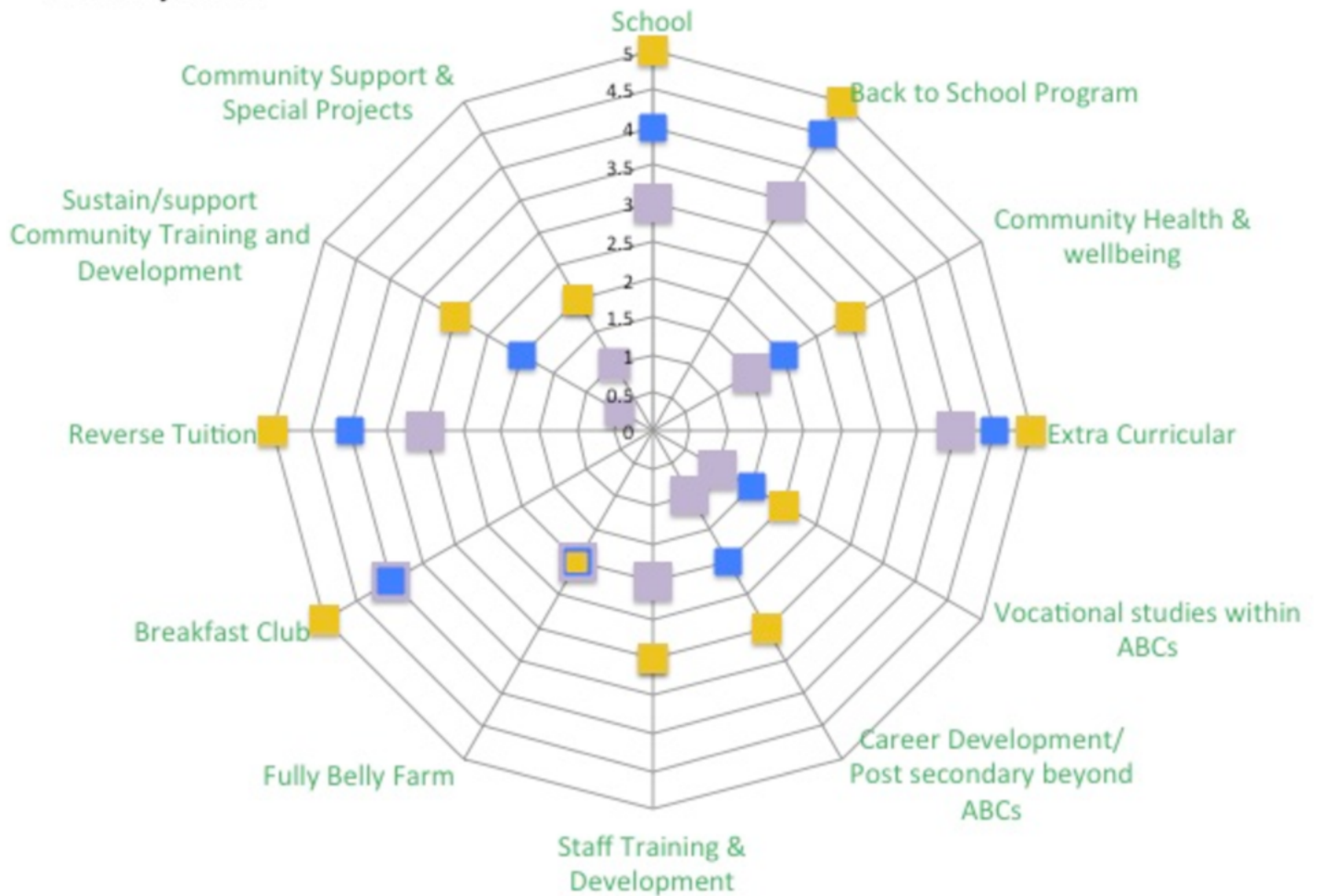
Good Citizenship – we comply with all applicable federal, state, and local laws and regulations. We keep the broader interests of the community in mind even as we advance our own specific interests, and look for opportunities to become partners with those working in the private and public sectors. We value respectful, reasoned dialogue with one another when we disagree.

Respect and Dignity – we respect the dignity and autonomy of each person, and the integrity, privacy, pride, beliefs, and cultures of our varied constituencies—the people we serve, our employees, donors, volunteers, and others. Policies that govern our working relationships with these constituencies (e.g., client confidentiality, fair process) reflect this commitment.

ABCs Spider Web 2016 - 2019

ABCs Spider Web January 2016

■ Year 1 ■ Year 2 ■ Year 3



The Spider Web.... A Planning Tool

The Spider web is a tool used to determine where the business units for ABCs and Rice are currently sitting operationally. It also depicts where each activity should be in one years time and then in three years time. Not all activities are considered the core business of the organisation so not all have the goal of being rated at a 5 (the highest rating).

PRIMARY OBJECTIVES.

Education

Food

Special
Projects



Education

Primary Objective- To provide a high-quality standard of education.

SCHOOL (ABCs)

year 1: 3

year 2: 4

year 3: 5

Since English is increasingly viewed as the language of international communication, literacy becomes a most valuable tool. This applies globally and Cambodia is no exception. With average monthly salaries of \$30 to \$60 USD per family, having English language skills - even the most basic -, allows that monthly earning potential to double. ABCs and Rice has always viewed education as a key element in empowering the impoverished to break the cycle of poverty. Our focus on English is in line with the needs and demands of employers and post-secondary education providers in the area. We aim to provide the highest quality of education in a safe and fun environment, where children can grow physically, emotionally, and academically. English is taught using traditional grammar and comprehension classes, as well as Music, Art, Sport, Computer Basics, and vocational courses. Fun, interesting, and useful skills are taught in English, all building up to a well-rounded, nurturing education. Our ultimate goal here is to **empower** the locals to help themselves. The staff at ABCs and Rice are another layer to the project; our teachers are all university students training with us to become qualified teachers. Our support workers are all community members who were otherwise deemed un-employable. We continuously provide and seek out training for our staff, and most are enrolled in additional evening classes of their choice sponsored through ABCs and Rice. We invite skilled volunteers from around the globe to come, offer ideas, and assist in training and support of the local staff. As the staff grow in their skill and confidence levels we aim to promote them into management roles where ABCs and Rice can be handed off. As contributing community members, the staff can help their people to grow within ABCs and their community. This initial handoff will allow the current directors and managers (all volunteer) to move on to the next identified area in need, where the process will start again, following in the footsteps of ABCs and Rice's first school.

BACK TO SCHOOL PROGRAM (Public School)

year 1: 3.5

year 2: 4.5

year 3: 5

This program recognises and respects the need for literacy in one's native tongue. Also the self-worth generated by being recognized as an equal with peers. ABCs and Rice encourages families to invest in their child's future, by sending them to area government schools. However for many of our families the daily teacher fees, uniform costs and additional fees that are charged are simply unaffordable, even with the alleviated burdens of food and child care that ABCs and Rice provides. This is when the "Back to School Program" is offered. To enter this program, families enter into a memorandum of understanding with ABCs

and Rice. A simple contract, where ABCs and Rice agrees to pay all public school fees, provide all uniforms, shoes, books etc., and transportation to government school, as well as an increased food ration. In return, the family agrees to ensure: the child will maintain exemplary attendance at ABCs as well as government school; the child will study and keep grades at their level of capability in both institutes; and, the child will NOT be made to work outside of the family home We are into our second year of this program and the feedback and results have been OUTSTANDING! Combined with the English curriculum, this program has the children of ABCs and Rice attending school, and safe from danger for six hour a day. With a government issued diploma, a highest Standard English education, basic life skills, and the love and support provided continuously, these children will have all the tools necessary to face the world and accomplish anything to which they set their minds.

COMMUNITY HEALTH & WELLBEING

year 1: 1.5

year 2: 2

year 3: 3

This is a relatively small program of significant importance. Often attendance drops off, or a family turns up at our door because of a severe problem at home. The child or a family member is sick, a victim of violence, or has been rendered homeless. As community role models, we are somewhat obliged to help. Whether it be a referral to other legitimate organizations in the area, a sponsored tuk-tuk ride to an area professional, a one-time goods donation, or the absorbing of medical costs, ABCs relies on a small percent of our monthly budget to act as aid in such situations. Being supportive of our community and of student's families further encourages the child's access to school. Children here are often unable to attend school for long periods of time as they are needed at home to tend to an ill parent. Funding proper medical treatment for the parent is often the key to having a prompt return to the classroom. A severe dental problem inhibits a child's ability to focus on studies, yet a \$5 dental visit can instantly remedy the suffering. We encourage the family to take this responsibility, however, in many instances, it is simply unaffordable. Domestic violence victims, on occasion turn to us for help. We will often refer these cases to other NGOs specializing in such areas. Resources such as staff time and transportation are used to ensure that our network of referral organizations is current and reliable. In the case of ill or injured children we often provide transportation to the various free children's health facilities, and provide a food allowance for the care-taker if the stay is prolonged. The costs of this program are generally quite low, but the service is extremely valuable to the community. It ensures health and wellbeing of the child, while adding to the trust and respect from the community, allowing us to continue to work towards our goals as an organisation.

EXTRA CURRICULAR

year 1: 4

year 2: 4.5

year 3: 5

This includes our sports, art, and music programs, as well as fun days, concerts and field trips. These are deemed by ABCs and Rice as an extensive part of our education program. The development of skill in working in groups, the cultivation of hobbies and interests, the exposure to arts and the recognition of individual strengths both enrich and extend work done in the classroom. These activities aim to motivate and support the students to reach their full potential.

VOCATIONAL STUDIES WITHIN ABCs

year 1: 1

year 2: 1.5

year 3: 2

The newest program at ABCs and Rice offers various life skills and exposure to potential career options. Senior level students will now spend five hours per week being exposed to a variety of programs. Some of these programs include carpentry and plumbing, paper making, leadership training, and computer basics. We are excited about the pending feedback and potential expansion of this program.

CAREER DEVELOPMENT BEYOND ABCs

year 1: 1

year 2: 2

year 3: 3

Still in its infancy as we are still growing with the children, we need to **plan ahead**. Where do the children go when they out grow ABCs? It is a core belief that once they are a student of ABCs and Rice, a child will be offered guidance and support until it is no longer needed. For this reason we have various plans in place to assist the student **BEYOND ABCs**. These plans include, but are not limited to: university scholarship programs; vocational and trade school scholarships; and, employment services. We are currently building up networks and relationships with key organisations in these areas as well as developing sponsorship programs based on forecasted, upcoming needs. In 2014 we saw our first "post-secondary" graduate. She is now

gainfully employed as a chef, which was her chosen vocation. She helps to support her family, and regularly stops in to visit and update us on her progress. She has spoken in the Leadership class and is an excellent role model. In 2015 we sponsored 2 young men into local universities and one young lady into a well respected vocational training program for hotel and tourism management. All three have shown exemplary attendance and have passed all courses to date. These ABC graduates are focused, dedicated, and well supported. They have been through career counselling through our leadership courses and are now on the path to seeing the realization of their dreams.

In early 2016 we have 2 students in Phnom Penh taking a brief medical prep course, which will be followed by the entry exam for International University of Phnom Penh. The selection criteria is very strict, still, we are excited by the prospect of one or both being accepted into this esteemed program. By October 2016 there will be 3 more candidates for Post -Secondary education. We are amping up and preparing for approximately 3 to 4 new applicants for post secondary sponsorship per year over the next three years

STAFF TRAINING AND DEVELOPMENT

year 1: 2

year 2: 3

year 3: 3

The teachers and social workers of ABCs and Rice are considered to be part of our program as we aim to empower the poor to break the cycle of poverty through education. As such, most of our staff members are themselves, university students. We aim to offer them on job training, as well as continued education and career development. We continuously seek out training opportunities, allowing them to realise their full potential, while helping them to provide a superior education to the students of ABCs and Rice. The support staff, kitchen aids, farmers, etc are often parents or community members who have had little or no education, training or employment opportunities. Again we stay with our motto of offering a hand UP, **not a hand out**. We offer fair salaries, with on-the-job training in various skills. Again, we also seek out and sponsor education and training opportunities outside of work hours, allowing them to realize their full potential. **EMPOWERMENT, at all levels, is the ultimate goal – education is the means to achieve it.**



Food

Primary Objective- To provide a high-quality standard of education.

FULL BELLY FARM

years: 3

Current ranking: 0.5

1 year:

2

3

This plan is based not only on the nutritional requirements of the children of ABCs and Rice but on the knowledge that Cambodia's current agricultural methods reduce it to the lowest food producer per capita within ASEAN (Association of South East Asian Nations). The main goals for the farm are to:

- Alleviate food costs in Breakfast Club, and the Reversed tuition programs
- Increase nutritional value in current food programs
- Add **sustainability** to the Food and Education programs
- Act as an experimental site, with the goal of improving local agricultural methods
- Become a training facility for rural farmers

Perhaps most importantly, this project aims to become a model, and could be seen as the pilot project which can be replicated and planted in other locations further into regional Cambodia, across the underdeveloped regions of South East Asia and throughout the developing world to help those who are hungry and uneducated, well into the future. There are currently plans in the works to create further sustainability here through joint efforts with "Access Siem Reap" providing on job training for disabled adults, greater community assistance and stronger management of the farm with less strain on the core programs.

BREAKFAST CLUB

years: 5

Current ranking: 3

1 year:

4

3

Not a new concept, but key in our ability to offer an education and improve lives. All children are invited daily to 2 hot and nutritious meals. Many of our children have very limited access to food at home, and nutritional values are low in priority for a family who can barely conquer the pangs of hunger. Starchy water with small amounts of rice is most often the meal to be shared with the family. Health issues and an inability to focus in class are the obvious result. Allowing these children hot and nutritious quality meals each day allows them the energy and focus needed to learn and play. It also relieves more of the financial burden on their struggling families. We work with a sister organization "Pack the Essentials" on this program, allowing us to increase food portions and nutritional value without further financial strain on the ABCs and Rice Budget.

FOOD DROPS/REVERSE TUITION

year 1: 3

year 2: 4

year 3: 5

Families unable to support their child's education are often unable to support their child ... period. The reverse tuition allows for a child **not** to work. Their education becomes their job. BEING A KID IS THEIR JOB! Their food ration is their contribution to the household. The amount of rice and other supplies varies with availability and finances but there is ALWAYS a ration to take home, and the pride we witness each month as the children collect their families goods is heart warming and breaking all at once. **This is the program that allows the children access to all other programs.** In the next three years our goal is to increase and stabilize the food rations so families can truly come to depend on their child's "income". We also aim to add educational materials, directed at the parents, into each package. This will extend our educational reach and encourage further community involvement. Educational campaigns will be focused on nutrition, child care, available services within the community and child safety (helmet use, drug abuse, gambling, lightning hazards, and basic wound care) to name a few.

STAFF AND COMMUNITY TRAINING/DEVELOPMENT

year 1: 0.5

year 2: 2

year 3: 3

See previous description above.

Special
Projects

Primary Objective- To provide a high-quality standard of education.

COMMUNITY SUPPORT AND SPECIAL PROJECTS

year 1: 1

year 2: 2

year 3: 2

As required, and when feasible, ABCs and Rice takes on special projects with the long term objective of promoting access to education. These projects can include, but are not limited to micro loans, clean water setups, infrastructure maintenance and repair. As problems present themselves, ABCs looks to provide long term solutions. A family unable to support themselves, in some instances is a good candidate for a micro loan. These loans are often done as a "pay it forward" project. One example would be our pig farm donations, where the farm is set-up and supported until the first litter is born. Then, as part of the re-payment, one piglet from each litter is gifted to the next suitable candidate. As ABCs grows, materials are recycled. If a new, improved building goes up, materials from the previous structure are given out to those in need of home repairs. Our many volunteers often lend their experience, or muscle to such shelter repairs or land maintenance. Flood and disaster relief from ABCs and Rice comes in many forms, and is often the only aid these villagers in distress will receive. Whenever possible we call upon the locals in our community to assist in care package creation and delivery, encouraging them to help themselves and others, as well as lending to the sense of empowerment we aim to provide. Fresh water wells, water purification means, and simple mosquito nets are often the key to illuminating illness and absenteeism in school. So the scope is broad, but the outcome in mind, as always is to **promote access to education.**

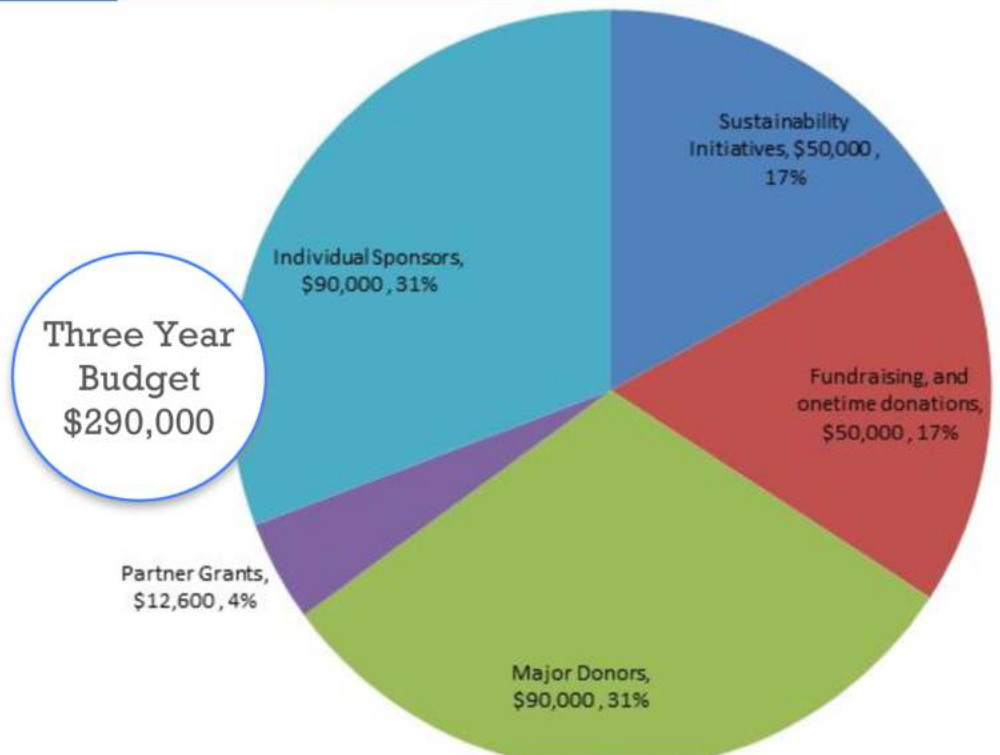
ACHIEVING THE OBJECTIVES.



Timeline

2016-2018

2016	2017	2018
<p>Preperation for Scale Up</p> <ul style="list-style-type: none"> * New facilities with room to grow * +20% intake in May * 3 new Post Secondary students * Sustainable staffing • 2 program managers, 1 additional teacher, 1 Funds and Volunteer Co-ordinator 	<p>Deepen Program Quality</p> <ul style="list-style-type: none"> * New Classroom & Art / Training room * +10 - 15% intake in May * 3 new Post Secondary students * 1 new teacher 	<p>Increase Pathways</p> <ul style="list-style-type: none"> * New Classroom * +10 - 15% intake in May * access hand over viability * 1 new teacher * Consider donor satisfaction and future sustainability



ABC's and RICE THREE YEAR BUDGET (2016-2019)

Finances Incoming USD

Major Donors	\$90,000
Sustainability Initiatives	\$50,000
Individual Sponsors	\$90,000
Fundraising and One Off Donations	\$50,000
Partner Grants (covering post secondary)	\$12,600

Finances Outgoing USD

2016

General Expenses (based on previous fiscal year) inclusive of all administration and complete project running rates.	\$55,000
1 more teacher	\$2,400
10% raise increase	\$3,600
Increase in rent	\$4,800
3 managers	\$16,800
Medical Student	\$4,000
3 Uni Students	\$2,800
Reduction of farming costs less increase in food costs.	(\$6,000)
TOTAL 2016	\$83,400

2017

2017 General Expenses	\$83,400
1 more teacher	\$2,400
3 more Uni students	\$2,800
TOTAL 2017	\$88,600

2018

2018 General Expenses	\$88,600
3 more Uni students	\$3,000
TOTAL 2018	\$91,600

TOTAL **\$292,600**

TOTAL **\$263,600**

The 'Next Generation'- the students going off to post secondary education



Reaching out to more children and families by increasing facilities i.e. New land



What does the future hold?



Further Staff training/ empowerment to increase sustainability



More involvement with parents to build on our holistic approach

Volunteer Placement Program.

ABCs and Rice has been re-examining our sustainability position, looking at new income streams to ensure not only our survival, but also our future growth. We looked at small businesses such as guesthouses, restaurants etc. but instead, we have decided to stay with what we know, volunteering.

As a result, we are now able to offer a comprehensive volunteer placement package. This includes accommodation, transportation and a truly local experience. Our goal, other than sustainability, is to give volunteers a memorable and rewarding cultural experience.

Cost is dependent on the length of desired stay, and is very competitive when compared with that of other agencies offering similar services.



SPONSORSHIP.



Sponsorship affords each child the opportunity to engage with all programs within ABCs and Rice. Sponsorship of 25USD a month covers the cost of schooling at ABCs and Rice, Government School, Medical, dental, Rice for the family, Breakfast, Lunch, Transport, clothing supplies and participation in extra curricular activities for one child.

Donors will receive the following in return of their generous donation:

- *Keepsake, personalised Thank You Video from the students at ABCs and Rice*
- *A quarterly School update*
- *A hand-made card from one of the students*

Donors contributing 11% for the future three years will receive:

- *Keepsake, personalised Thank You Video from the students at ABCs and Rice*
 - *A quarterly School update*
- *An open invitation to visit the School*
- *An honorary recognition plaque in the school library*
- *A framed artwork with a personal message from a student*
 - *An ABCs and Rice T-shirt*

THE MINISTRY OF EDUCATION.

Our main partner is the **Ministry of Education, Youth and Sports**. We work diligently to help them meet the 6 main dimensions of their national policy for “Child friendly schools”

Their 6 dimensions are, as noted in their attached report;

- 1. All Children have access to school**
- 2. Develop teacher proficiencies to encourage effective learning**
- 3. Health, safety and the protection of children – ensuring that all children are supported as they participate in education**
- 4. Gender responsiveness – educating children, families and communities on their roles in providing equal education and educational opportunity.**
- 5. The participations of children, families, and communities in education and the running of schools**
- 6. Supporting and encouraging schools to become more child friendly**

Our school has been centred around these principals and through our MOU we work to act as role models and a support system to this national policy.



ABCs and Rice

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