Women's Media Centre of Cambodia
- WMC -

Strategic Plan 2005-2009

5

Phnom Penh
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1.   INTRODUCTION

1.1.   Background

During the UN-backed 1993 elections in Cambodia, a coalition of women formed the Cambodian Women's Committee for Non-Violence and the Election (CWCNVE). Their mission was to increase the participation of women in the democratic processes of voting and drafting the constitution. In collaboration with UNTAC, CWCNVE launched advocacy and media campaigns and produced radio programmes about voting. They also trained a group of women in video production skills, in order to document the election from a non-partisan perspective.

The momentum continued during the drafting of the Constitution. Through workshops, they gathered ideas from rural women, and presented them to the Constituent Assembly. One outcome of these workshops was the production of a seven-minute video. It was called 'The Rights of Women To Be Guaranteed', and was broadcasted nationally as the Constitution was being drafted.

Some of the coalition members recognized the need to continue to promote the rights of women even after the elections and UNTAC. They recognized the power of the media in promoting and protecting these rights, as well as raising pressing development issues in the country. This core group of women went on to become the founders of the *Women's Media Centre of Cambodia*, and officially established it as a non-profit, non-governmental organization in January 1995.

Today, *WMC* continues to use the media to promote social change in Cambodian society. The Centre, run entirely by women, has become the foremost provider of public service broadcasting in the country. Through radio, television and video productions, WMC has touched on almost every issue affecting women in Cambodia today. Some of these issues include HIV/AIDS, trafficking, elections, domestic violence, decentralisation, and poverty. The Centre provides information, education and advice to a broad range of audiences, both male and female.

1.2   WMC history

The WMC was borne from a movement to increase the participation of women in the democratic process during the UN-sponsored elections in 1993. This process included radio and video productions promoting women's rights in the elections and in the Constitution. Some members of this movement decided to take the idea further and went on to become the founders of the Women's Media Centre of Cambodia (WMC).

The WMC was formally registered as a Cambodian NGO, with the Ministry of Interior in January 1995. Since its foundation, the WMC has grown from an initial staff of five to a thriving centre with 47 staff working in media production, research, networking, media service provision, and administration and finance. An Advisory Board of Directors was established in 2003 and formally meets twice a year.

1.3   Strategic Planning Process

The Women's Media Centre of Cambodia is in the last year of the current Strategic Plan and has elaborated its next Strategic Plan (2005-2009), through a comprehensive and participatory process involving its stakeholders, staff, and Advisory Board. The output of this process is a Strategic Plan that will guide WMC's work over the next five years, identify priorities that respond to the needs and interests of stakeholders, and that will further strengthen the organisation's structure and governance system in order to support the future growth of WMC. In addition, the new Strategic Plan will serve as a basis for preparing annual operational plans, for marketing WMC and fundraising in support of its work. The strategic plan will be reviewed midway, in year three, in order to assess progress, continued relevance, and to make appropriate adjustments.

1.3.1 Objectives of the Strategic Planning Process

The objective of the strategic planning process is for WMC to articulate a longer-term vision, and to elaborate a strategic plan that will guide the work and development of the organisation during the period 2005-2009. This would also serve as a resource document for the development of the next funding proposals.

Specifically, the strategic planning process would enable WMC staff, management and the Advisory Board to;
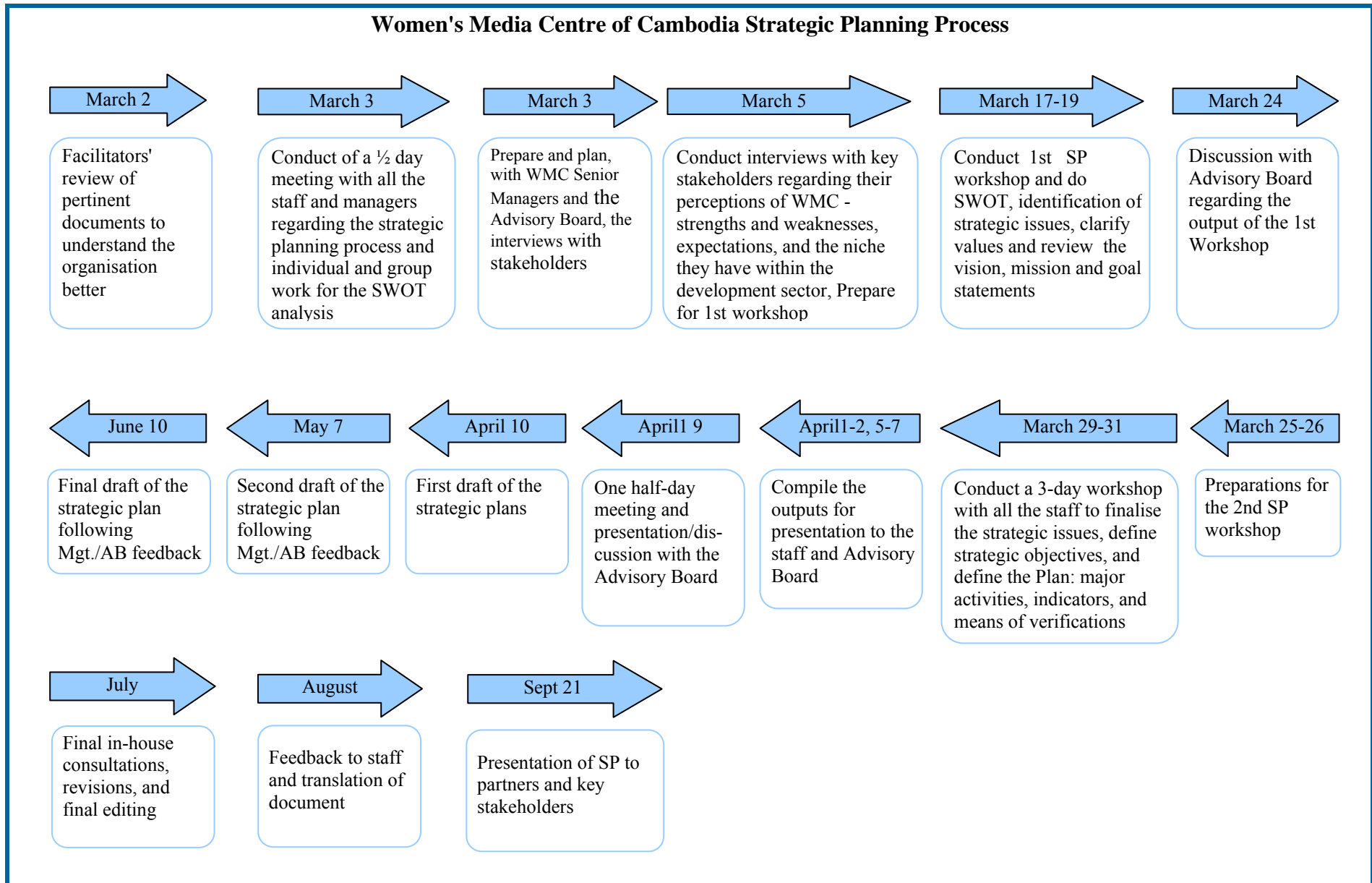
a. Have a clearer understanding of the expectations from the various stakeholders and how WMC is perceived by other players in the social development sector,
b. Collectively define their strategic issues by going through an exercise of SWOT analysis,
c. Collectively articulate and share a common understanding of the values of the organisation,
d. Review and change, if necessary, or reaffirm the Vision, Mission and Goal statements of WMC
e. Define the strategies or major activities to reach the strategic objectives, for 2005-2009 and the indicators of impact.
f. Strengthen and broaden ownership of the Plan by stakeholders, staff, management and Advisory Board.

1.3.2. Major Activities

a. Facilitators review pertinent documents in order to better understand the organisation
b. Conduct a ½ day meeting with all the staff and managers to plan the process including individual and group work for the SWOT analysis.
c. Together with WMC Senior Managers and the Advisory Board, prepare and plan the interviews with stakeholders.
d. Conduct interviews with key stakeholders focusing on WMC's strengths weaknesses, and how it could improve its services.   The results of the interviews were presented to the WMC staff to help them identify strategic issues.
e. Preparations for the 1st workshop
f. Conduct 1st workshop to do SWOT, identify strategic issues, clarify values and review the vision, mission and goal statements
g. Discuss outputs of the First Workshop with the Advisory Board regarding - ½ day
h. Prepare for the 2nd workshop
i. Conduct a 3-day planning workshop with all the staff to finalise the strategic issues, define the programme objectives, major activities, indicators, and means of verification.
j. Compile a strategic plan for 2005-2009 with the help of a facilitator from VBNK. The facilitator will compile an English version of the WMC strategic plan with highlights ready for Senior Managers to present to the Advisory Board
k. A ½ day workshop with Senior Managers and Advisory Board to give feedback on the staff's work, and to give the Board an opportunity for input.
l. Writing of the first draft of the strategic plan for review and comments by WMC.
m. Writing of second draft of strategic plan
n. Final write-up in English of strategic plans. Khmer translation to be contracted out.

All the staff of Women's Media Centre and the Chair of the Advisory Board participated in the two workshops. The first workshop was held at the VBNK training room. The second workshop was conducted at the Seaside Hotel in Sihanoukville.

The following page illustrates the strategic planning process followed by WMC.

Women's Media Centre of Cambodia Strategic Planning Process

March 2

Facilitators' review of pertinent documents to understand the organisation better

March 3

Conduct of a ½ day meeting with all the staff and managers regarding the strategic planning process and individual and group work for the SWOT analysis

March 3

Prepare and plan, with WMC Senior Managers and the Advisory Board, the interviews with stakeholders

March 5

Conduct interviews with key stakeholders regarding their perceptions of WMC - strengths and weaknesses, expectations, and the niche they have within the development sector, Prepare for 1st workshop

March 17-19

Conduct 1st SP workshop and do SWOT, identification of strategic issues, clarify values and review the vision, mission and goal statements

March 24

Discussion with Advisory Board regarding the output of the 1st Workshop

June 10

Final draft of the strategic plan following Mgt./AB feedback

May 7

Second draft of the strategic plan following Mgt./AB feedback

April 10

First draft of the strategic plans

April1 9

One half-day meeting and presentation/discussion with the Advisory Board

April1-2, 5-7

Compile the outputs for presentation to the staff and Advisory Board

March 29-31

Conduct a 3-day workshop with all the staff to finalise the strategic issues, define strategic objectives, and define the Plan: major activities, indicators, and means of verifications

March 25-26

Preparations for the 2nd SP workshop

July

Final in-house consultations, revisions, and final editing

August

Feedback to staff and translation of document

Sept 21

Presentation of SP to partners and key stakeholders

2. VISION, MISSION AND VALUES STATEMENT

2.1.   VISION

The Women's Media Centre of Cambodia envisions a society where men and women have equal opportunity, where they are portrayed with respect and dignity, and where their roles and contributions to social development are recognized and valued by all.

2.2.   MISSION

WMC is an independent and non-partisan Cambodian women's media organisation dedicated to improving the status of women in Cambodia. Its three-fold aim is:

➢ To use the media services to educate, lobby and increase awareness of women's rights in Cambodian   society;
➢ To use the media services to empower women by providing information on socio-economic issues which affect their lives, and by giving them a voice on these issues;
➢ To advocate for the positive portrayal of women in the public media, and to encourage and support women in the media professions.

2.3   WMC GUIDING VALUES

During the first of two strategic planning workshops, staff of WMC articulated and reached consensus on a set of values to guide their organisation and work. On March 29, 2004, the following Values Statement was formally adopted at a special ceremony where all staff pledged their commitment to live up to the values enshrined in the statement.

WMC GUIDING VALUES

In working together as a team, the following values will be our guiding lights

Future and Hope

♀ We share a common vision of a peaceful Cambodia, which embraces non-violence and non-discrimination, and where women and men have an equal opportunity to contribute and to share in the fruits of development. We believe that like a "drop of water that can drill a rock" we have the determination and high commitment to bring about positive change in our society. We believe that through the media we can improve the situation of women in Cambodia and educate society to recognize and value the unique roles and contributions of women in the family, the community, and the nation. We also believe that WMC, through its good governance, can serve as an example to others.

All Functions and Programmes Are Important

♀ We are one team! All staff perform an important function in WMC. Therefore we will respect and appreciate each other; we will work together in solidarity, while acknowledging and accepting our differences in order to reach our common goals.

♀ We will strive for quality in our work, each taking responsibility to continue to improve our work.

Opportunity for Learning

♀ We will make time for reflection and learning from our experiences in order to grow personally and as an organisation.

Communication and Participation

♀ We believe that democratic participation in management and work will enable WMC to achieve clear goals and objectives; by practicing good governance WMC will promote democratic practice in society.

♀ We recognise the importance of communicating with each other on a continuous basis and to constructively express our opinions. We will provide opportunities for those opinions to inform decision-making.

Organisational Capacity, Management and Leadership

♀ We recognise the need to review and adjust our management structure to strengthen accountability and transparency, and to provide adequate support to all functions of the organisation.

♀ We will create an enabling environment that promotes staff growth and development.

♀ We will promote trust and confidence amongst staff to take responsibility for their work and to perform well. We will encourage them to take the initiative and to learn from mistakes.

Human Resource Management

♀ We recognise the need to have clear job descriptions and to implement a clear appraisal performance process.

♀ We will establish an appropriate incentive structure that offers security and motivates staff.

♀ We will create the necessary systems to encourage and monitor better performance, resource management, and impact.

♀ We recognize the need to have a human resource development plan and will establish a fund to support professional development.

Approach and Cooperation

♀ We will be impartial in our work and respect professional ethics so that we may gain the trust of our stakeholders and serve as a model to other media.

♀ We will work in partnership with other organisations and institutions who share common goals.

♀ We will strive to preserve national identity by promoting cultural values, morals, and national pride in our media services.

Finally

We realise that in many of these guiding values we still fall short - however, together we will learn and nurture these values to become a reality in both our personal and professional lives. We will revisit our guiding values on a yearly basis, and change or adjust them when appropriate. When new staff members join WMC, we will share these values and help them to integrate these values into their own practice and lives.

3. Stakeholders survey

In preparation for the strategic planning workshops, independent consultants from VBNK conducted a limited stakeholder survey[1] among representatives of WMC's diverse constituency, in order to gather information on the perceptions and expectations of stakeholders regarding WMC's work and niche in Cambodia. The results of the survey were presented to WMC in the first session of the first strategic planning workshop. Subsequently, many of the issues raised by stakeholders were discussed by staff during the workshops, and are reflected in the Strategic Plan 2005-2009.

Below is the summary of WMC's Stakeholders Survey:

1. How did you get to know WMC? What is your current relationship with WMC?

Wide ranges of people, who are listeners or partners of WMC, were interviewed to find out what they thought about WMC. These included market vendors, students, factory workers, disabled people, government officials and politicians. As a non-partisan organisation WMC has interviewed persons from all major political parties. The NGO representatives interviewed worked closely with WMC on specific issues relating to violence against women and documented efforts to curtail gender-based violence. A donor representative interviewed has had a long relationship with WMC from the beginning of WMC's establishment as an NGO. Some of the students interviewed had been interns of WMC. The journalist interviewed knew of WMC as they are working in the same profession.

2. What do you know of WMC's work?

The interviewees have varying degrees of knowledge about the work of WMC. All of them indicated that WMC radio and TV programmes were dedicated to the cause of women in Cambodia. The donor and NGO representatives, monks, and MPs, because of their previous and current partnership endeavours, had more detailed knowledge of WMC's work. Examples of these are WMC's involvement in women's networks or meetings to advance the cause of women in Cambodia, advocating for a media that recognises the rights of women and projects women with respect and equal importance, preventing discrimination against women journalists, and promoting moral values, especially among youth.

Respondents from the Muslim Cham community, market vendors, and factory workers indicated that they liked to listen to WMC's entertainment programme with more music or songs, rather than serious programmes or the news.

3. What do you think are the strengths and weaknesses of WMC?

The following is a summary of the stakeholders' perceptions of WMC's strengths and weaknesses.

STRENGTHS

WMC is able to educate the public about women and children's issues such

- Gender based violence and discrimination, such as domestic violence and rape
- Youth concerns such as drug abuse and dropping out of school
- Cambodian laws
- Cambodian cultural heritage.
- Sports programmes
- Women's participation with commune councils/decentralisation
- Educate people about moral values and to reduce conflict
- Educate Cambodian law enforcement officers, particularly about issues of women

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[1] See Annex I

WMC Broadcast real, neutral and accurate news and information by women journalists

When covering a particular news item or issue, WMC gets views from all those concerned, to make sure that all perspectives have been covered. It is impartial. The audience also have an opportunity to express their opinions on specific topics being discussed in the programme.

WMC is the only media organisation that specialises in women's issues and in development, and is managed by women.

It is a Centre driven by women, for women, as indicated by the number of women staff and managers. As a women's media centre, it promotes women journalists in a profession that is still mainly dominated by their male counterparts. WMC also produces documentaries of projects and activities of NGOs, especially those about women. It also provides media internships for female students.

WMC generates income through business advertising, with the exception of cigarettes and alcohol because they are harmful to health.

WMC has a campaign programme against cigarette smoking and alcohol consumption. Aside from health concerns, WMC also campaigns against how cigarette and alcohol manufacturers use women in their advertising – depicting women as sex objects.

WMC is technically equipped and knows about women's issues.

There is a perception that WMC is technically equipped to produce media packages and programmes and deal with women's issues better than other media outfits. One stakeholder respondent indicated that when WMC develop a programme they know that it will be gender sensitive. As an NGO, WMC can reach a larger target audience due to its ability to produce their own programmes. Some of the respondents also indicated that the newscasters have clear and beautiful speaking voices and the ability to have a good conversation.

WMC programmes reach rural areas

Through the relay stations and continuing expansion, WMC is able to reach a wide population all over the country. This gives WMC a competitive advantage because it can reach areas that other NGOs are unable to reach.

WEAKNESSES

The following summary of weaknesses is presented according to the various stakeholders interviewed. WMC asked that these be included in the report so that they can consider and address the concerns of their stakeholders when preparing their annual work plans.

Board Feedback

WMC is too donor driven

There is a perception from some of the Board members that WMC is donor driven. In the words of one of the Board members, "It is not clear what they, WMC, <u>believe</u> to be their own agenda and what would they want to be doing if resources were not an issue. What do they want to look like as an organisation in five years' time?"

Weak organization and structure

Their organisational structure, and management systems are still weak. Programmes function separately and sometimes compete, rather than function as part of a coherent organisation. The communication system, accounting system, and personnel & HRD departments need to be more professional and strengthened. The governance system - including planning, review/evaluation are still weak and the management system of 5 co-directors (or 3 as is the case today) can no longer satisfy the needs of this growing organisation.

Co-Directors may not be as able to meet the demands of the organisation. For example, Co-Directors are Directors, Managers, and Implementers - all in one - therefore, not one of them has enough time to spend on strengthening the organisation, networking, learning, etc.

If WMC are to survive as an organisation they must address the above issues, become more professional, and also adopt a more business-like approach to their work and fundraising. And they must market themselves effectively. There is no contradiction between adopting a business approach and being an NGO. Another key to WMC's survival is having a clear HRD plan and staff retention strategy.

Feedback from other NGOs

Tendency to be project- oriented and reactive

WMC tends to be project-oriented and reactive. It needs to define its own agenda in the promotion of women's rights and gender and development. They have to identify a theme that they would be committed to do as an organisation. At present, they seem to lack focus. They have to look for an issue that could define them.

Weak organisational structure and systems

It seems that the current set-up of having several Directors is not efficient and Departments are not coordinating with each other. One example is that two people from WMC would interview the respondent for exactly the same topic. And when she would tell them this, the response is that it is for another Department.

It is difficult to get copies of documentaries WMC made about their (the NGO) project or activities. One NGO Director said that they allowed WMC to document their activities but they did not get a copy of the documentary.

Need to improve the skills of anchor persons to be purposeful in the conversations on the air

In their radio programme, conversations between the anchor person and audience need to be more purposeful. Sometimes the conversation seems to wander and lack a clear focus.

Feedback from donors

Lack of focus

WMC seems to be too diffused because it takes on a lot of issues. They need to focus their work on what they would like to do as an organisation.

Reactive and donor- driven

There is a tendency to be reactive and too donor-driven. There might be some practical considerations here but the WMC need to assert their agenda as an organisation. To be able to do this, they would need to look outside of their organisation and have a clear study of the trends in terms of what are the most critical and important issues that need to be tackled

Ineffective organisational structure

WMC must look into their current management structure and assess its effectiveness. They might want to look into the appropriateness of co-directorship given the size and nature of the organisation, and its needs to develop as an organisation.

Need to address sustainability concerns

There are sustainability issues that WMC needs to look into. The whole concept of WMC is a very saleable concept and they could generate enough resources to sustain their programmes. There is a need to market themselves more strategically.

Audience feedback

There is a need to improve their programming to suit a specific target audience

Many of the audience indicated that there are too many advertisements during the programme that distract the flow of the discussion. There were also two contrasting perspectives as to the content of the radio programme. On the one hand, some respondents say that there should be more entertainment and music while others suggest that there should be less music and karaoke songs. One specifically suggested that there should be more news coverage of what is actually happening in the country. Another respondent said that the interviews are not fully recorded and very important points raised were edited out when broadcasting.

There is a need to better balance the perspectives of men and women

Some of the respondents indicated that there is a lack of perspectives from men regarding issues that relate to women. They said that the programme is too biased towards women and they suggested that WMC should be balanced when they present issues.

4.   What do you think is the unique role that WMC plays in the Cambodian social development sector? What makes them different from other organisations?

WMC's present strategic role

The following are specific responses indicating the perceptions of various stakeholders regarding WMC's strategic role at present.

- Cutting edge radio programmes advocating for women's education
- Build the capacity of women's leadership
- The only radio station that promotes women's issues in Cambodia
- Use of mass media for awareness-raising of women and youth on the prevention of gender-based violence, substance abuse and other vices.
- Empower women to reach their full potentials by educating them and giving
- them access to information on issues that affect their lives – social, economic, and political.
- Provide the women of Cambodia a voice to be able to engage and meaningfully participate in the development of Cambodia.
- Promote a respectful and dignified portrayal of women in the media, and highlight the many ways in which women have made positive contributions to society.

5.   What strategic roles do you expect or want to see more of from WMC in the future?

The following are specific responses that the various stakeholders indicated during the interviews.

WMC can be more strategic in its work.

Content and themes that WMC can work on to be relevant to the needs of its target audience

On women's role in society
- Promote a public forum on Khmer culture to look at the roles of men and women, how to prevent stereotyping of men and women, particularly within the family and in society, and about equity between women and men
- Challenge established perceptions of women by publicizing women who are making valuable contributions to Cambodia, including ordinary women as well as leaders. While WMC has done some of this, much more could be done in this regard - for example a monthly show on TV profiling a successful woman.

On culture, traditions and Khmer society and youth
- Educational programmes or radio dramas that deal with moral values especially among children and youth, such as the use of proper or polite language. In addition programmes could also include Khmer culture, literature, society and history to improve young peoples knowledge, as well as educational programmes on the dangers of drugs or substance abuse, and of premarital sex.
- Broadcast new, timely and relevant information regarding women's concerns especially to audiences in the rural areas.
- Broadcast the opinions of students and young people on the radio programme.
- WMC broadcast should have an open forum on child rape and killing.
- More entertainment e.g., beautiful and popular songs.

On advocacy, legislative agenda, good governance and peace and reconciliation
- Look at legal reforms that would impact on women.
- Be clear about their advocacy role as a women's NGO, and have a clear agenda of what issues they want to take on.
- WMC should give women a voice on new, upcoming legislation and reforms which are in the making. This would require a more pro-active approach on their part. Networking and staying

informed of upcoming legislation, or reforms. For example. WMC could do a program to educate women, as well as men, on what joining the WTO means for Cambodia (demystify the subject).

- An area in which WMC could make a significant contribution is in tracking or profiling women's experiences in Commune Councils. This would be a valuable input into the decentralisation process as it unfolds.
- Another niche for WMC could be in the area of peace and reconciliation as women have always played a central role in this area in many countries.

On promoting understanding among various sectors within the society

- Through their media programmes WMC could help to promote understanding between various sectors of societies. For example, very little is known about the ethnic minorities, their traditions and livelihoods, what roles women play in their societies and how social change is affecting them. Furthermore, WMC should consider promoting Women and Buddhism and what they contribute to society. For example, the nuns are doing some outstanding work in society. WMC could work with "peace" organisations in Cambodia and run a series that promotes conflict prevention and non-violence skills through the media.

Strengthening or establishing relationships with selected organisations to add more value to WMC's programme contents.

- Another way which WMC could enhance its effectiveness and reach is by collaborating more with research institutions who conduct research on socio-economic development issues. They could disseminate appropriate studies in a simplified manner so that it is accessible to WMC's audience. For this WMC staff would have to be well informed themselves about the issues and track development research.
- Cooperate with World Food Program to reach a larger audience
- Conduct a study on what women really need in terms of mass media and why they listen to WMC radio programmes.

Continuously maintain balanced and accurate reporting and broadcasting

- Continue to broadcast balanced and accurate information or news.
- WMC should continue to strengthen the quality of radio broadcasting by using accurate sources of information .

Influence media practise in the country and establish ethics for media practitioners, especially in the broadcasting media

- Raise the awareness of other stations and media outfits to become more gender sensitive in their programming.

Initiate more efforts to address the issue of WMC's sustainability

- Find more income to ensure that WMC is sustainable and less donor-driven in its agenda.
- Build staff capacity to run the radio and other programmes.

Further expand the reach of the radio programme especially to rural areas

- Further extend the radio broadcasting programme to rural areas.
- Install a new relay station in Battambang so that more people will be able to listen to WMC radio programmes. WMC should also conduct direct meetings with women in rural area to inform them about the role WMC radio.
- WMC should provide radios to poor rural people.

6. At present do you think they are playing that strategic role? If yes, in what ways? If not, why not?

Most of the respondents indicated that WMC still needs to do more to fulfil the strategic roles suggested. Currently they are perceived by respondents to play the following strategic roles :

- Broadcasting non-biased news and avoiding involvement in partisan politics
- Broadcasting on women's issues and moral values with the aim to reduce conflict and domestic violence in society

- Broadcasting youth programmes to curtail the growing incidence of drug abuse
- Empowering women to be equal with men as defined in Cambodian law
- Advocating for women's rights and their participation in the Commune Councils
- Broadcasting to rural areas through relay stations in the province
- Have the capability to develop relevant programmes
- Generate income through paid advertisements and provision of media services to other organisations.
- Provide an opportunity for learning, particularly for female students through media internship

OTHER GENERAL COMMENTS

In order to grow and become more effective WMC may have to consider a different kind of governance and management structure, including staffing that meets the needs of a growing organisation. The organisation will also need to define a clear finance strategy that offers more security and helps them to become less donor-dependent and more sustainable.

4.   SWOT ANALYSIS AND STRATEGIC ISSUES

4.1.   SWOT Analysis

The SWOT analysis below reflects **how staff and management view their work and organisation**. It is the output of a discussion conducted by staff and management prior to the first workshop of the strategic planning process. All the staff and management were divided into four groups. Each group was assigned to discuss Strengths and Weaknesses, and Opportunities and Threats. The results were presented to the plenary during the first workshop.

Strengths	Weaknesses
Programme ▪ Broadcasting more educational programmes especially on women and Khmer society; targeting all sectors of society ▪ Broadcasting without political bias or racial discrimination ▪ Able to provide relevant, appropriate, timely information that reflects the current social circumstance ▪ Programmes are professional and reflect professional ethics ▪ Good production quality and effectiveness ▪ Programme variety: provide education, entertainment; promote understanding of popular culture and moral tradition. Impact of programmes is evident in the increasing number of listeners, especially men and youth. ▪ All guest speakers have opportunity to air their views ▪ Programmes are gender sensitive and promote human rights, women's rights, children's rights and democratic principles ▪ Advocacy for women's empowerment and women's participation in decision-making processes ▪ Encourages behavioural change by providing women a voice and by allowing them to share their life experiences ▪ Provides opportunities for the public's participation in discussion of issues presented ▪ Serves as a venue where the government and citizens can engage in a public debate ▪ Provides a venue where men can present their perspectives on women's issues ▪ Sets an example for the mass media, in how to portray women in a respectful manner ▪ Puts women's issues in the public forum **Structure** ▪ Advisory Board meets twice a year as stipulated in their Constitution and By-Laws. ▪ Democratic management as manifested by participatory processes and decision-making through monthly meetings, management team	▪ Weak management: there are perceptions among some of the staff that there is lack of collaboration between managers of the various departments ▪ There are situations where the focus is on product quantity, resulting in low quality product. ▪ The demands and the nature of the programmes being produced are becoming more complex. There is a need to ensure that the staff are able to produce quality material. The staff need more technical training ▪ There is still a need to strengthen inter-departmental relationships ▪ Some staff feel intimidated by their managers ▪ There is a need to review the staff benefits to include life insurance and pensions, and review incentives in order to make the staff feel more secure about their future. WMC car needs to be insured. ▪ There is a need for an office administrator. Each Department has its own administrative assistant performing the administrative support functions needed by their respective department only. There is no administrative support person that performs the tasks for the Centre as a whole ▪ There is still a need to purchase new equipment and repair some of the old equipment in order to meet increasing demands. ▪ There is need to improve the management system, particularly the process of staff delegation, job description, work arrangements, information- sharing, performance appraisal and staff evaluation. ▪ There is a need to improve relationships among some of the staff. There are indications that there is still a lack of trust between some employees.

meeting, staff meetings, effective staff delegation, planning processes, and adherence to the principles of CEDAW.
▪ Clear structure, leadership and mandate: These are reflected in the documents as registered and duly recognised by the Ministry of Interior, Constitution and By-Laws, statements of Vision, Mission, Goals and Objectives, clear strategic plans, staff representation to the management team, clear editorial policy ensures that the organisation is consistently impartial to any political parties, and consistently promotes women's leadership as evident in the composition of the senior managers being all women.

Human Resources
▪ Most programme producers are women of high moral standards and qualities
▪ Programme staff have relevant education, technical expertise and work experience especially in communications, broadcasting and news delivery
▪ All staff are highly creative and responsible
▪ All staff and management have honest and enabling relationships resulting in strong solidarity

Resource Materials
▪ WMC have modern technology and the needed materials and equipment to produce and broadcast their programmes
▪ Location and facilities are appropriate for the current work of WMC
▪ Capacity of FM 102 to reach 11municipalities and provinces

Staff Policy
▪ WMC has clear staff policies; staff are satisfied with benefits provided; these are applied consistently to all staff
▪ Clear job descriptions and employment contracts.

Financial System
▪ The staff are capable to manage and implement the financial system of WMC
▪ Financial management is transparent and consistent with international accounting standards
▪ Provision of media services to other organisations contributes towards financial independence

An Expanded Network
• WMC has the necessary infrastructure to be able to broadcast its programmes. This include networks in seven provinces, mobile

broadcasting teams in four provinces, and an FM 102.2 relay station in Kg Thom province • There is funding and support to operate at current capacity • Collaborative partnerships • Twice-yearly internship programme for students builds the future of the media profession, increases WMC capacity • Provides educational/media career orientation for high school students 3 x per year • Conducts workshops to mainstream gender in media outfits • Promotes responsible media by conferring awards to best practise **Competitive advantage** • Donors trust WMC. Organisation has the material and technical resources to implement the programmes and compete with other commercial media outfits. • The ability to conduct research on women and social issues • Good work relationships with other NGOs, institutions, networks, and audience support. • Staff are professionally trained and skilled • WMC get training from partner institution and donors • WMC specialise in educational programmes for women, youth and children which many of the competitors are unable to do • Programme products respond to social needs	
Opportunities:	**Threats**
Government's policy: ▪ There is relative press freedom in Cambodia ▪ Gender issues are internationally recognized concerns ▪ The Constitution of Cambodia recognises the rights of women ▪ The government recognises that NGOs are partners in development ▪ There is a law that governs media practise in Cambodia **Political** ▪ There is relative political stability in Cambodia ▪ WMC is recognised as impartial media outfit ▪ Upcoming Khmer Rouge tribunal is an opportunity for WMC to be involved in a major event in the country. ▪ Decentralisation law gives women opportunities to participate politically in the decision making processes of the government at the local level	**Political** ▪ As many radio stations are still supported by various political parties, the population do not totally trust radio stations. Because of this trend and because of WMC's rising popularity, political parties may try to influence or pressure WMC to support them. ▪ Political instability and political violence is a constant threat for journalists, especially those covering controversial issues. **Social and cultural** ▪ The general public still have limited ability to understand issues confronting Cambodian society at present ▪ The majority of the general public are still not aware of gender and women's issues in the country ▪ Security concerns e.g. crime and violence, ▪ Freedom of expression in Cambodia is still limited ▪ Corruption in the government and society's tolerance or acceptance of corruption as part

Social and Cultural

- The prevalence of social issues such as trafficking, gender based violence, HIV/ AIDS, poverty, moral issues, foreign culture that are not appropriate to the context and traditions of Cambodia gives WMC a reason to exist as a media centre that can contribute to addressing these issues
- There is opportunity to facilitate public debate on the changing roles of men and women in Cambodian society.
- Opportunity exists to contribute to the process of development and democratisation
- Through its educational programmes WMC can contribute to enhancing women's livelihoods

Donor

- Donors' development agendas are compatible with WMC's mission
- Donors are interested in the media's role in current development efforts in Cambodia and specifically in organisations like WMC
- Donors provide volunteers to organisations

of daily life is a big challenge for WMC. It impacts on people's trust towards the government
- There are still too few women journalists in the country, and they face discrimination and threats because of their gender.
- Cambodia traditional culture still gives less value to women than men. This affects how women engage with others. There are also fewer opportunities for women as their families restrict them to certain activities and types of work.

Donor Related

- Some donors set conditionalities which are linked to their government's political agenda
- Changing donor priorities
- Partner institutions take a long time to agree and approve programmes and funding
- Short-term funding and funding cutbacks
- Limited availability of CORE funding
- Gap between the salaries of Local and International NGOs
- Some NGOs give a bad reputation to Cambodian NGOs

Other threats

- Fast changing information technology
- Lack of time to learn/improve language skills
- Urban zoning restricts installation of WMC's radio antenna within the city centre
- Increasing competition in pricing, quality, and advertising from other media outfits in Cambodia
- Unavailability of spare parts for radio equipment in local market.

4.2. Strategic Issues related to WMC's programmes

Based on the discussion of WMC's SWOT analysis, the following have been identified as the most critical strategic issues to be addressed over the next 5 years. WMC recognises that if these strategic issues are not adequately addressed, WMC's over-all organisational functioning and its ability to implement its mandate and programmes with be negatively impacted.

WMC staff have identified four main <u>strategic programme issues</u>:

1. To *promote* gender equity and awareness in Cambodia, particularly of women and children's rights;
1. 2. To *enable* women and youth to make responsible decisions on matters which affect their lives and those of their children, through the *timely* dissemination of *critical* information on social and economic development issues.
3. To *mainstream* women's perspectives on social and economic development issues by giving them a voice in public debate and forums;
4. To *transform* the negative or limiting perceptions and behaviour of society towards women.

4.3. Strategic Issues related to WMC's organisational development

As an organisation, six strategic issues must be addressed in order to ensure WMC's effectiveness, efficiency and sustainability. These are:

1. Further develop and improve the organisational governance, structure, and management systems;
2. Define and implement sustainable resource strategies and strengthen organisational capacities to mobilise and manage resources;
3. Further enhance the working environment to encourage creativity, motivation, security and, staff growth and development;
4. Continuously improve the quality of work in order to enhance impact and maintain competitive advantage;
5. Ensure that all the staff and management of WMC consistently adhere to and apply its values in all aspects of their work;
6. Strengthen organisational learning in order to continue to improve WMC's work.

5. STRATEGIC OBJECTIVES

5.1. Programme Strategic Objectives to address the Strategic Issues related to WMC's programmes

The Strategic Issues above have been translated into programme Strategic Objectives (below) which are common to all WMC programmes. They are further elaborated into specific Unit Objectives in Section 6 and in the Strategic Planning Framework in Section 7.

Programme Strategic Issue 1: *To promote gender equity and awareness in Cambodia, particularly of women and children's rights.*

WMC defines this issue as relating to poverty, traditional customs, knowledge, access to education, opportunity, discrimination, policy and law, law enforcement, and security. The following are the strategic objectives for WMC to address this programme issue.

Programme Strategic Objective 1: *During the period 2005-2009, WMC will have contributed to Cambodian society's recognition that children and women's rights are human rights that are to be respected, valued, and are enforced by all concerned.*

The rights as declared in international conventions already exist. Cambodia is a signatory to these conventions. In the Cambodian context, women and children are more vulnerable and could easily be abused by others. There is a need to look at the loopholes in the laws and the enforcement of the laws. Tracking performance in implementing the Conventions and Millennium Development Goals, and raising awareness about the status of these is another strategy which WMC can implement in order to achieve this objective.

WMC intends to further enhance its outreach and impact by joining forces with other NGOs, IOs, and institutions having similar goals, and by establishing strategic partnerships in and outside Cambodia..

Programme Strategic Objective 2: *During the period 2005-2009, WMC will have contributed towards engendering legislation and public policy, and to a better enforcement of laws and implementation of policy.*

WMC would like to see that laws ensure that women are given equal opportunities as men in all aspects of society. This implies that gender perspectives for legislation and public policy are raised and communicated to decision makers in a timely manner. WMC recognizes that it must play a more *proactive* role to ensure that through its various programmes women have access to relevant information, and that through public discussion and debate the perspectives and voices of women can be heard by legislators and policy makers.

Another important role that WMC can play through its media programmes is to monitor both the effective enforcement of laws and the impact of public policies on women in particular. WMC will develop cooperation with research institutes in order to encourage more gender sensitive research.

Broad dissemination of new policies and laws will empower the public, and women in particular, to protect their rights and interests, and to hold public officials and development organisations more accountable.

In order to better achieve this goal WMC must strengthen its own awareness and expertise on gender and law, and on public policy, and further develop strategic partnerships with the Ministry of Women's affairs, women's organisations, legislative bodies, and research institutions, among others.

Programme Strategic Issue 2: _To enable women and youth to make responsible decisions on matters which affect their lives and those of their children, through the timely dissemination of critical information on social and economic development issues._

**Programme Strategic Objective 3:** During the period 2005-2009, WMC will have contributed to addressing social and economic issues affecting women, youth and children through broadcasting relevant and timely information that is useful for them to improve their social and economic situation.

Many of the issues confronting women relate to social and economic development issues. Many of the issues are a matter of survival and relate to women's reproductive and productive roles. Poor education, lack of information, and poverty seriously limit many Cambodian women's capacity to make informed decisions concerning their well-being and that of their children.

Therefore, over the next five years WMC public awareness programmes will continue to have a strong focus on issues related to gender-based violence, trafficking, reproductive health, HIV/AIDS, drug abuse, and other health related issues.

This strategic objective would address the need for timely and relevant information that women could use in improving their and their family's well-being.

**Programme Strategic Objective 4:** During the period 2005-2009, WMC will have contributed towards enabling women to have greater access and control over production resources that directly affect their livelihoods, and a greater share of the benefits of development.

This strategic objective relates to the issue of equity and access to production resources. Women usually have to augment income sources in the family and in many instances are the main income earners for the family. This objective will result in leveraging women's economic power within the household and their immediate community.

This objective also implies that through economic power, women will be able to leverage their decision making power within the household and their immediate community. In situations where husbands have greater access and control over the family income, it is important that women would also have power to make decisions regarding the household economy, and their community as well.

Greater access and control of means of production includes skills and materials. An integral part of this is for women to understand the market forces in order for them to engage to their best advantage. Other examples that illustrate this point are women's active participation and access to resources which will allow them to engage in small and medium enterprises, or access to appropriate agricultural technologies and materials.

WMC also recognises that having the ability to earn income is not enough. Women should also be able to have the political leverage within their household and in their immediate communities to influence policies that would create better conditions and a more enabling environment for their livelihoods. An example of this is for women to be given equal pay and benefits for the same work as men. For example, in construction work, women are paid less than men for the same work. There is an assumption that women can do less labour work.

This objective would address the need in Cambodia to appreciate the equal value of men and women in the workforce. Equal pay for equal work is a rights issue for women.

There is a role for WMC to inform and educate women about livelihood issues, resources and new technologies, and to raise awareness about the consequences of good and bad livelihood and development practices. Using the WMC media to profile successful women in various fields of social

and economic activity can provide important role models for other women and contribute to the exchange of experiences and ideas between women. At the same time there is an important role for WMC, through the activities mentioned above, to educate the development community about the specific needs and concerns of women in order to create more gender bright programmes and policies in the country.

Programme Strategic Issue 3: To mainstream women's perspectives on social and economic development issues by giving them a voice in public debate and forums.

WMC is a unique media organisation in Cambodia. It is managed by women for women, and also serves the public in general. Its programmes (Radio, TV, feature stories, news, dramas, comedies, round table discussions, panels, spots, and talk shows, and articles) provide women opportunities to participate more meaningfully in the processes of development and democratisation, and particularly in those issues that have a direct impact on their lives and those of their families. The WMC programmes help to build women's confidence by offering them opportunities to exchange their life experiences. The programmes serve to educate women and the general public on the one hand, and decision-makers in government and in the development community on the other. Relay stations and mobile broadcasting units in the some of the provinces ensure that the rural poor have access to information and that their voices are heard at national level as well.

The upcoming Khmer Rouge Tribunal will touch on the lives of all Cambodians. WMC is cooperating with other civil society organisations and will define a role that complements their efforts, and that provides opportunity for as many Cambodians as possible, especially women, to participate in that process. For this purpose WMC will establish two additional regional radio relay stations in the provinces.

All of the WMC Unit Objectives contribute towards achieving the goal of empowering women to participate more meaningfully in the development process.

Programme Strategic Issue 4: **To transform the negative or limiting perceptions and behaviour of society towards women**

Programme Strategic Objective 5: During the period 2005-2009, WMC will have contributed towards transforming the relationships and structures of society that restricts women's potentials.

This strategic objective would address inequity suffered by women due to structures and gender biased relationships in society. Foremost in WMC's agenda is the recognition and equal valuing of women's role at home and in the labour force, and of their contribution in charting the development agenda of the country.

One of the key strategies for ensuring that women and women's issues figure more prominently in the national agenda has been to encourage women's active participation in political life. This in fact was one of the primary objectives behind the creation of WMC. Since then WMC has had a strong programme relating to national and local elections, including voter education, promoting women candidates, providing a neutral forum for political parties to air their political platforms, and offering a range of venues for the public to voice their opinions and engage politicians in debate.

The Commune Elections have opened up new opportunities for women to participate and lead in political life and in local development. WMC can make yet another contribution to decentralisation and furthering the democratic process, by raising awareness on women's roles in the commune councils, on the impact which they have on local communities and developments, and on the constraints which they face as women leaders.

Programme Strategic Objective 6: During the period 2005-2009, WMC will have contributed to the improvement of women's status by promoting good practise

This strategic objective would address issues relating to how women are viewed and stereotyped by society. This objective would address for example, issues about how women are portrayed in mass media - such as in advertisements, roles in the community and at home. Another aspect of this objective is to encourage women in the media professions, which are currently predominantly male-dominated. This objective aims to result in the portrayal of women in a dignified and respectful manner in the mass media.

An important strategy for changing society's perceptions of women is to raise awareness/ highlight the important roles and contributions which Cambodian women make today in all sectors of life, the family, the community, the nation, in social and economic fields, in peace building and reconciliation, among others. Giving high visibility to these roles and contributions in the media will go a long way towards bringing society to recognize and value them.

An important activity undertaken by WMC in order to achieve this objective is to monitor the media's portrayal of women and its coverage of gender issues, and to make appropriate responses to them. Also, WMC confers an Annual Media Award to the Media that best demonstrate sensitivity and well-informed coverage of women's issues. As provincial newspapers begin to emerge, WMC plans to offer appropriate gender related training to provincial journalists.

5.2. Organisational Strategic Objectives to address Strategic Issues related to WMC's development as an organisation

Organisational Strategic Issue 1: The need to further develop and improve the organisational governance, structure and management systems

Organisational Strategic Objective 1: Within the period 2005-2009, WMC will have an organisational structure and management systems that meet the needs of the organisation, that allow the organisation to be responsive to external needs and to deliver on promises and expectations.

This strategic objective aims to ensure that the organisational and governing structures of WMC facilitate the efficient and effective functioning of the organisation. This would result in clear decision-making processes and accountability, specifically on issues that relate to the organisation as a whole. This would also enable the organisation to respond to constituency needs in a well coordinated, planned and holistic manner. This would also mean that all positions in the WMC structure have clear job descriptions, and that the staff are able to perform their responsibilities effectively.

Organisational Strategic Objective 2: Within the period 2005-2009 all the functions of WMC will be effectively managed and coordinated.

This strategic objective aims to make organisational activities well coordinated, planned and managed. The management and staff of WMC would like to see their organisation have clear management, communication, and streamlined support systems that will improve organisational efficiency and effectiveness.

Organisational Strategic Objective 3: Within the period 2005-2009, WMC programmes will be proactive and relevant to the priorities of its mass constituencies, thereby enhancing the organisation's sustainability.

This strategic objective aims to ensure the relevant contribution of WMC to address the needs of its target audiences and stakeholders. WMC would continually explore new programmes and cutting edge initiatives to ensure that their programmes address the burning issues and needs of their target audience, that they are trail blazing in the mass media sector, and that they contribute to the advancement of women and children's rights.

Organisational Strategic Objective 4: By 2009, WMC will have a Board of Directors that is fully committed and provides strategic support to the organisation.

WMC envisions that its Board of Directors would be functioning effectively and would be actively providing the necessary strategic support to the Management and staff of WMC. The Board of Directors actively plays a role in ensuring that WMC is consistent with its vision, mission and values statement and yet flexible enough to support new programmes and initiatives.

As Board governance is a relatively "new" concept in Cambodia, WMC will over the next five years implement strategies to further develop its Board and strengthen its governance.

Organisational Strategic Issue 2: Define and implement sustainable resource strategies and strengthen organisational capacities to mobilise and manage resources

Organisational Strategic Objective 5: Within the period 2005-2009, WMC will have developed a finance plan that includes clear principles, policies, strategies, guidelines and targets for mobilising resources (financial, material and technical).

WMC envisions an organisation that has a clear plan for sustainability, and clear strategies and targets for mobilising resources. The strategies would include defining the finance strategy, donor relations and income generating activities to ensure financial viability and sustainability. The strategies would involve related themes such as quality and strategic human resource development.

Organisational Strategic Objective 6: Within the period 2005-2009, WMC will have developed a sound financial management consistent with international accounting standards and that ensures transparency, predictability, and cost effectiveness.

This strategic objective would ensure that WMC would have appropriate financial management systems that support their needs in daily operations, and to ensure that the financial resources of the organisation are strategically invested on programmes that would achieve the organisation's programme and organisational strategic objectives.

The financial management systems of WMC would establish credibility vis-a-vis donors and stakeholders, and serve as an indication of the WMC's maturity in running its business.

Organisational Strategic Issue 3: There is a need to improve the working environment that encourages creativity, motivation, security, and staff growth and development.

Organisational Strategic Objective 7: Within the period 2005-2009, WMC will have an enabling working environment; staff will have job security, and confidence in their capacity to accomplish all tasks with good quality and a high degree of responsibility.

WMC envisions an organisation that provides to its entire staff, equal opportunity to develop themselves and explore their full potentials. WMC will have an environment of mutual trust and respect where all the staff are confident and capable in accomplishing their tasks, and where they have the maturity to take on many responsibilities. To be able to achieve this, it is crucial that WMC develops its strategic human resources development plan.

Organisational Strategic Issues 4: ***Continuously improve quality of work of WMC in order to enhance impact and maintain competitive advantage.***

Organisational Strategic Objective 8: *Within the period 2005-2009, WMC will be valued by constituents and donors as a trusted and critical partner, because of the high quality of their work.*

WMC envisions being one of the NGOs viewed by donors and stakeholders as a trusted and professional partner, able to deliver and provide for the needs of its constituencies. WMC will have clear quality standards that will guide all aspects of its work and internal processes.

Organisational Strategic Issue 5: ***Ensure that all the staff and management of WMC consistently adhere to and apply its values in all aspects of their work.***

Organisational Strategic Objective 9: *Within the period 2005-2009, WMC would have developed a corporate culture where all staff share and practise a common set of values in their work.*

It is envisioned that all the staff and management of WMC will consistently adhere to the articulated values statements of the organisation, and integrate organisational values in all aspects of their work and relationships within and outside the organisation. Adherence to the values will be an area of performance appraisal.

The staff and management will review these values annually and reflect on how they have put them into practise.

Organisational Strategic Issue 6: ***Strengthen organisational learning in order to continue to improve WMC's work***.

Organisational Strategic Objective 10: *During the period 2005-2009, WMC's organisational learning following the "Action Learning Cycle" will be internalised by the staff and institutionalised by the organisation.*

Action Learning Cycle
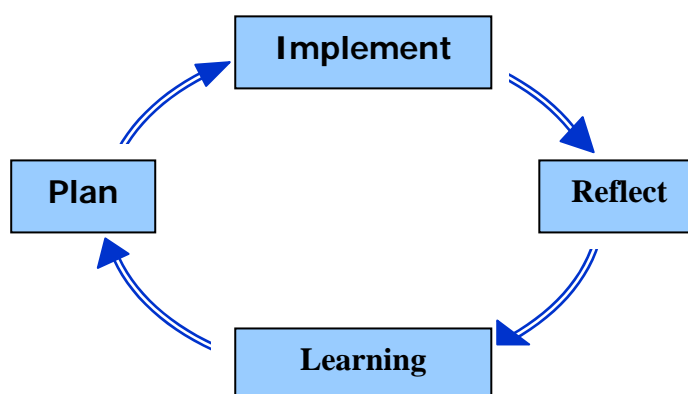
This strategic objective would address the need for WMC to share what they have learned from their work and incorporate this into the planning processes. They should also encourage and allow time for self-learning and reflection as an organisation, in order to ensure that lessons learned are understood by all staff within the organization.

5.3.   Priority Target Audiences

The following were listed as target audiences of WMC. These were then categorised into main groups and ranked in order of priority.

Youth	Women	Politicians	Businessmen
Commercial sex workers	Students	NGOs	Government staff
Monks	Labourers	Farmers	Disabled persons
Indigenous communities	Children	Intellectuals	Teachers
Older people	Royal family	Expatriates	Overseas Cambodians
Other media			

Categories of WMC's Audience and Priorities

Categories	1	2	3	4	5	6	7	8	9	10	11
1. *All women* -	✓										
2. *Vulnerable groups* - Indigenous communities, commercial sex workers, disabled people, children, elderly		✓									
3. *Youth* -			✓								
4. *Civil society and private sector* -				✓							
5. *Decision makers* - civil servants, politicians, law makers, national assembly, donors, INGOs, bilateral donors					✓						
6. *Women's groups* -					✓						
7. *Educators* - monks, teachers, intellectuals (?), professionals						✓					
8. *Workers* - factory workers, labourers (hired labour), cyclo drivers							✓				
9. *All Men*								✓			
10. *Media - other media outfits* -										✓	
11. *Overseas Cambodians-*											✓

6.   UNIT OBJECTIVES

6.1.   Radio Department

Within the period 2005-2009, the radio programme of WMC will have:

1.   *By the end of 2009, WMC will have high quality radio programmes and will be respected nationally and internationally for their professionalism and leadership in the media sector in Cambodia.*

2.   *By the end of 2009, the radio programme of WMC will have contributed towards stronger human rights and democracy in Cambodia, and towards increased participation and leadership of women in the democratic process.*

3.   *By the end of 2009, the radio programmes of WMC will have made a significant contribution towards reduced discrimination against women, public awareness about women's and children's rights, and strengthened enforcement of gender related laws.*

4.   *By the end of 2009, the radio programme of WMC will have made an important contribution to the social health and well being of society.*

5.   *By the end of 2009, the radio programme of WMC will have strengthened its impact and its reach in the provinces.*

6.   *6. By the end of 2009 the Radio Department will have increased its capacity and improved efficiency towards meeting its goals.*

6.2.   TV Department

Within the period 2005-2009, the TV programme of WMC will have:

1.   *By the end of 2009, more Cambodian women will value WMC as an important resource for information; programmes will have contributed to transforming the public attitudes and perceptions that hinder the development of women's potential.*

2.   *By the end of 2009, the TV programme of WMC will have raised the awareness of policy makers and the public to issues which negatively impact on women and children.*

3.   *By the end of 2009, the TV programmes of WMC will have contributed to strengthen democracy in Cambodia, and to increased women's participation and leadership in the development and political sectors.*

4.   *By the end of 2009, the TV programme of WMC will have contributed to the integration of gender into legislation and development policy, and towards strengthening their implementation.*

5.   *By the end of 2009, the TV programme of WMC will have enhanced its impact and the quality of its programmes through strategic partnerships.*

6. By the end of 2009 the TV Department will have increased its capacity and improved efficiency towards meeting its goals.

6.3.   Media Campaign Unit

Within the period 2005-2009, the Media Campaign Department of WMC will have:

1.   *By the end of 2009, the Media Campaign of WMC will have contributed towards shaping public opinion and influencing behaviour on social and economic issues, through high profile campaigns.*

2.   *By the end of 2009, the Media Campaign Programme of WMC will be respected for its high quality and professional ethics, impartiality, and balance.*

3.   *By the end of 2009 the Media Campaign Department will have increased its capacity and improved efficiency towards meeting its goals.*

6.4.   Networking Department

Within the period 2005-2009, the Networking Department of WMC will have

1.   *At the end of 2009, the Networking Department of WMC will have contributed to the improved status of women in Cambodia, by publicising and rewarding good practise.*

2.   *At the end of 2009, the Networking Department of WMC will have high visibility and greater outreach capacity and impact, especially in the provinces.*

3.   *By the end of 2009, the Networking Department of WMC will play a more effective advocacy role, as a result of strategic partnerships in and outside Cambodia.*

4.   *At the end of 2009, the Networking Department of WMC will have contributed to expanding the network of committed and gender sensitised women journalists, and to the improved portrayal of women and women's issues in the media.*

5.   *By the end of 2009 the Networking Department will have increased its capacity and improved efficiency towards meeting its goals.*

6.5.   Finance and Administration Unit

Within the period 2005-2009 WMC will have:

1.   *By 2009 WMC administrative support systems will have been streamlined and strengthened to provide efficient and adequate support to all programmes and management.*

2.   *By 2009 WMC have a financial management system that responds to the internal needs and external requirements of the organisation, and that is consistent with international accounting standards and practice.*

3.   *By 2009 WMC will offer an attractive working environment conducive to the recruitment and retention of high quality staff.*

6.6.   Management

1.   *By 2009 WMC will have an organisational structure and management systems that meet the needs of the organisation, that allow the organisation to be responsive to external needs and to deliver on promises and expectations.*

Major Activities
1.   Review and adjust the organisational structure so that it can fulfil all the functions needed in an efficient manner
2.   Implement a process of consultation and a series of staff seminars to enhance staff participation in the review and re-organisation of WMC
3.   Develop TOR for consultancy and recruit appropriate experts to elaborate an institutional re-organisation and restructuring plan.
4.   Redefine positions and lines of responsibility
5.   Inform partners and public about the changes at WMC

2.   *Within the period 2005-2009 all the functions of WMC will be effectively managed and coordinated.*

Major Activities
1.   Coordinate and manage strategic planning, annual operational plans and reviews
2.   Streamline and strengthen existing systems that support the organisation and contribute to more effective time management. Among these are, central filing systems, personnel record keeping, and administrative support systems.
3.   Establish and facilitate mechanisms for ensuring good cross-programme communication
4.   Establish appropriate committees to ensure staff participation in decision making

5. Conduct a series of workshops to strengthen the management skills of Programme Managers

3. *By 2009, WMC programmes will be proactive and relevant to the priorities of its mass constituencies thereby enhancing the organisation's sustainability.*

Major Activities
1. Representation and liaison with constituencies and partners
2. Exploration of new programmes and cutting edge initiatives
3. Implement regular constituency consultations to ensure there is accountability
4. Timely recruitment of staff and the elaboration of clear terms of reference
5. Establish partnerships

4. *By 2009, WMC will have a Board of Directors that is fully committed and provides strategic support to the organisation.*

Major Activities
1. Organise effective annual and mid-year Board meetings
2. Prepare timely and high quality reports and minutes for Board meetings
3. Review and adjust Board mandate
4. Develop Board orientation
5. Enhance Board governance and participation through professional Board governance seminars
6. Develop and implement Board self-evaluation process

5. *By 2009, WMC will have developed a finance plan that includes clear principles, guidelines, policies, strategies and targets for mobilising and managing resources (financial, material, technical).*

Major Activities
1. Develop and implement a broad based financial plan with specific targets
2. Develop and implement marketing strategies
3. Conduct annual partner and donor consultation
4. Develop and implement a relocation plan to an appropriate site of their own

6. *Within the period 2005-2009, WMC will have developed a sound financial management consistent with international accounting standards, and that ensures transparency, predictability, and cost effectiveness.*

Major Activities
1. Prepare proposals and budgets and timely financial reports with inputs from the various programmes
2. Further develop finance manual and accounting systems
3. Conduct an independent Annual Audit

7. *WMC will have an enabling working environment; staff will have job security, and confidence in their capacity to accomplish all tasks with good quality and a high degree of responsibility.*

Major Activities
1. WMC will have transparent policies and procedures for managing human and financial resources
2. Develop clear strategies and policies for recruitment and retention of staff
3. Further develop and implement an annual appraisal process that has clear performance criteria and is linked to the Strategic Objectives.
4. Develop a transparent incentive and benefit package including criteria for advancement, and also clear salary structure

5. Review and adjust job descriptions, and ensure that contracts are issued on timely basis and consistent with Cambodian laws
6. Develop and implement a staff development plan consistent with institutional priorities e.g. set up a fund and committee to implement a staff scholarship scheme

8. Within the period 2005-2009, WMC will be valued by constituents and donors as a trusted and critical partner, because of the high quality of their work.

Major Activities
1. Elaborate and implement standards of quality of their work.
2. Develop and conduct regular monitoring and evaluation activities
3. Identify and support internships with other organisations

9. By 2009 WMC would have developed a corporate culture where all staff share and practise a common set of values in their work.

Major Activities
1. Promote values in staff orientation and at other WMC organisational functions
2. Review and adjust Value Statements on an annual basis
3. Link values to the annual performance appraisal process

10. During the period 2005-2009, WMC's organisational learning, following the "Action Learning Cycle," is internalised by the staff and institutionalised by the organisation.

Major Activities
1. Implement a series of training activities on the Action Learning Cycle
2. Facilitate a one-day quarterly department reflection on lessons learned, that would feed into an annual organisation-wide retreat
3. Document lessons learned in order to integrate them into the following year's plans and share with other organisations

7.   LOGICAL FRAMEWORK (Major Activities/Strategies, Indicators, MoVs and Resources Required)

7.1.   RADIO DEPARTMENT

Strategic Objective	
Department	**Radio Department**
Unit Objective 1	*1. By the end of 2009, WMC will have high quality radio programmes and will be respected nationally and internationally for their professionalism and leadership in the media sector in Cambodia.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Network and nurture relationships with other women's organisations, research institutes, and other national and international agencies in order to strengthen content (expertise) of programmes	▪ Quality standards are defined, known by all staff, and implemented ▪ Programmes/scripts are well supported by scientific research and accurate information ▪ Programmes are substantive and authoritative ▪ There is a free exchange of documentation and resources between partner organisations, and WMC Documentation centre is up to date ▪ Staff are well briefed by experts when starting any new projects. ▪ Experts and resource persons agree to appear on FM 102 because they are confident in moderator skills and their knowledge of issues. ▪ Quality programming builds audience trust and contributes to enhancing WMC's profile and reputation for professional reporting and programming	▪ Hard copies of programmes, scripts ▪ Record of partnerships, resource persons collaborating with WMC ▪ Quality standards and guidelines are documented ▪ Evaluation Report ▪ Feedback from Resource persons ▪ Annual report	▪ Time and commitment of WMC staff ▪ Cooperation from other agencies

	▪ Partner organisations have access to quality productions to support their advocacy work and a venue to communicate their messages		
2. Further improve the quality of programmes by strengthening the research capability of staff and deepening their knowledge of issues	▪ Training seminars in basic research skills are implemented; staff are increasingly competent in recognising good and balanced research, summarising the key findings, making and supporting arguments with research, re-packaging (simplifying) the findings for specific WMC audiences. Staff demonstrate skill in developing and conducting basic surveys, interviews etc. *(but not to conduct in-depth primary research as this should be left to research institutes)* ▪ Staff have greater confidence in developing and moderating programmes ▪ Programmes offer accurate and well informed content ▪ Staff are competent and confident in using internet ▪ Staff make time in their schedules for reading	▪ Training curriculum ▪ Staff evaluations of training ▪ Annual Performance Appraisal ▪ Feedback from resource persons and other audiences ▪ Independent Evaluation Report	▪ Funds for resource persons ▪ Time and commitment of staff
3. Strengthen staff technical skills	▪ Staff can use Digital Computer, Digital Record, Edit and Mix ▪ Staff have strengthened their moderator skills and are more confident to guide and manage discussions ▪ Radio programmes remain	▪ Training curriculum ▪ Staff assessments of their training ▪ Annual Appraisal Reports ▪ Annual report	▪ Local experts ▪ Time and commitment of staff

	focused non-politicised ▪ Staff have improved editing and technical script writing skills ▪ Staff perform their jobs competently and operational plans are efficiently and professionally implemented		
4. Upgrade technical hardware and software to ensure high quality, equal to international standards	▪ Regular schedule of maintenance is implemented ▪ Equipment is of good quality and meets international standards ▪ WMC has been fully converted to digital sound system ▪ There are guidelines for use and care of equipment and these are followed by all staff ▪ A qualified technician is recruited ▪ Lighting system responds to the needs ▪ Safety measures are in place ▪ Broadcasting energy and sound quality are stable and high ▪ Repairs are made in a timely manner, so that there are no work delays	▪ Equipment test ▪ Maintenance record, maintenance service contracts ▪ Antenna monitoring record ▪ Regularity of broadcasting ▪ Guidelines ▪ Audience feedback	▪ 1 qualified technician ▪ Set of testing /repair tools ▪ Set of Ampere to measure ▪ Spare parts to change (not yet identify) ▪ 2 Power Lamps ▪ 1 Sweet Optimote for broadcasting outfit ▪ 1 new generator 150 KVA
5. Conduct annual surveys to assess quality, level of interest and usefulness of broadcasted programmes to the targeted audiences	▪ The survey covers a broad range of stakeholders and uses sound methodology. It is conducted annually ▪ Survey findings are shared with staff and appropriate recommendations are integrated in Annual Operational plans ▪ Programmes responds to actual needs and situation of priority target groups	▪ Survey questionnaires ▪ Survey report ▪ Planning review and Operational plans ▪ Minutes of Board Meetings	▪ Per diem/Accommodation/ Travel ▪ 4 persons x 10 days

| 6. Create space for reflection and learning, using the Action Learning Cycle | ▪ Staff work as team with high quality, effectiveness and responsibility
▪ Reflections result in concrete recommendations and action
▪ Lessons learned are documented and integrated in operational
▪ Staff have confidence to produce programmes, using new style, analysis and problem solving | ▪ Annual planning review
▪ Annual operational plans
▪ Annual Performance Appraisal
▪ Retreat, seminar or meeting reports | ▪ Management and staff commitment
▪ Training workshop and facilitator |

Strategic Objective	
Department	**Radio Department**
Unit Objective 2	*2. By the end of 2009, the radio programme of WMC will have contributed towards stronger human rights and democracy in Cambodia, and towards increased participation and leadership of women in the democratic process.*

Major Activities	Indicators	Means of Verification	Resources Required

1. Cooperating with civil society organisations, conceptualise, research, develop, and produce a series of programmes that promote human rights, democratic process and women's participation in that process.
 	
Year: 2005
  Focus:
  1. Human rights
  2. Decentralization
  - Call-in shows, 12
  - Round tables, 3
  - Radio spots, 10
  - Feature story, 4
	▪ Issues are well researched and documented
	▪ Programmes draw on a wide range of experts and offer a diversity of views
	▪ There is a demand for this programme and funding is secured
	▪ Radio programmes are well moderated and remain focused and impartial
	▪ More citizens know their civic and political rights; there is increasing respect for human rights in Cambodia
	▪ High visibility of issues and
		▪ Record of radio FM 102
		▪ Press- media citations
		▪ National Election Committee (NEC) Report/ Statistics
		▪ NGO reports; reports from local authorities
		▪ Report of UNHR special representative
		▪ Partner agreements/ contracts
		▪ WMC's survey
		▪ Independent Programme Evaluation
		▪ WMC Annual Operational Plans
			Materials: Year 2005 – 2006 - 2007 – 2009 (requirement each year)
			▪ Transportation: 1 car
			▪ 1 mobile phone
			▪ 2 sets of Computer Sound Editing equipment
			▪ Tapes, batteries and chargers, bands
			▪ Field costs (7 trips to provinces)
			
			Human resources: Year 2005 – 2006 - 2007 – 2009 (for each year)
			
			▪ 4 Producers (+ 1 in 2008)
			▪ 2 Reporters (+ 1 in 2008)
			▪ 1 Technician
			▪ 1 Manager
			▪ 1 Driver

- Interviews, 10
- News (cooperation with Radio ABC Australia)
   - Daily News
   - Current News
 	
Year: 2006
  Focus:
    1. <u>Human Rights</u>
    1. <u>Village Elections</u>
- Call-in shows 12
- Round tables 3
- Radio spots 10
- Feature story 4
- Interviews 10
- News (cooperation with Radio ABC Australia)
   - Daily News
   - Hot News
 	
Year: 2007
  Focus: <u>Commune Election</u>
 	
  - Call-in shows: 12
  - Round tables: 6
  - Radio spots: 10
  - News (Interviews & cooperation with Radio ABC Australia)
   - Daily news
   - Hot news
 	
Year: 2008
  Focus: <u>National Election</u>
  - Call-in shows: 40
  - Round tables: 12
	people's active participation in radio programmes creates a demand for accountability from public officials
	■ The effectiveness of human rights advocacy is enhanced through cooperation between WMC and human rights NGOs
	■ Being better informed about election processes, Cambodian people are empowered to participate more actively in the political process
	■ Radio programmes provide people an opportunity to voice and communicate their aspirations and concerns to local and national political representatives and leaders
	■ Equal opportunity for all political parties to promote their views.
	■ Women are more confident to participate in the political process, and women candidates value the strong support from FM 102 and its listeners
	■ The number of women leaders in village, commune, sangkat and national level increases
	■ Women obtain the necessary resources to increase their participation
	■ Access to a neutral and professional radio programme contributes to NEC's independence		

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- Radio spots: 10
- News (Interviews &
cooperation with Radio ABC
Australia)
   -   Daily news
   -   Current news

Year: 2009
   Focus: <u>Democracy / Human
         Rights</u>
- Call-in shows: 12
- Round tables: 3
- Radio spots: 10
- Interviews: 10
- Feature story: 3
- News (Cooperation with Radio
ABC Australia)
   -   Daily news
   -   Hot news

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2. Conceptualise, research, develop, and produce a series of programmes that disseminate and promote an understanding of Cambodian laws; and that contribute to engendering legislation.

Focus may vary from year to year depending on national context and legislation being reviewed/drafted

Year: 2008-2009
   -30 Call-in shows per year

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- Legislation is well researched and accurately presented; gender issues are understood by radio producers/presenters
- Proposals are prepared and funds secured
- Programmes draw on a wide range of experts and offer balanced presentations
- Radio programmes are well moderated and remain focused
- Laws are widely disseminated, especially to rural areas where people have limited access to information

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- Proposals and donor/partner agreements
- Resource materials / scripts developed
- Citations in press or other media
- Laws / Law register
- Feedback from Legislative Committees of National Assembly and Senate
- WMC Survey & stakeholder feedback
- Independent programme evaluation
- NGO Working group reports

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TOPIC: Law
Materials:
- 1 car
- 1 set of Computer Sound Editing
- 1 set of MD machine
- 4 sets of MD machine Portable
- Tapes, Band, batteries and other miscellaneous parts

Human resources
- 4 Producers
- 1 Station Director
- 1 Operator
- 1 Driver
- Gender and Law Consultant and funds for staff training
- 1 chief of production

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- 8 Law forums per year - 10 Radio spots per year	▪ WMC is proactive in anticipating new legislation and gives the public an opportunity to voice their views and concerns in a timely manner (during or prior to the drafting process) ▪ Knowledge about the laws helps people to better protect their rights, and contributes to reduce abuses ▪ Programmes raise the level of legislators' understanding of gender issues ▪ Laws are engendered and non-discriminatory ▪ People participation in the drafting process leads to greater support for the legislation and to better implementation.		

3. In consultation with other civil society organisations, research, develop, and produce a programme that will allow large sectors of the population to participate in the Khmer Rouge Tribunal process
 	
(Two relay stations to be set up to expand reach to all parts of country - See Objective 5.2)
 	
Year: 2005
  - 12 Call-in shows
  - 3 Round tables
  - 30 Portraits
	▪ A Programme is developed in cooperation with, and complements work of other civil society organisations; fills an important gap
	▪ A proposal is elaborated and 3-year funding secured
	▪ National audiences throughout the country know the tragedy resulting from the genocide regime
	▪ People understand the tribunal process and actively support and participate in it
	▪ Opportunity to share their experiences and suffering with
		▪ Project proposal and donor agreements
		▪ UN report
		▪ Report of Documentation Centre of Cambodia
		▪ Minutes/reports of civil society Working Group (on Khmer Rouge Tribunal
		▪ WMC's survey
		▪ Independent evaluation of programme
			Materials:
			Year 2005 - 2007 (each year)
			
			▪ *See Unit Objective 5.2 (2 relay stations in -1 each in Eastern and Western Cambodia + operational costs
			▪ 1 set of Computer Sound Editing equipment
			▪ 1 mobile phone
			▪ 6-8 sets of MD machine
			▪ Tapes, batteries, chargers, etc
			▪ 1 car and running costs
			▪ Field costs for travel to 10 provinces
			▪ 1 Mobile broadcast machine for

- 3 Feature stories
- Interview (up to the situation)
- News (up to the situation)
 	
Year: 2006-2007
  - 24 Call-in shows per year
  - 3 Round tables per year
  - 20 Interviews
  - 36 Portraits per year
  - Direct live trial process
  - Daily news, Current news &
    Live by phone (46%)
	others through FM 102 helps Cambodian people to come to terms with their suffering and to move on to the future
	■ Intellectuals share their opinions through radio FM 102 to promote a fair and acceptable trial
	■ Citizens hold their former and future leaders accountable, thus strengthening rule of law
	■ Other civil society organisations value the cooperation of WMC
			direct broadcast from tribunal
			
			Human resources
			• 5 Producers
			• 1 Chief of production
			• 3 Reporters
			• 1 Programmer
			• 1 Operator

Strategic Objective	
Department	**Radio Department**
Unit Objective 3	*3. By the end of 2009, the radio programmes of WMC will have made a significant contribution towards reduced discrimination against women, public awareness about women's and children's rights, and strengthened enforcement of gender related laws.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce a series of programmes that promote women's equality, respect for women's and children's rights, and better enforcement of gender related laws. This will be implemented through talk shows, round table discussions, public forum, portraits, call-in shows, feature stories and radio spots.	■ Issues are well researched and documented ■ Programmes draw on a wide range of experts and offer balanced presentations ■ Radio programmes are well moderated and remain focused ■ Women have better understanding of relevant issues and their rights ■ Women are empowered to better protect themselves and their children, to demand their rights, and to seek justice	■ Report of relevant organisations and institutions ■ Audience's understanding ■ Programme survey ■ Donors' funding to continue programme ■ Programme report ■ Annual report of Millennium Development Goals	■ Cooperation from resource persons/ experts Materials: for each year ■ Documents ■ 4 sets of MD machine, battery chargers, and microphones ■ Tapes and batteries ■ Transportation and field costs Human resources: for each year ■ 3 Producers ■ 1 Station Director

Focus may vary from year to year depending on national context and the importance/ urgency of particular issues
 	
Year: 2005
   Focus: <u>Women Rights, Violence Against Women</u> (Rape, Trafficking, Domestic Violence)
   - 30 Call-in shows per year
   - 4 Talk shows per year
   - 10 Radio spots per year
   - 3 Feature stories pr year
 	
Year: 2006
   Focus: <u>Women and Rights</u>
   - 30 Call-in shows
   - 4 Talk shows
   - 10 Radio spots
   - 3 Feature stories
 	
Year: 2007-2008
   Focus: <u>Women, the Economy and Livelihoods</u>
   - 40 Call-in shows per year
   - 3 Talk shows per year
   - 3 Feature stories per year
 	
Year: 2009
   Focus: <u>Women and Education</u>
   - 40 Call-in shows
   - 3 Talk shows
   - 3 Feature stories
	▪ Visibility of issues in the public media (radio FM102.2) holds public officials accountable; contributes to improved law enforcement and, generates resources to address the problems
	▪ Access to knowledge and information contributes to the well-being of the family and society
	▪ The diversity of views in public debate promotes greater understanding and enriches the range of solutions
	▪ The programmes highlight the important role of women in promoting human rights and non-violence, and in helping other women.
			▪ 1 Chief of Production
			▪ 1 Operator
			▪ 1 Presenter

2. In collaboration with NGOs, conceptualise, research, develop, and produce a series of programmes that highlight the precarious situation of children in Cambodia, and promote the protection of children and children's rights ***Year: 2005-2006*** Focus: <u>Children's Rights</u> - Call-in shows (Quiz) 30/yr. - 4 Talk shows per year - 10 Radio spots per year - 3 Feature stories per year ***Year: 2007-2009*** Focus: <u>Child Labour & Child and Education</u> - 30 Call-in shows per year - 4 Talk shows per year - 10 Radio spots per year - 3 Feature stories per year	▪ Issues are well researched and documented ▪ Programmes draw on a wide range of experts and offer balanced presentations ▪ Children's rights are more widely understood and recognised in Cambodian society ▪ High visibility of the situation of children in Cambodia (drugs, violence, drop out rates, trafficking, child labour, homelessness, etc.) will spur civil society, government and international aid agencies to pay attention and mobilise the resources necessary to address the problems effectively ▪ Public debate of issues, and exchange of experiences will help parents to be more aware, and better able to help their children ▪ The public participates actively in WMC programmes.	▪ Report from relevant organisations and institutions ▪ Programme survey ▪ Citations in the press ▪ Programme report ▪ Operational Plans and Annual reports ▪ Annual Report on Millennium Development Goals	▪ Cooperation from resource persons/experts Materials: for each year ▪ Documents ▪ 3sets of MD machine, battery chargers, and microphones ▪ Tapes and batteries ▪ Transportation and field costs for 8 visits to the provinces Human resources: For each year ▪ 4 Producers ▪ 1 Presenter ▪ 1 Reporter

Strategic Objective	
Department	**Radio Department**
Unit Objective 4	*4. By the end of 2009, the radio programme of WMC will have made an important contribution to the social health and well being of society.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce a series of	▪ Issues are well researched and well documented	▪ National AIDs Authorities (NAA) and NCHARD report	Year: 2005 - 2006 - 2007 Topic 1: Drug Use

programmes that educate the public, and especially women and youth, about HIV AIDS, reproductive health and other important health issues; strengthen partnerships with other organisations to enhance effectiveness of advocacy and expand outreach **Year: 2005-2007** Focus 1: Drug Use - Call-in shows: 42 (yr 1), 36 (yr 2-3) - Talk shows (Live): 4 (yr 1), 3 (yr 2 & 3) - Radio spots: 10 (yr 2 & 3) **Year: 2005-2006** Focus 2: AIDS-Reproductive Health - Call-in shows: 312 - Radio spots: 40 - **Year: 2007** Focus 1: Reproductive Health - Call-in shows: 36 - Radio spots: 10 - Feature story: 3 **Year: 2008-2009** Focus 2: Women & Health - Call-in shows: 40 per year - Radio spots: 20 per year	▪ Programmes draw on a wide range of expertise and provide accurate information ▪ There is a demand for this programme and funding is secured ▪ There is a coherent and coordinated NGO advocacy campaign with broad outreach capacity ▪ Sensitive issues are given visibility in the public forum drawing attention to, and creating a demand for appropriate responses from government and aid agencies ▪ Misconceptions about HIV AIDS are corrected and social stigma is reduced ▪ Women are empowered to make informed decisions on matters affecting their health and well-being. ▪ All of society is better aware of causes and nature of HIV AIDS and can take measures to better protect themselves. Prevention leads to reduced transmission. ▪ Women and youth will get knowledge pertaining to reproductive health ▪ Youth and labourers get information pertaining to drugs and how to protect themselves ▪ Parents become aware about the	▪ Audience participation ▪ Programme evaluation report ▪ Survey ▪ Relevant Organisation report ▪ National Drug Authorities report ▪ Annual report on Millennium Development Goals	Materials: for each year ▪ Transportation: 1 car ▪ Computer Sound Editing and accessories ▪ 3 sets of MD Machine ▪ Operational costs for 6 field visits Human resources: for each year ▪ 1 Programme Coordinator ▪ 4 Producers ▪ 1 Operator ▪ 1 Presenter Year: 2005-2006-2007 Topic 2: AIDS-Reproductive Health Materials: for each year ▪ Documents ▪ Transportation: 1 car ▪ Computer Sound Editing equipment & accessories ▪ MD Machines ▪ Operational costs for 12 field visits ▪ 2 Microphone & 4 sets Headphone Human resources: for each year ▪ 4 Producers ▪ 1 Coordinator ▪ 2 Presenters ▪ 1 Chief of Production ▪ 1 Technician Year: 2008-2009 Materials: for each year ▪ Transportation: 1 car

- Feature story: 6 per year	dangers of drugs and speak to their children about it ▪ Through FM 102 people have opportunity to share their stories and to save others from similar suffering.		▪ Computer Sound Editing equipment & accessories ▪ 6 sets of MD Machine and misc. parts ▪ Operational costs for 10 field visits to provinces Human resources: for each year ▪ 5 Producers ▪ 1 Senior Staff ▪ 1 Technician

Strategic Objective	
Department	**Radio Department**
Unit Objective 5	*5. By the end of 2009, the radio programme of WMC will have strengthened its impact and its reach in the provinces.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Continue broadcasting high quality programmes from relay station in Kg. Thom	▪ All residents from Kg. Thom and surrounding provinces will have access to news services and programmes focusing on a variety of social and economic issues, as well as culture and entertainment ▪ Radio programmes respond to the needs of rural Cambodians ▪ Radio FM 102.2 gives a voice to people, particularly women, who would otherwise not have a way to communicate their views, experiences, and concerns to policy makers at the local and national levels ▪ Radio FM 102.2 brings local	• Audience survey and field assessments • Independent programme evaluation report • Annual Operational Plans	▪ Funds for operational costs ▪ Two qualified, permanent staff in Kg. Thom ▪ Spare parts ▪ Funds for staff training, upgrading staff skills

	issues to the national agenda ▪ WMC is a valued source of information for poor and more isolated people in the provinces; information empowers people to know and protect their rights, health and livelihoods		
2. Expand relay stations from radio FM 102 to 2 other provinces, one each in Eastern and Western Cambodia.	▪ Feasibility studies have been completed to assess optimal locations, needs and interests of local people, opportunities and risks, and resources needed ▪ Proposals have been prepared and funds secured ▪ Relay stations are installed and are broadcasting to the region; two qualified permanent staff are recruited for each province. ▪ Rural, and especially poor people, are better informed about issues which affect their well-being and livelihoods and are enabled to make more informed decisions ▪ Programmes respond to local needs and local issues ▪ WMC provides a valuable service to government and aid agencies by disseminating information to hard to reach areas with poor communication infrastructure ▪ WMC, through Radio FM 102 draws national attention to	▪ Feasibility studies and assessment ▪ Audience survey and field assessments ▪ Independent programme evaluation report ▪ Annual Operational Plans	▪ Materials: ▪ 2 buildings ▪ 2 pieces of land ▪ 2 antennas ▪ Studio, spare parts and 2 sets of repair materials ▪ Broadcasting materials and 2 sets of media outfit ▪ Generator 25 KVA, fuel and lubricants ▪ Human resources: ▪ Two permanent staff per province ▪ Staff training funds

	local issues and concerns by giving local people an opportunity to express their views and concerns publicly		
3. Collaborate with NGOs working in poor communities to distribute small radios to the poorest people in the provinces	▪ Poor people are less isolated and have access to information which can improve their well-being and livelihoods ▪ Poor people have more opportunity to participate in the development process ▪ Poor people will have an opportunity to participate in the Khmer Rouge Tribunal process	▪ WMC activity report and reports of collaborating NGOs ▪ WMC audience survey ▪ WMC programme evaluation	▪ 500 radios ▪ Cooperation of NGOs

Strategic Objective	
Department	**Radio Department**
Unit Objective 6.	*6. By the end of 2009 the Radio Department will have increased its capacity and improved efficiency towards meeting its goals.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Together with Management, implement the changes or adjustments recommended in the Reorganisation Plan	▪ Mandate, functions, lines of responsibility, and job descriptions are reviewed/ revised according to the Reorganisation Plan ▪ The Unit/Programme has sufficient and qualified staff to fulfil its objectives ▪ There is value added from cooperation with other units in WMC	▪ Reorganisation Plan ▪ Annual report ▪ Organigramme ▪ TOR	▪ Reorganisation Consultancy is completed and reorganisation recommendations are adopted by the Management and AB ▪ HRD TA
2. In cooperation with the management team, develop new	▪ New programmes/projects are initiated. They are realistic and	▪ Programme/project documents and proposals	▪ Time, contacts, opportunities for partnership and funding.

programmes and proposals consistent with organisational priorities and constituency needs	have clear and measurable objectives. ▪ Funds are secured ▪ New programme or projects are consistent with organisational priorities and respond to the needs of priority target groups	▪ The 2005-2009 Strategic Plan ▪ Finance report and donor agreements	▪ Continuous upgrading of skills in programme development and proposal writing
3. Contribute to the preparation of annual plans (& strategic plan), annual planning reviews, annual reports, budgets, and donor reports and consistently improve their quality. Lead and facilitate staff participation in these exercises at department level	▪ Plans and reports are completed on time, are realistic and are of increasing good quality ▪ Reports reflect the work of the organisation and are transparent ▪ Staff have had opportunity to participate and contribute to plans and reviews ▪ Plans are successfully implemented	▪ Plans, reports, budgets ▪ Advisory Board Minutes include feedback and approval of plans and budgets ▪ Feedback (correspondence) from recipients of reports, plans etc.	▪ Series of seminars to upgrade planning, budgeting, and report writing skills of programme managers and other relevant staff
4. Develop and implement capacity building (HRD) Plan to enhance staff capability and creativity	▪ Training needs are defined and prioritised and are consistent with organisational and department objectives ▪ Staff have successfully completed training courses and apply new skills in the workplace ▪ Staff feel secure and motivated in their jobs. ▪ Staff have the skills necessary to do their work competently ▪ There is a strong core staff capable to competently execute all aspects of the production process	▪ HRD plan ▪ Record of training award and training results are on file ▪ Staff feedback	▪ TA assistance for developing HRD Plan ▪ Availability of appropriate training opportunities ▪ Training funds
5. Conduct timely annual performance appraisals	▪ An annual appraisal is conducted for each staff member and documented in personnel records	▪ Annual appraisal is documented and signed by staff and supervisor. It forms part of the	▪ Annual Appraisal Process is defined and clear ▪ In-house training for managers

	▪ Staff and supervisor are clear about process and criteria of appraisal ▪ Staff professional objectives are set and agreed with supervisor for the following year; they are consistent with department's objectives ▪ Staff job descriptions are adjusted if necessary ▪ Staff and management are satisfied with the process and find it constructive ▪ Staff have more confidence in themselves	personnel record. ▪ Staff feedback ▪ Independent Evaluation Report	and supervisors ▪ Time of supervisor and staff to prepare well
6. Implement and facilitate regular schedule of staff meetings that are meaningful and participatory	▪ Staff meetings are well planned and agenda is communicated to staff in advance ▪ staff are updated with organisation's polices and procedures and apply them ▪ Staff are well informed of the activities and work of other departments ▪ Important issues affecting work are discussed & effectively resolved	▪ Meeting agendas are available ▪ Important meeting decisions are documented ▪ Staff feedback on usefulness of meetings	▪ Series of seminars (inc. resource persons) for managers and staff on meeting facilitation skills, communication, listening, and problem solving.
7. Promote the practice of WMC Guiding Values in the job and in daily life	▪ Value Statement is explained in new staff's orientation and all staff are familiar with value statement ▪ Guiding values are linked in Annual Appraisal Process ▪ Programme leaders set example	▪ Staff access to and familiarity with values statement ▪ Concrete applications of WMC Guiding Values within the team ▪ Annual Appraisal Reports	▪ Commitment of the department heads ▪ Time is set aside for reflection and discussion

7.2.   TV DEPARTMENT

Strategic Objective	
Department	**TV Department**
Unit Objective 1	*1. By the end of 2009, more Cambodian women will value WMC as an important resource for information; programmes will have contributed to transforming the public attitudes and perceptions that hinder the development of women's potential.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, to promote women as a valuable partner in the development of the family and the community. The above include: - Comedy - Quiz - Documentaries - Awareness programmes - Break slots	▪ Issues are well researched and documented ▪ Society increasingly recognise the important roles of women in the family and in the community. ▪ Programmes promote positive images of women as important providers (partners) in the family. ▪ Programmes illustrate how women's participation in economic activity can contribute to local development and reduce urban migration ▪ Programme advocates for the elimination of violence against vulnerable women ▪ Women see WMC as an important and reliable source of information ▪ Programmes contribute to enhancing women's confidence in themselves, and to express their opinions in public ▪ Programme encourages policy makers and aid agencies to	▪ "Magazine" Programmes ▪ TV performance report and WMC annual report ▪ References in public media ▪ Requests for productions ▪ WMC survey ▪ Statistics ▪ Development reports (MOP, UNDP, NGO reports etc.) ▪ Govt. or agency policies or actions which address the issues presented	▪ Publicity materials ▪ Funds for Broadcasting ▪ Transportation costs ▪ TV studio to produce programmes ▪ Technical Advisor ▪ Miscellaneous technical equipment inc. cameras, outdoor screens, microphones, video recording, lighting, spare parts etc. ▪ Honorarium for actors ▪ 1 vehicle + fuel ▪ Four additional full time staff

	"engage" women as partners in development, offering them more livelihood options ▪ Programme promotes women's participation in social and economic activity as an effective strategy for poverty reduction.		
2. Increase outreach and impact by extending programmes and improving content, and by expanding dissemination and distribution of productions (The above also applies to Unit Objectives 2, 3, and 4)	▪ Magazine productions/ programmes are extended from 15 to 30 minutes and broadcasted by 3 stations in PNH ▪ Productions are disseminated and broadcasted through the public media in 10 provinces ▪ Productions are distributed and used by relevant institutions inc. 23 provincial Women's Affairs departments, the Ministry of Women's Affairs, and NGOs among others;	▪ TV performance report and WMC annual report ▪ Visibility of programmes in provinces ▪ Formal requests for productions ▪ Survey and Evaluation Reports	▪ Same as above ▪ Cooperation from other institutions and agencies

Strategic Objective	
Department	**TV Department**
Unit Objective 2	*2. By the end of 2009, the TV programme of WMC will have raised the awareness of policy makers and the public to issues which negatively impact on women and children.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, including drama and comedy, relating to issues that negatively impact on women and children.	▪ Programmes are well researched: the problems, their causes and remedial actions or recommendations are clearly put forward ▪ Sensitive issues are given high profile and are openly discussed	• "Magazine" Productions • TV performance report and WMC annual report • References in public media • Requests for productions • WMC survey • Statistics	▪ Dissemination materials ▪ Funds for broadcasting ▪ Transportation ▪ Collaboration ▪ Research ▪ 1 TV studio ▪ Funds for video series

	▪ The public, and women in particular, will be empowered to make informed decisions (and better protect themselves) about issues such as health, HIV AIDS, reproductive health, drug abuse etc. ▪ The public, and women in particular, will be better informed regarding their rights and the laws meant to protect them. More women will have confidence to seek legal protection and justice (eg. marriage law, divorce law, land law. ▪ Law enforcement agents will be better informed and better able to respond to women and children's needs ▪ Programmes will enable parents and other 'protectors' to better educate and ensure their children's security. ▪ Programmes will promote moral values and positive role models for Cambodian youth ▪ Government and relevant institutions implement remedial measures/policies, and to ensure women and children's protection under the law. ▪ Video series, White King of Death and a Short story, Sun set, Where is the Horizon are popular among youth and communicate moral and civic values.	▪ Govt. or agency policies or actions which address the issues presented ▪ Public forum and citations	

Strategic Objective	
Department	**TV Department**
Unit Objective 3	*3. By the end of 2009, the TV programmes of WMC will have contributed to strengthen democracy in Cambodia, and to increased women's participation and leadership in the development and political sectors.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, focusing on women's leadership and participation in the democratic process. The above include: - Talk shows - Quiz - Documentaries - Awareness programmes * Note: Programme topics may vary from year to year but will still address the same objective. (Annual Operational Plans will provide more specific programme topics. For ex. One programme might profile women commune council members: their roles and challenges. Another may profile Cambodian women's contribution to peace and reconciliation in Cambodia	▪ Issues are well researched and documented ▪ Programmes profile women's leadership in local and national political spheres ▪ Women's important role in the democratic process, and in teaching democratic values to their children are highlighted and encouraged ▪ Women become increasingly more confident to express themselves in public ▪ Special programmes encouraging women's participation in the election process are broadcasted in election years; female candidates have access to a sympathetic media outlet to help promote their platforms ▪ There is an increasing demand for WMC's balanced programming of issues, and high level of interest from viewers ▪ The public are better aware of women's contributions and the challenges they face in commune councils	▪ TV Productions and other WMC outputs ▪ WMC and other media surveys ▪ Frequency and extent of coverage Reports from relevant provincial institutions ▪ Findings and reports of Research Institutes and NGOs Evaluation report	▪ Dissemination of materials ▪ Access to Radio stations ▪ Transportation ▪ A TV studio to produce programmes

2. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, advocating greater women's participation in the development process and greater access to resources:
   - Talk shows
   - Documentaries
   - Awareness Raising Programmes
 	
 * <u>Note</u>: Programme topics may vary from year to year but will still address the same objective. Annual Operational Plans will provide more specific programme topics. For ex. various programmes might focus on such issues as women and food security, or women and credit, women's roles in the private sector or the economy, or demystifying WTO, etc.
	▪ Profiles of women's leadership and success in development sectors offer positive role models for Cambodian women
	▪ Programmes offer women a voice (especially in the provinces) and an opportunity to influence decision-makers in government and aid agencies
	▪ Programmes advocate for giving women more options for improving their families' livelihoods.
	▪ Through WMC programmes women are better informed of development policies and strategies and are better able to demand and access share of available resources
	▪ Programmes advocate for equal opportunity for women in development projects
	▪ Women are empowered to participate in decision making
	▪ Development programmes of govt. and aid agencies are gender sensitive and include special strategies to ensure that women can participate and benefit from them.
	▪ Programmes are widely disseminated and viewed in the provinces as well as in urban centres
		▪ Programme outputs (productions)
		▪ References in the public media
		▪ WMC and other media surveys
		▪ Survey/statistics on viewer preferences
		▪ Reports from relevant provincial institutions
		▪ Findings and reports of Research Institutes and NGOs
		▪ Govt. and UN, WB assessments on performance in reaching development targets
		▪ WMC's Evaluation report
			▪ Same as above

Strategic Objective	
Department	**TV Department**
Unit Objective 4	*4. By the end of 2009, the TV programme of WMC will have contributed to the integration of gender into legislation and development policy, and towards strengthening their implementation.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, to highlight gender needs in legislation and policy, and to promote better enforcement of existing laws and policies.	▪ Programmes are well researched and informed ▪ WMC has established relationships with legislative Committees, working groups and relevant institutions in order to contribute gender perspectives ▪ Talk shows, Comedies, Quiz, Spots and documentaries raise awareness and educate the public on existing as well as draft legislation ▪ Programmes give a voice to women, to offer perspectives and timely input when new legislation and policies are in drafting process ▪ New laws and policies address gender needs ▪ Women are better informed of their rights and are empowered to seek justice ▪ WMC is pro-active and well informed about up-coming draft legislation and programmes are organised in a timely manner to provide strategic inputs ▪ WMC is recognised and respected in the development community for their expertise in gender and law and for the quality of this programme	▪ Articles, interviews, or productions put out by WMC ▪ Government and UN reports on the Millennium Development Goals, on the application of Conventions ▪ Laws and policies adopted ▪ Minutes of relevant NGO working group reports ▪ Press and other media coverage of issues; references to WMC ▪ WMC Evaluation	▪ Educational materials ▪ Funds for broadcasting ▪ Transportation ▪ Collaboration from other institutions and agencies ▪ TA/expert in Gender and Law

2. Conceptualise, research, develop, and produce 5 weekly 'magazine' programmes (30 min.) per year, aiming to increase public awareness regarding women and children's rights as stipulated in the Convention on the Elimination of Discrimination Against Women, Convention on the Rights of Children, and in the Universal Declaration of Human Rights.	▪ Talk shows, Comedies, Quiz, Spots and documentaries are well informed and widely broadcasted ▪ The public is well informed regarding the various Conventions and Cambodia's obligations in respect to Women and Children ▪ Women's and children's rights, are increasingly respected by men, law enforcement agencies, and the society in general ▪ Women know their rights and have more confidence to seek redress against discrimination and abuse of their rights	▪ Articles, interviews, or productions put out by WMC ▪ Government and UN reports on the Millennium Development Goals, on the application of Conventions ▪ Laws and policies adopted ▪ Minutes of relevant NGO working group reports ▪ Press and other media coverage of issues; references to WMC ▪ WMC Evaluation	▪ Documentation ▪ Dissemination materials ▪ Funds for broadcasting ▪ 1 TV studio ▪ Cooperation of relevant agencies
3. Monitor progress on the application of laws, policies and conventions as they impact on women and children, and disseminate through the public media	▪ WMC/s documentation centre (library) maintains a well organised and updated special collection of documents, laws etc. relating to gender and law, the various Conventions etc. for research purposes and to inform its programmes ▪ WMC have developed and maintain an updated database of relevant statistics drawing on other agency reports and research ▪ WMC has established partner-ships and cooperation with institutions and agencies working towards similar goals ▪ Public is appraised of the situation of women and children in Cambodia and of the performance of mandated institutions to promote and protect women and children's rights ▪ WMC outputs/productions are valued by other agencies as useful resources for their advocacy campaigns	▪ Articles, interviews, or productions put out by WMC ▪ Government and UN reports on the Millennium Development Goals, on the application of Conventions ▪ NGO reports ▪ Press and other media coverage of issues; references to WMC ▪ WMC Evaluation	▪ IT consultant to develop appropriate software and train relevant staff

Strategic Objective	
Department	**TV Department**
Unit Objective 5	*5. By the end of 2009, the TV programme of WMC will have enhanced its impact and the quality of its programmes through strategic partnerships.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Extend cooperation and network with women's organisations, research institutes and other national and international agencies/ institutions sharing similar goals.	▪ Transfer of experience and expertise is reflected in in-depth knowledge of issues and content of programmes. ▪ Access to expertise available through partnerships allows WMC to respond to a broader range of issues and to constituency needs in a timely manner ▪ Quality programming builds audience trust and contributes to enhancing WMC's profile and reputation for professional reporting and programming ▪ Staff improve their skills and knowledge through on the job mentoring, study visits, formal training, participation in workshops/conferences and internships; staff have more confidence and implement new approaches and ideas in their work ▪ Partner organisations have access to quality productions to support their advocacy work and a venue to communicate their messages ▪ Research institutes provide valuable findings to underpin	▪ Partnership agreements ▪ Staff reports on training, internships, conference participation etc ▪ Feedback and annual reports of partner agencies/institutions ▪ WMC productions/programme outputs ▪ Evaluation report ▪ Citations in press ▪ Formal requests for WMC services/products	▪ Cooperation of other agencies ▪ Commitment and time to nurture relationships ▪ Staff take responsibility for their self-improvement

	WMC programmes; in turn they have access to media to disseminate research findings ▪ WMC and its partners benefit from each other's audiences thereby expanding their outreach and potential impact.		
2. Coordinate and facilitate a twice yearly meeting of women NGO leaders who share similar goals, to assess progress in improving the situation of women in Cambodia, and to strengthen impact of future activities through coalition building	▪ Meetings have a well focused agenda and active participation from Women NGO leaders ▪ There is an exchange of experience and good practice is documented ▪ A concrete platform of joint action is agreed	▪ Minutes of the meetings ▪ Annual report	▪ Funds for meeting, and for travel and accommodation of out-of-town participants ▪ Cooperation from other organisations/institutions
3. Strengthen research capability of WMC staff	▪ Training seminars in basic research skills will be implemented; staff will become increasingly competent in recognising good and balanced research, analysing the findings, making and supporting arguments with research, re-packaging the findings for specific WMC audiences. Staff will also gain skills to develop and conduct basic surveys, interviews etc. *(but not to conduct in-depth primary research as this should be left to research institutes)* ▪ Staff will have greater confidence in developing and moderating programmes ▪ Programmes will provide accurate and well informed content	▪ Training curriculum ▪ Staff evaluations of training ▪ Annual Performance Appraisal	▪ Funds for resource persons ▪ Time and commitment of staff

| 4. Build in-house capability/ expertise in gender and law in order to strengthen WMC programmes, and to make a more meaningful contribution in drafting of new legislation. | ▪ TA with expertise in gender and law, and a Cambodian counterpart are recruited ▪ A broad range of strategies to impact legislation in its drafting stages and to monitor implementation are elaborated and implemented; funds for the programme are secured ▪ Relationships with legislative bodies, NGO working groups and relevant institutions are established and nurtured ▪ WMC offers an effective medium for channelling women's concerns and perspectives into the legislative drafting process ▪ WMC raises capacity of legislative bodies, NGOs, law enforcement officials etc. to better understand gender issues in law ▪ WMC is valued by the development community as a resource on gender and law | ▪ Operational Plan and Strategies ▪ Media citations and visibility ▪ Annual report ▪ Donor agreements and reports ▪ Feedback from partners and stakeholders | ▪ * Reorganisation Plan must first be implemented in order to assess management capacity to take on this programme, where it will be located within WMC, and how it will interact with other programmes. ▪ Funding for TA and local counterpart ▪ Cooperation from other institutions/agencies |

Strategic Objective	
Department	**TV Department**
Unit Objective 6.	*6. By the end of 2009 the TV Department will have increased its capacity and improved efficiency towards meeting its goals.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Together with Management, implement the changes or adjustments recommended in the Reorganisation Plan	▪ Mandate, functions, lines of responsibility, and job descriptions are defined/ revised according to the Reorganisation Plan	▪ Reorganisation Plan ▪ Annual report ▪ Organigramme ▪ TOR	▪ Reorganisation Consultancy is completed and reorganisation recommendations are adopted by the Management and AB

	▪ The Unit/Programme has sufficient and qualified staff to fulfil its objectives ▪ There is value added from cooperation with other units in WMC		▪ HRD TA
2. In cooperation with the management team, develop new programmes and proposals consistent with organisational priorities and constituency needs	▪ New programmes/projects are initiated. They are realistic and have clear and measurable objectives. ▪ Funds are secured ▪ New programme or projects are consistent with organisational priorities and respond to the needs of priority target groups	▪ Programme/project documents and proposals ▪ The 2005-2009 Strategic Plan ▪ Finance report and donor agreements	▪ Time, contacts, opportunities for partnership and funding. ▪ On-the-job training and formal training for continuous upgrading of skills in programme development and proposal writing
3. Contribute to the preparation of annual plans (& strategic plan), annual planning reviews, annual reports, budgets, and donor reports and consistently improve their quality. Lead and facilitate staff participation in these exercises at department level	▪ Plans and reports are completed on time, are realistic and are of increasing good quality ▪ Reports reflect the work of the organisation and are transparent ▪ Staff have had opportunity to participate and contribute to plans and reviews ▪ Plans are successfully implemented	▪ Plans, reports, budgets ▪ Advisory Board Minutes include feedback and approval of plans and budgets ▪ Feedback (correspondence) from recipients of reports, plans etc.	▪ Series of seminars to upgrade planning, budgeting, and report writing skills of programme managers and other relevant staff
4. Develop and implement capacity building (HRD) Plan to enhance staff capability and creativity	▪ Training needs are defined and prioritised and are consistent with organisational and department objectives ▪ Staff have successfully completed training courses and apply new skills in the workplace ▪ Staff feel secure and motivated in their jobs. ▪ Staff have the skills necessary to	▪ HRD plan ▪ Record of training award and training results are on file ▪ Staff feedback	▪ TA assistance for developing HRD Plan ▪ Availability of appropriate training opportunities ▪ Training funds

	do their work competently ▪ There is a strong core staff capable to competently execute all aspects of the production process		
5. Conduct timely annual performance appraisals	▪ An annual appraisal is conducted for each staff member and documented in personnel records ▪ Staff and supervisor are clear about process and criteria of appraisal ▪ Staff professional objectives are set and agreed with supervisor for the following year; they are consistent with department's objectives ▪ Staff job descriptions are adjusted if necessary ▪ Staff and management are satisfied with the process and find it constructive ▪ Staff have more confidence in themselves	▪ Annual appraisal is documented and signed by staff and supervisor. It forms part of the personnel record. ▪ Staff feedback	▪ Annual Appraisal Process is defined and clear ▪ In-house training for managers and supervisors ▪ Time of supervisor and staff to prepare well
6. Implement and facilitate regular schedule of staff meetings that are meaningful and participatory	▪ Staff meetings are well planned and agenda is communicated to staff in advance ▪ Staff are updated with organisation's polices and procedures and apply them ▪ Staff are well informed of the activities and work of other departments ▪ Important issues affecting work are discussed & effectively resolved	▪ Meeting agendas are available ▪ Important meeting decisions are documented ▪ Staff feedback on usefulness of meetings	▪ Series of seminars (inc. resource persons) for managers and staff on meeting facilitation skills, communication, listening, and problem solving.

7. Staff conduct reflections of job performance to strengthen and enable learning, using the Action Learning Cycle tool	▪ Staff work as team with high quality, effectiveness and responsibility ▪ Reflections result in concrete recommendations and action ▪ Lessons learned are documented and integrated in operational plans	▪ Annual planning review ▪ Annual operational plans ▪ Annual Performance Appraisal ▪ Retreat, seminar or meeting reports	▪ Commitment of management & staff ▪ Resource person/facilitator
8. Promote the practice of WMC Guiding Values in the job and in daily life	▪ Value Statement is explained in new staff's orientation and all staff are familiar with value statement ▪ Guiding values are linked in Annual Appraisal Process ▪ Programme leaders set example	▪ Staff access to and familiarity with values statement ▪ Concrete application of WMC Guiding Values within the team	▪ Commitment of the department heads and time is set aside for reflection and discussion

7.3.   MEDIA CAMPAIGN DEPARTMENT

Strategic Objective	
Department	**Media Campaign**
Unit Objective 1	*1. By the end of 2009, the Media Campaign of WMC will have contributed towards shaping public opinion and influencing behaviour on social and economic issues, through high profile campaigns.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Initiate, develop and implement an advocacy programme on social and economic issues which impact on the lives of women in Cambodia; Research, develop, and produce 10 short and long campaign spots per year	▪ Issues addressed have direct impact on Cambodian women's lives ▪ Programme issues are well researched and informed and contribute to better awareness and understanding among target groups ▪ Programme results in changes in policy or behaviour ▪ Programme gives women a voice on social and economic issues ▪ 50 spots broadcasted by 3 stations over five years	▪ The spots ▪ Pre-test report ▪ Policy changes or actions taken by government or agencies to address issues (press coverage, reports) ▪ Evaluation report of WMC ▪ Surveys conducted by WMC or others ▪ Report of other TV stations	▪ 2 cameras, 2 wide zoom lens, 2 tripods ▪ 2 monitors ▪ 1 microphone ▪ 3 headphones ▪ 1 set of lights ▪ Car, fuel, driver ▪ Research ▪ Spare parts of materials and equipments ▪ New computer and power to edit material
2. Assist NGOs in their advocacy campaigns on critical development issues by developing, pre-testing, and producing 15 quality advocacy spots per year	▪ There is a demand from NGOs who value WMC's technical capabilities and expertise on gender issues ▪ Advocacy spots are informative, strategic, and powerful in their message ▪ Cooperation with local and international NGOs results in higher visibility and impact of advocacy message; WMC is valued as an effective partner ▪ Target groups have better awareness of the issue (message) and begin to change their behaviour ▪ 75 spots broadcasted by 3 stations, over five years	▪ Contracts or cooperation agreements with NGOs ▪ IRL's survey report ▪ Pre-test report ▪ Survey and evaluation report of partner organisation ▪ Annual reports of relevant organisation or institution ▪ Reports from other stations	▪ Same as above

Strategic Objective	
Department	**Media Campaign**
Unit Objective 2	*2. By the end of 2009, the Media Campaign Programme of WMC will be respected for its high quality and professional ethics, impartiality, and balance.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Strengthen and further develop partnerships with Civil Society	▪ WMC participates in civil society working groups sharing similar goals ▪ WMC is valued by its partners and there is increasing demand for its services; the work of WMC is known for its clear focus and coherent message ▪ WMC programmes offer balanced presentations reflecting a variety of views	▪ Visibility in press or other media, on conference panels ▪ Annual report ▪ Evaluation Report and feedback from civil society	▪ Time
2. Create space for reflection and learning, applying the Action Learning Cycle tool	▪ Staff work as team with high quality, effectiveness and responsibility ▪ Reflections result in concrete recommendations and action ▪ Lessons learned are documented and integrated in operational plans	▪ Annual planning review ▪ Annual operational plans ▪ Annual Performance Appraisal ▪ Retreat, seminar or meeting reports	▪ Commitment of management & staff ▪ Resource person/facilitator
3. Strengthen staff knowledge and expertise on development issues by promoting reading and organising in-house lectures on current Cambodian development issues	▪ Lecture content and staff participation (4 per year) ▪ Staff have high general knowledge to meet their job needs ▪ Staff are well informed of trends and development issues within their mandate	▪ Annual report ▪ Audio copies of lectures ▪ Annual performance appraisal ▪ Staff feedback	▪ Resource persons/ small honorarium ▪ Commitment of staff
4. Promote the practice of WMC Guiding Values in the job and in	▪ Value Statement is explained in new staff's orientation and all staff	▪ Staff access to and familiarity with values statement	▪ Commitment of the department heads and time is set aside for

daily life	- are familiar with value statement - Guiding values are linked in Annual Appraisal Process - Programme leaders set example	▪ Frequency and concrete application of WMC Guiding Values within the team	reflection and discussion

Strategic Objective	
Department	**Media Campaign**
Unit Objective 3	*3. By the end of 2009 the Media Campaign Department will have increased its capacity and improved efficiency towards meeting its goals.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Together with Management, implement the changes or adjustments recommended in the Reorganisation Plan	- Mandate, functions, lines of responsibility, and job descriptions are defined/ revised according to the Reorganisation Plan - The Unit/Programme has sufficient and qualified staff to fulfil its objectives - There is value added from cooperation with other units in WMC	- Reorganisation Plan - Annual report - Organigramme - TOR	- Reorganisation consultancy is completed and reorganisation recommendations are adopted by the Management and Advisory Board - HRD TA
2. In cooperation with the management team, develop new programmes and proposals consistent with organisational priorities and constituency needs	- New programmes/projects are initiated. They are realistic, and have clear and measurable objectives. - Funds are secured - New programme or projects are consistent with organisational priorities and respond to the needs of priority target groups	- Programme/project documents and proposals - The 2005-2009 Strategic Plan - Finance report and donor agreements	- Time, contacts, opportunities for partnership and funding. - Continuous upgrading of skills in programme development and proposal writing
3. Contribute to the preparation of annual plans (& strategic plan), annual planning reviews, annual reports, budgets, and donor reports and consistently improve their quality. Lead and facilitate staff participation in these exercises at department level	- Plans and reports are completed on time, are realistic and of increasing good quality - Reports reflect the work of the organisation and are transparent - Staff have had opportunity to participate and contribute to plans and reviews	- Plans, reports, budgets - Advisory Board Minutes include feedback and approval of plans and budgets - Feedback (correspondence) from recipients of reports, plans etc.	Series of seminars to upgrade planning, budgeting, and report writing skills of programme managers and other relevant staff

	▪ Plans are successfully implemented		
4. Develop and implement capacity building (HRD) Plan to enhance staff capability and creativity	▪ Training needs are defined and prioritised and are consistent with organisational and department objectives ▪ Staff have successfully completed training courses and apply new skills in the workplace ▪ Staff feel secure and motivated in their jobs. ▪ Staff have the skills necessary to do their work competently	▪ HRD plan ▪ Record of training award and training results are on file ▪ Staff feedback ▪ Annual Appraisal Reports	▪ TA assistance for developing HRD Plan ▪ Availability of appropriate training opportunities ▪ Training funds
5. Conduct timely annual performance appraisals	▪ An annual appraisal is conducted for each staff member and documented in personnel records ▪ Staff and supervisor are clear about process and criteria of appraisal ▪ Staff professional objectives are set and agreed with supervisor for the following year; they are consistent with department's objectives ▪ Staff job descriptions are adjusted if necessary ▪ Staff and management are satisfied with the process and find it constructive ▪ Staff have confidence in themselves	▪ Annual appraisal is documented and signed by staff and supervisor. It forms part of the personnel record. ▪ Staff feedback	▪ Annual Appraisal Process is defined and clear ▪ In-house training for managers and supervisors ▪ Time of supervisor and staff to prepare well
6 Implement and facilitate regular schedule of staff meetings that are meaningful and participatory	▪ Staff meetings are well planned and agenda is communicated to staff in advance ▪ Staff are updated with organisation's polices and procedures and apply them ▪ Staff are well informed of the activities and work of other departments ▪ Important issues affecting work are discussed & effectively resolved.	▪ Meeting agendas are available ▪ Important meeting decisions are documented ▪ Staff feedback on usefulness of meetings	▪ Series of seminars (inc. resource persons) for managers and staff on meeting facilitation skills, communication, listening, and problem solving.

7.4 NETWORKING DEPARTMENT

Strategic Objective	
Department	**Networking Department**
Unit Objective 1	1. At the end of 2009, the Networking Department of WMC will have contributed to the improved status of women in Cambodia, by publicising and rewarding good practise.

Major Activities	Indicators	Means of Verification	Resources Required
1. Continue to monitor and implement a programme of incentives for good practice in the portrayal of women and women's issues in Cambodian magazines and newspapers	▪ Criteria are established and communicated to relevant print media ▪ Selection is made of best and worst magazines and journals to be monitored ▪ Awards are presented to magazines and journals that meet the criteria for gender sensitive portrayal of women and women's issues. ▪ WMC responds to magazines and newspapers that publish degrading and misinformed portrayals of women and women's issues.	▪ Criteria ▪ Documented scoring of magazines and newspapers ▪ Samples of good and bad practice in print ▪ Letter of recognition by network to relevant newspapers/magazines ▪ Department's report ▪ WMC responses to "degrading or negative" press coverage.	▪ TV Air fee and Award ▪ Dedicated staff and admin costs ▪ Stipends for selection committee
2. Raise the public's awareness of gender related issues by promoting the writing and reading of articles presenting women's perspectives on issues which affect their lives. Organise competition to collect and publish articles	▪ Guidelines and competition is advertised ▪ There is broad interest and participation in the competition as reflected in the number and quality of articles submitted ▪ Up to 8 articles per month are selected and published in Raksmey Kampuchea. ▪ All selected articles are compiled in one book and published by WMC each year.	▪ Articles published ▪ Letters of recognition to selected authors ▪ Demand for book ▪ Feedback on articles and book	▪ Staff and publishing costs

3. Strengthen mutual understanding and cooperation between journalists/media organisations	▪ Up to five solidarity dinners per year are organised for members of the media community to informally exchange experiences and ideas ▪ Participation and quality of discussion ▪ Journalists have good understanding of WMC's work and goals ▪ Positive coverage of women's issues by participating journalist	▪ Participation list ▪ Department's Report ▪ Feedback from participants during evaluations and surveys ▪ Examples of work by solidarity dinner participants	▪ Funds for dinners
4. Conduct a national survey to assess progress in the situation of women media professionals in Cambodia. Disseminate to members of regional media network, and to interested national and international organisations	▪ Survey (to be conducted in 2005) identifies achievements and constraints and makes concrete recommendations for enhancing women's status in the media profession in Cambodia ▪ Survey methodology is sound and findings are discussed in regional media network meeting ▪ Survey's findings are reported in print and disseminated to relevant policy makers and organisations in Cambodia ▪ Recommendations are addressed in WMC's annual operational plans	▪ Survey report ▪ Proceedings or minutes from regional network meeting ▪ Actions or policies responding to issues in report ▪ References to the report in the media or other venues	▪ There is continuing demand and funds to conduct the survey ▪ Staff and a consultant's support ▪ Field operational costs ▪ Printing costs
5. Organise a campaign to identify and publicize outstanding and successful women in different sectors of society, as role models for other Cambodian women. Award women for their achievement.	▪ Committee is organised; criteria and process are developed and widely publicized ▪ There is broad participation from the public in the nomination of suitable candidates (models of successful women) ▪ Successful candidates reflect a clear set of values and qualities,	▪ Criteria and process are documented ▪ Publicity materials ▪ References (articles, TV, radio footage) from print and other media ▪ Record of nominations	▪ staff ▪ communications and admin costs ▪ cooperation from others to participate in the Committee ▪ Radio and TV fees ▪ Transportation and accommodation costs to interview and film women at their workplace

	and are making a valuable contribution to their community or society ▪ Successful candidates are profiled in the mass and print media, as role models for other women ▪ Project will be pilot tested in 2006. Lessons learned from the pilot experience will be integrated in an expanded campaign in following years		

Strategic Objective			
Department	**Networking department**		
Unit Objective 2	*2. At the end of 2009, the Networking Department of WMC will have high visibility and greater outreach capacity and impact, especially in the provinces.*		
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Expand media network and dissemination of WMC productions to 5 additional provinces (already exists in 7)	▪ Good relationships established with provincial information departments to disseminate WMC productions locally ▪ Local audiences are better informed about women and children's rights, current issues (ex. trafficking, domestic violence), health issues, cultural values etc. ▪ Broadcasting is appreciated by local audiences and there is increasing demand for information and WMC resources	▪ Monthly reports ▪ Feedback during surveys and evaluations ▪ Feedback from provincial information department	▪ WMC staff ▪ Transportation and communications with provinces ▪ Copies of WMC productions

2. Expand coverage of mobile broadcasting teams to 4 new provinces	▪ Number of mobile broadcasting/ dissemination teams is doubled by 2006 and active in at least 4 provinces each year ▪ Qualified staff are recruited for new mobile teams ▪ Local residents are better informed about legislation, current issues (ex. trafficking, domestic violence), women and children's rights, cultural values etc. through dramas, comedies, reportage and spots ▪ There is increasing demand for WMC's productions and information on issues which affect people in the provinces ▪ Local audiences have the opportunity to voice their opinions and concerns	▪ Monthly report ▪ Feedback from local audiences during surveys and evaluations ▪ Correspondences or requests for additional services and resources in the provinces	▪ 4 teams of two persons each ▪ Budget for transportation, accommodation and per diem ▪ Media Broadcasting equipment for each province/team (TV generator 4,VCR 4, MC 4, Microphone 4, Amplifying 4,plastic sheet 5 ▪ Spare parts
3. Produce a range of print (including Annual Report, updated brochures) and other promotional materials	▪ Annual Report and brochures are of high quality and are disseminated to appropriate audiences ▪ List of available WMC resources (productions) is publicized and efficient system is in place to facilitate access to them ▪ Resources are valued by partners and stakeholders	▪ Annual report ▪ Updated brochures ▪ Updated lists of resources ▪ Feedback of partners and stakeholders during evaluations and surveys ▪ Evidence of use of WMC productions in other media or seminars	▪ Budget for production of promotional materials ▪ Technical support for preparation of the annual report ▪ 1 set of computer and printer equipment
4. Further develop and regularly update Website	▪ Web site is easily accessible and informative about the work of WMC and is regularly updated ▪ Website is linked to other relevant sites	▪ Website	▪ Training for staff responsible ▪ Specialist assistance for further developing the website

	▪ Programme managers provide information for the website on a timely basis		
5. Update and publish the Media Directory annually, and distribute to libraries and interested organisations	▪ Directory is updated and accurate ▪ Availability of the Directory is publicized; Information is readily available on where and how the Directory can be obtained ▪ Distribution list ▪ The Directory is viewed by peers in the media and the development community as a valuable resource ▪ Directory has been circulated to peers for comment prior to finalisation and comments are integrated	▪ Availability of Media Directory ▪ References of the Directory ▪ Feedback from stakeholders in surveys and evaluations ▪ Letters of acknowledgement or appreciation ▪ Comments by reviewers of draft Directory	▪ Budget ▪ Willing reviewers
6. Implement at least 1 'media and gender' training seminar per year for journalists working in new provincial newspapers	▪ Partnership is established with sponsor and staff of new provincial newspapers ▪ Seminar agenda reflects needs and input of participants ▪ 20 new provincial journalists have a better awareness and skills for reporting about women and women's issues. ▪ There is continuing improvement in the portrayal and discussion of women's issues in provincial newspapers.	▪ Course curriculum ▪ Participant's evaluations of seminar ▪ Activity report of Networking Department ▪ Examples of local newspapers' portrayal and coverage of women's issues	▪ There is a demand and commitment from Newspapers' management ▪ Funding for seminar related cost ▪ Cost of resource persons ▪ Transportation and resource costs

Strategic Objective	
Department	**Networking department**
Unit Objective 3	*3. By the end of 2009, the Networking Department of WMC will play a more effective advocacy role, as a result of strategic partnerships in and outside Cambodia.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Strengthen partnerships with other media, women's organisations, development organisations, and research institutes in Cambodia that work towards common goals	▪ Participation in forum and conferences on issues related to WMC priority sectors of work ▪ Cooperation in media campaigns, training and surveys ▪ Exchange of experiences and new ideas are shared with other WMC staff ▪ New skills and knowledge gained are applied in WMC's work ▪ Improved coverage of women's issues in the media ▪ WMC becomes widely identified with advocacy on specific issues (a focus) ▪ WMC is sought out for its expertise on particular advocacy issues	▪ Participation in regional network of women journalists ▪ Meeting/Conference reports ▪ Cooperation agreements/ contracts for commissioned work ▪ Examples of media coverage of women's issues ▪ References to WMC's position on advocacy issues in the print media ▪ Interviews and requests for presentations on panels or at forum	▪ Appropriate opportunities and funding
2. Undertake exchange visits with like-minded organisations and networks in the region and internationally	▪ Participation in regional and international forum is well prepared and participants actively contribute to the discussions ▪ Substantive report on lessons learned learning and relevant issues discussed in conferences are shared with staff of WMC (and other organisations if relevant) on return to Cambodia	▪ Conference Agenda ▪ Papers presented in conferences/forum ▪ Staff report ▪ Activity or results produced in joint advocacy work	▪ Appropriate opportunities and funding are available

▪ There is cooperation in collection and exchange of information ▪ There is joint advocacy activity between network participants	

Strategic Objective	
Department	**Networking department**
Unit Objective 4	*4. At the end of 2009, the Networking Department of WMC will have contributed to expanding the network of committed and gender sensitised women journalists, and to the improved portrayal of women and women's issues in the media.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Continue to implement project to promote excellence and professionalism among women in the media sector	▪ Transparent process and clear criteria exist for excellence and professionalism ▪ Competition is advertised in appropriate venues ▪ Evaluation Committee reaches consensus on winner of award ▪ Winner is respected by peers as model of excellence and professionalism.	▪ Press release ▪ TV and Radio coverage ▪ WMC report ▪ Sample of winner's work reflecting criteria	▪ Staff and Supervisor's time ▪ Stipends for Evaluation Committee ▪ Funds for Press release, TV and Radio fees ▪ Cooperation from other institutes/organisations ▪ Communications and other admin costs
2. Facilitate six internships in WMC per year to provide University students exposure and experience in the media	▪ Internships are successfully completed ▪ Appreciation of the internship by the interns ▪ Interns have made a useful contribution to the organisation	▪ Internship agreements ▪ Intern's report at end of internship ▪ Example of work or project undertaken by intern ▪ Statistics on # of interns who go on to media-related profession	▪ Inter stipends ▪ Commitment of supervisors to give interns direction and support
3. Organize and facilitate 3 career seminars/visits for high school students per year, to provide exposure to the media profession	▪ 3 seminars implemented for 150 students (50 per seminar) per year ▪ Appreciation of students (short evaluation /questionnaire filled out at end of seminar) ▪ Active participation of students in seminar	▪ Participation list ▪ Seminar agenda ▪ Responses to questionnaires given at end of seminar	▪ Availability of WMC resource persons ▪ Budget for refreshments and stationary

4. In collaboration with donor, act as focal point for the recruitment and selection of female candidates for scholarship (1 per year) in the media profession. Implement advertising, recruitment and testing process.	▪ Recruitment process and criteria have been well publicised and transparent ▪ Committee is formed for interviews and testing ▪ A qualified female candidate is identified for scholarship	▪ Advertisement ▪ # of applicants ▪ Shortlist and qualifications against criteria are documented ▪ Scholarship award granted by Donor	▪ Funds for advertisement and administrative costs.

Strategic Objective	
Department	**Network Department**
Unit Objective 5	*5. By the end of 2009 the Networking Department will have increased its capacity and improved efficiency towards meeting its goals.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Together with management team develop new programmes and proposals consistent with organisational priorities and constituency needs	▪ New programmes/projects are initiated. They are realistic and have clear and measurable objectives. ▪ Funds are secured ▪ New programme or projects are consistent with organisational priorities and respond to the needs of priority target groups	▪ Programme/project documents and proposals ▪ The 2005-2009 Strategic Plan ▪ Funding Contract	▪ Time, contacts, opportunities for partnership and funding. ▪ Continuous upgrading of skills in programme development and proposal writing
2. Contribute to the preparation of annual plans (& strategic plan), annual planning reviews, annual reports, budgets, and donor reports and consistently improve their quality. Lead and facilitate staff participation in these exercises at Department level	▪ Plans and reports are completed on time, are realistic and are of increasing good quality ▪ Reports reflect the work of the organisation and are transparent ▪ Staff have had opportunity to participate and contribute to plans and reviews ▪ Plans are successfully implemented	▪ Plans, reports, budgets ▪ Advisory Board Minutes include feedback and approval of plans and budgets ▪ Feedback (correspondence) from recipients of reports, plans etc. ▪ Auditor's Management Letter or Internal control report	▪ Series of seminars to upgrade planning, budgeting, and report writing skills of programme managers

3. Contribute to the development of an organisational HRD Plan and implement HRD Plan at Department level	▪ Training needs are defined and prioritised and are consistent with organisational and department objectives ▪ There is a transparent process and criteria for selecting/ granting training support and all staff are familiar with it. ▪ Staff have successfully completed training courses and apply new skills in the workplace ▪ Staff feel secure and motivated in their jobs. ▪ Staff have the skills necessary to do their work competently	▪ HRD plan ▪ Record of training award and training results are on file ▪ Staff feedback	▪ TA assistance for developing HRD Plan ▪ Availability of appropriate training opportunities ▪ Training fund
4. Review and revise job descriptions so that they are consistent with institutional re-organisation plan	▪ TOR for each position are clear ▪ there is no duplication of work ▪ TOR are consistent with organisational and departmental objectives ▪ Department has staff with appropriate qualifications to do the job	▪ Institutional Re-organisation Plan ▪ TOR	▪ Re-organisation plan is completed and adopted by the organisation ▪ Time and TA support ▪ Management restructuring needs to be in place prior to undertaking this task
5. Conduct timely annual appraisal reviews and adjust job descriptions as appropriate	▪ An annual appraisal is conducted for each staff member and documented in personnel records ▪ Staff and supervisor are clear about process and criteria of appraisal ▪ Staff professional objectives are set and agreed with supervisor for the following year; they are consistent with department's objectives ▪ Staff and management are satisfied with the process and find it constructive ▪ Staff express that they have more confidence in themselves	▪ Annual appraisal is documented and signed by staff and supervisor. It forms part of the personnel record. ▪ Staff feedback	▪ Annual Appraisal Process is defined and clear ▪ In-house training for managers and supervisors ▪ Time of supervisor and staff to prepare well

6. Implement regular schedule and facilitate useful, informative, and participatory staff meetings	▪ Staff meetings are well planned and agenda is communicated to staff in advance ▪ staff are updated with organisation's polices and procedures and apply them ▪ Staff are well informed of the activities and work of other departments ▪ Important issues affecting work are discussed & effectively resolved	▪ Meeting agendas are available ▪ Important meeting decisions are documented ▪ Staff feedback on usefulness of meetings	▪ Series of seminars (inc. resource persons) for managers and staff on meeting facilitation skills, communication, listening, and problem solving.
7. Promote application of Guiding Values in the department	▪ Value Statement is explained in new staff's orientation and all staff are familiar with value statement ▪ Value Statement is discussed in Annual Appraisal Process ▪ Programme leaders set example	▪ Staff access to and familiarity with values statement ▪ Indications of frequency and use/discussion of value statement within the department	▪ Commitment of the department heads and time is set aside for reflection and discussion

7.5. FINANCE AND ADMINISTRATION

Strategic Objective	
Department Administration	**Finance and Administration**
Unit Objective 1	*1. By 2009 WMC administrative support systems will have been streamlined and strengthened to provide efficient and adequate support to all programmes and management.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Reorganise Administration in line with Reorganisation Plan.	▪ Mandate, functions, lines of responsibility, and job descriptions are defined/ revised for each position as per Reorganisation Plan ▪ Additional staff are recruited if necessary ▪ Lines of responsibility are clearly defined and the team functions in a coherent, efficient and harmonious manner ▪ Programmes and Management have adequate support and are satisfied with services provided	▪ Reorganisation Plan ▪ Organigramme ▪ TOR ▪ Staff feedback	▪ HRD and/or Finance & Operations TA ▪ Additional staff to be determined in Reorganisation Plan ▪ Staff training fund
2. Streamline and further develop systems, processes, and procedures to enhance efficiency and quality of services to programmes and management.	▪ Appropriate databases are developed for managing institutional records, distribution lists, events calendars & participants lists, partners and donor lists, stock/supplies register etc. This facilitates planning, reporting, communications, and more efficient time management of all staff ▪ Administrative support needs are addressed with persons responsible & are met in a timely way	▪ Operations Manual ▪ Databases ▪ Evaluation Reports ▪ Staff Feedback	▪ Local IT Consultant/ short term ▪ Computer training for admin and other relevant staff

	▪ Needs and use of resources can be more easily monitored and planned for ▪ Organisational approach, standards and style guide (brand) are defined and applied throughout the organisation		
3. Coordinate all logistical support to programmes and management, including transportation, travel, arrangements for meetings, workshops and WMC events, recruitment, and distribution of mail	▪ Clear procedures and lines of responsibility are known to all staff and are followed ▪ Support services are provided in a timely and cost effective manner ▪ Recruitment process is coordinated and transparent ▪ Mail distribution is centralised, timely, and efficient	▪ Operations Manual ▪ Feedback from staff and users of services ▪ Reorganisation Plan	▪ Guidance from management
4. Further develop and organise all record keeping for the WMC	▪ Central filing system is well organised, updated, and easily accessible to those needing to access it ▪ Number ID system for correspondences and reports are consistent within the organisation ▪ Electronic filing system is set up and well managed	▪ Central files	▪ Guidance from management, and Operations TA
5. Manage appropriate personnel management functions and ensure that all personnel files are regularly updated	▪ Vacancies are filled in a timely manner ▪ Recruitment process is systematic and transparent: there are job descriptions, advertisements, short-list review, tests, interview schedules etc. ▪ All personnel policies and procedures are implemented ▪ All staff records: leave, sickness, overtime, contracts, benefits,	▪ Personnel records ▪ Advertisements ▪ Job descriptions/ TOR ▪ Annual performance appraisal ▪ Staff feedback	▪ A senior Admin staff responsible for personnel management (depending on recommendations in Reorganisation Plan) ▪ Management oversight and cooperation from departments

	annual performance reports etc. are updated and properly filed ▪ Staff qualifications match TOR and needs of the organisation ▪ Orientation of new staff is comprehensive; newly recruited staff are well informed of WMC's Vision, Mission, Plan, Policies, procedures and Guiding Values etc. ▪ Orientation information packet is regularly updated and improved ▪ There is a harmonious working environment in WMC		
6. Maintain updated databases of current WMC partners, donors, distribution list, WMC events and participants, personnel related records, etc.	▪ Centralised databases are up-to-date, provide critical information when needed, and contribute to efficient time management	▪ Databases	▪ On-the job training for relevant admin & finance staff ▪ Assistance from IT specialist ▪ Good cooperation from all departments
7. Monitor and ensure that grounds, buildings, utilities and equipment are well maintained and regularly serviced	▪ Schedule of maintenance is implemented and monitored ▪ Service contractors are selected through bidding process and deliver on contractual obligations ▪ There are no work delays due to breakdowns	▪ Maintenance register and contracts	▪ 1 in-house maintenance technician
8. Coordinate and facilitate all internal and external communications including, phone, fax, internet and distribution of all WMC mail and promotional materials	▪ Hardware and software meet the needs of the organisation and are upgraded when needs change ▪ Staff have access to e-mail and internet for work-related purposes ▪ E-mail is increasingly used for internal and external communication, distribution of mail, reports and promotional materials	▪ Evaluation report ▪ Staff feedback ▪ Operations Manual	▪ Funds for server and additional computer equipment ▪ Expanded/upgraded telephone system (when WMC moves to new premises) ▪ Staff training on use of internet for research and other functions

	▪ Guidelines and procedures for use of these resources are known by staff and respected ▪ WMC responds to inquiries in a timely manner		
9. Manage stocks and supplies inventory, as well as fixed asset register	▪ Stock register is up to date and adequate supplies are on hand to meet the immediate needs of the departments (there are no work delays due to shortage of supplies, and commonly-used spare parts ▪ Fixed asset register is up to date and is communicated to finance for calculating depreciation ▪ System of 'control' is in place and implemented	▪ Inventory and fixed asset registers ▪ Auditor's report	▪ Cooperation of Finance Unit ▪ Training of appropriate staff to calculate depreciation
10. Coordinate work and provide oversight of support staff such as drivers, cleaners, guards, messengers and maintenance staff.	▪ Staff have and follow regular work schedules ▪ Performance criteria are documented and known by staff ▪ Staff receive on-the-job-training and mentoring ▪ Regular meetings between support staff and their supervisor; staff are well informed of WMC activities/issues; problems are raised and resolved ▪ Concerns of support staff are communicated to all WMC; Support staff have a voice in WMC matters ▪ Support staff is motivated and takes pride in contributing to the organisation and its work.	▪ Staff feedback ▪ Evaluation reports	▪ Training/ upgrading managers' skills in supervision

11. Assist Management with Board liaison and the preparation of Board Meetings	▪ Good communication between Board and management ▪ Board are well informed and well prepared for meetings ▪ Board meetings are organised in a professional manner	▪ Board feedback and Minutes of Board meetings	▪ Guidance from management
12. Contribute to relevant institutional meetings and committees	▪ Staff actively participate and contribute to staff meetings, planning and review meetings, personnel policy review, and other relevant committees/ meetings ▪ Strategic administrative issues are addressed constructively in the right venues leading to continuing improvements in the Administration Department	▪ Staff feedback ▪ Annual Operational Plans and review reports	▪ Opportunities for professional development
13. Cooperate with Management to develop and implement capacity building (HRD) plan for administration staff	▪ Specific priorities for capacity development of Admin staff are identified and integrated in the institutional HRD Plan (they are consistent with reorganisation plan) ▪ Staff gain new skills and apply them	▪ HRD Plan ▪ Record of staff training and ▪ staff training assessment reports ▪ Annual performance appraisal	▪ HRD TA ▪ Cooperation of management ▪ Training funds
14. Contribute to the development of the Annual Performance Appraisal Process and coordinate its implementation	▪ An appraisal process is developed and implemented annually for each staff. ▪ The process is perceived by staff to be helpful and constructive ▪ Expectations and appraisal criteria are clear. Areas requiring support are identified. Professional goals and interests are identified.	▪ Annual Appraisal Process ▪ Staff Records ▪ Staff feedback	▪ Support from HRD TA to develop the process ▪ Staff orientation to the process ▪ Training of Supervisors

	▪ Goals are set for the coming year ▪ The Admin Unit coordinates schedules for the Annual Appraisal for all of WMC staff		
15. Promote WMC Guiding Values in work practice	▪ Admin Unit has identified concrete ways to promote and implement the Guiding Values in their work	▪ Visibility of Values Statement ▪ Team feedback	▪ Management and staff commitment

Strategic Objective	
Department Finance	**Finance and Administration**
Unit Objective 2	*2. By 2009 WMC have a financial management system that responds to the internal needs and external requirements of the organisation, and that is consistent with international accounting standards and practice.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Review and adjust mandate, functions, and positions in the finance section in line with accepted reorganisation plan	▪ Clear TOR and qualifications are defined/revised for each position ▪ Additional staff are recruited if necessary ▪ Lines of responsibility are clearly defined and the team functions in a coherent, efficient and harmonious manner	▪ Reorganisation Plan ▪ Organigramme ▪ TOR	▪ HRD/ or Finance and Operations TA
2. Further develop systems, policies, procedures and forms to support accounting management	▪ Software and hardware are upgraded and have capability to produce desired reports ▪ Staff have the necessary skills to manage the financial accounting system competently ▪ Processes for managing funds and accounting are streamlined and simplified ▪ Transactions and reports are	▪ Finance manual ▪ Financial reports ▪ Auditor's report ▪ Donor feedback ▪ Minutes of Board meetings	▪ A Finance and Operations TA ▪ A local Finance and Operations manager (depending on Reorganisation Plan recommendations) ▪ Staff training opportunities and funds ▪ Local IT consultancy ▪ Computers and software

	implemented and delivered on time ▪ Procedures and policies are continuously improved to strengthen transparency, cost effectiveness and efficiency ▪ Auditor's recommendations are implemented ▪ Finance Manual is updated, clear, and understood by staff ▪ Heads of programmes have timely reports and manage their budgets efficiently ▪ Donor satisfaction and trust in WMC		
3. Further develop and regularly update accounting procedures manual	▪ All processes, policies and procedures are well documented ▪ Staff are aware of and implement procedures and policies	▪ Finance manual ▪ Procedures, forms etc. ▪ Staff feedback ▪ Audit report	▪ A Finance and Operations TA
4. Develop and implement a capacity (HRD) development plan for finance staff	▪ HRD Plan is consistent with reorganisation and institutional priorities ▪ Staff have the necessary skills to competently perform their tasks ▪ Staff have confidence in their capacity, assume responsibility and take initiative	▪ HRD Plan ▪ Reorganisation plan ▪ Annual Performance Appraisals ▪ Staff assessments/ reports on training received	▪ Guidance from Finance and Operations TA ▪ Training funds and appropriate training opportunities
5. Streamline, standardise and manage all institutional contracts, while ensuring that they comply with Cambodian laws and institutional policies	▪ There are standard contracts for employment, consultancies, volunteers, service provision, scholarships, internships, maintenance ▪ Management is advised of expiration of contracts in advance	▪ Contracts ▪ Personnel policies ▪ Finance/ Operations Manual ▪ Quality control procedures/ reports ▪ Memos to Management and Staff	▪ Finance and Operations TA ▪ Staff training

	so that appropriate action can be taken ▪ Supply contracts are cost effective and based on competitive quotations ▪ Maintenance contracts are monitored for quality and cost-effectiveness		
6. Liase with banks, ministries (re. taxes) and finance counterparts in donor organisations; Manage bank records	▪ Bank accounts are reconciled on a monthly basis ▪ Disbursements are made on time and there is adequate cash flow to ensure smooth functioning of the organisation and its programmes ▪ WMC is well informed and is implementing tax and labour law requirements ▪ Donor reports are accurate and on time	▪ Bank correspondence & bank statements ▪ Employment contracts ▪ Tax records ▪ Financial reports ▪ Audit report	▪ Orientation of staff to Labour and Tax laws, and other relevant laws (Honorarium for resource person)
7. Monitor, prepare, and record financial transactions and produce timely reports for internal management needs and donor reporting	▪ Monthly income and expenditure reports, transaction vouchers and ledgers, bank reconciliation reports, budget variance reports and statements, balance sheet as well as "reserve" statement are produced by the 25th of the following month ▪ Quarterly, six monthly, and annual financial reports (same as above) allow better management of resources ▪ Management and Board review budget/expenditure reports at mid-year Board meeting and	▪ Reports (Quality) ▪ Board Minutes ▪ Correspondence to donors ▪ Feedback from Managers and Board	▪ Guidance from Finance and Operations TA ▪ Appropriate Finance Software ▪ On-the-job training for Finance staff

	adjustments are made if necessary. Donors are advised of any budget adjustments ▪ Annual financial report is reviewed and approved by the Board and/or recommendations are made by the Board		
8. Manage donor and client contracts and produce timely invoices, financial statements and donor reports as required	▪ Reporting schedules are regularly updated and communicated to relevant staff ▪ Reports are delivered on time, are of high quality, and correspond to donor/client requirements ▪ Donor disbursements are made in a timely way ▪ WMC fulfils its contractual obligations and meets the expectations of partners/donors ▪ WMC is viewed by its partners as a reliable and professional organisation	▪ Reporting schedule ▪ Contracts ▪ Donor/Client reports ▪ Evaluations ▪ Partner/Donor feedback	▪ Support from Finance & Operations TA ▪ Staff training
9. Assist programme heads with planning, developing and revising annual budgets; monitor operational and project budgets	▪ Budgets are coherent (from 1 Department to another), realistic, and balanced ▪ Funds are used as intended ▪ Potential problems (over/under budgeting and expenditure can be identified and addressed in early stages ▪ Seminars are implemented to strengthen managers' skills in budgeting and planning. ▪ The process of planning and budgeting becomes easier and the outputs are improved from year to	▪ Plans, Budgets ▪ Donor contracts, correspondence and feedback ▪ Auditor's report ▪ Annual narrative and financial reports ▪ Minutes of Board Meetings ▪ Annual performance Appraisal	▪ Finance and Operations TA ▪ Staff training in planning and budgeting

	year ▪ Annual Draft Budgets are balanced, and presented to the Board for approval at the Annual Board Meetings in December of each year		
10. Assist programme heads with developing budgets for contracts and long-term proposals	▪ Budgets are realistic, accurately reflect needs and are consistent with WMC policies and practice ▪ Budgets match donor interests, requirements, and formats ▪ Long-term proposals contribute to greater financial security and predictability and reduce staff turnover ▪ Longer term programmes have greater impact and opportunity to affect change ▪ Contracts are coherent and consistent with WMC policies ▪ Relevant staff have acquired/strengthened skills in proposal writing	▪ Long-term funding agreements ▪ Contracts ▪ Evaluations	▪ TA (Finance and Operations TA) ▪ Funds for training in budgeting and proposal writing
11. Prepare monthly cash flow requirements and transfers. Coordinate and manage monthly cash flow	▪ Cash flow estimates reflect real needs and are consistent with budget approved ▪ There is smooth implementation of projects and no work delays due to cash shortages ▪ Procedures for staff to access petty cash are simple, efficient and transparent	▪ Record of Monthly Cash flow estimates ▪ Bank transfer requests and supporting documentation ▪ Finance/Operations Manual ▪ Staff feedback	▪ Cooperation from Department heads ▪ Approval from management

12. Manage all employee related payments in a timely and transparent manner	▪ Salary and benefits are paid on time, with proper signatures and vouchers ▪ Medical, travel and other claims are paid in a timely manner and supporting documentation meets the established requirements ▪ A pension account is opened and managed; an annual pension report is prepared for staff ▪ Taxes are prepared and paid monthly according to procedures established by MOEF	▪ Financial records ▪ Tax receipts ▪ Audit Report and Management Letter ▪ Staff feedback	▪ Honorarium for 1 local resource person to train staff on tax preparation (1-2 days) ▪ Cooperation from staff and administration
13. Prepare and facilitate annual audit of WMC finances	▪ Auditor services meet the requirements of the organisation and fees are competitive ▪ All receipts, vouchers, contracts and other documents are maintained according to generally accepted standards of accounting ▪ Audit and Auditor's report are available no later than the end of March of each year ▪ Auditor's recommendations are discussed and implemented	▪ Audit report ▪ Management Letter ▪ Correspondence between WMC and auditors	▪ Independent auditor and Audit Funds
14. Promote WMC Guiding Values in work practice	▪ Finance team have identified concrete ways to promote Guiding values in the workplace	▪ Visibility of Values Statement ▪ Team feedback	▪ Commitment of management and staff

Strategic Objective	
Department Finance & Admin	**Finance and Administration**
Unit Objective 3	*3. By 2009 WMC will offer an attractive working environment conducive to the recruitment and retention of high quality staff.*

Major Activities	Indicators	Means of Verification	Resources Required
1. Together with management develop transparent salary scale and link to qualifications and performance criteria; set benchmarks for mobility (promotion)	▪ Scale, qualifications for various positions, and benchmarks for promotion are known to all staff. ▪ WMC is able to attract high quality staff ▪ High staff motivation and sense of security	▪ Salary scale, criteria, and benchmarks ▪ Staff CVs and TOR ▪ Staff feedback	▪ Reorganisation Plan has been completed and adopted ▪ HRD/Management TA is in place ▪ Time and commitment of Management ▪ WMC task force (Committee) and time
2. Together with management review and adjust employee benefit package to remain competitive with peer organisations	▪ A WMC task forces conducts research and consultation with other organisations resulting in recommendations to management ▪ Benefit packages are competitive and attractive to staff ▪ Lower staff turn-over ▪ Staff remain longer in WMC	▪ Task Force report to management and staff on results of consultation/research ▪ Employment surveys (conducted by CCC other organisations) ▪ Personnel Policy ▪ Staff contracts	▪ Reorganisation Plan has been completed and adopted ▪ HRD/Management TA is in place ▪ Time and commitment of Management ▪ WMC task force (Committee) and time ▪ Sufficient CORE and programme funds
3. Contribute to the development of institutional capacity (HRD) building plan	▪ HRD Plan and policies support professional/career development within WMC ▪ HRD funds are allocated according to institutional priorities as defined in HRD plan ▪ Transparent guidelines and application process for staff to obtain training support are defined and fairly implemented	▪ Training is demand driven; staff take the initiative and primary responsibility for their professional development ▪ Record of grants awarded to staff for professional development	▪ Reorganisation Plan has been completed and adopted ▪ HRD/Management TA is in place ▪ WMC Task Force to develop and implement a 'Staff Development Fund' Process ▪ CORE funding

7.6.   MANAGEMENT

Strategic Objective 1	*Organisational S.O. 1: By 2009 WMC will have an organisational structure and management systems that meet the needs of the organisation, that allows the organisation to be responsive to external needs, and that delivers according to expectations.*		
Department	**Management Team**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Undertake a process to review and adjust structures of the organisation so that it can fulfil all the functions needed in an efficient manner	▪ At the end of the process (by end of 2005) a decision is made by Management and Board, with staff support, to implement necessary changes ▪ There is coherence in all functions of the organisation and a clear organisational leadership ▪ Organisational structure facilitates well-informed and timely decision making particularly by the management ▪ Mandates of the different units and levels of management are made more clear and involvement of the Board increasingly provide the necessary support to ensure organisational transparency, and accountability, ▪ Organisational and management issues are addressed with persons responsible & accountable for the over-all management of the organisation ▪ Appropriate positions defined with capable staff in position	▪ Consultant's report ▪ Management team minutes of meeting ▪ Board meetings ▪ Bi-annual and annual reports	▪ 1 OD consultant to work with the Management Team and Advisory Board on assessing the organisational structure and coming up with recommendations ▪ (This would include consultancy fees, travel costs if hired outside of the country, per diems, and accommodation costs.)

2. Develop TOR for consultancy and recruit appropriate expertise to elaborate an institutional re-organisation/ restructuring plan.	▪ Management and AB give clear direction and participate in selection of Consultant ▪ Recruitment is transparent and yields appropriate expertise and longer- term commitment from consultant ▪ Consultancy outputs conform to TOR and provide informed basis for decision-making. ▪ TOR reflect issues, particularly weaknesses, raised by partners and staff during SP Consultation	▪ Available TOR and Advertisement ▪ Record of selection process ▪ Consultant's Report ▪ SP Report	▪ Time and commitment of Management and AB ▪ Funds for advertising and recruitment
3. Implement a process of consultation and a series of staff seminars to enhance staff participation in the review and re-organisation of WMC	▪ All staff have better understanding of functions of Leadership and Management and their roles within the organisation ▪ Staff have had opportunity for input through interviews and workshops, and feel ownership of the changes to be made ▪ There is Staff support and commitment to the Reorganisation Plan	▪ Two Seminars with clear content and objectives are implemented in 2005 with Active staff participation. Seminar Report. ▪ Annual Reviews and reports to the Advisory Board ▪ Consultant's Report inc. interviews/inputs of staff	▪ Local Expert's fees for design of content and Training (6 days) ▪ Rental of facility and meals for 40 persons x 6 days
4. Redefine positions and lines of responsibility	▪ Positions and TOR are consistent with Reorganisation Plan ▪ Organisational and management issues are addressed with persons responsible & accountable for the over-all management of the organisation ▪ Streamlining of functions and increased efficiency and effectiveness on the individual and organisational level ▪ Staff skills and qualifications match positions	▪ Organigramme ▪ Up-to-date job descriptions for key management staff and new positions ▪ Annual Planning Reviews ▪ Annual performance appraisal	▪ Inputs from above, including Consultant, Management and staff

| 5. Inform partners and public about the changes in WMC | ▪ Key partners are updated and confident in the changes taking place in WMC
▪ Donors provide critical core support for further developing and strengthening the organisation
▪ There is greater awareness and demand for WMC services | ▪ Website updated
▪ New brochures widely disseminated
▪ Letters sent to key partners
▪ Mid-to-long term donor support including CORE funding and funds for institutional development | ▪ Time and funds for new brochure |

Strategic Objective 2	*Organisational S.O. 2: Within the period 2005-2009 all the functions of WMC will be effectively managed and coordinated.*		
Department	**Management**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Coordinate and manage strategic planning, annual operational plans and reviews	▪ Strategic Plan is institutionalised and known by all staff ▪ Conduct regular strategic and annual planning and reviews ▪ Updated strategic plans with the results of planning reviews and lessons learned incorporated into the new plans	▪ Strategic and annual operational plans ▪ Reports of planning reviews	▪ Consultants for reviews and strategic planning ▪ Transportation, per diems and materials needed for the planning and reviews
2. Streamline and strengthen existing systems that support the organisation and programmes, and contribute to more effective time management and use of human and material resources	▪ Appropriate support systems are in place ▪ Staff and management adhere to the systems installed ▪ Improved office and organisational efficiency ▪ Systems, structures, procedures and processes are linked and supported by WMC objectives ▪ Centralised filing systems,	▪ Reorganisation Plan ▪ Manual for operating systems ▪ Quarterly reports ▪ Job descriptions ▪ Forms and procedures	▪ Support from a local IT specialist

	databases, personnel records keeping, and archives etc. are well organised, easily accessible and updated ■ There is no duplication of work			
3. Establish and facilitate mechanisms for ensuring good cross-programme communication	■ Mutual knowledge of current activities of the various Departments ■ Improved coordination of activities between or among Departments ■ Management meetings and monthly staff meetings are substantive and well prepared; ■ Agendas are communicated to participants in advance. ■ IT technology meets the needs of the organisation and facilitates internal communication	■ Quarterly reports ■ Management Team Minutes of Meeting ■ Staff Meeting agendas ■ Staff Feedback	■ Commitment of Management Team ■ Adequate IT resources (hardware and software)
4. Establish appropriate committees to ensure staff participation in decision making	■ Functioning committees ■ Well informed and timely decision making ■ Clarity of who participates or makes the decisions on what issues ■ Committee mandates are clear and periodically reviewed and updated	■ Documentation and implementation of decisions made ■ Progress reports on the decisions made are incorporated in quarterly reports ■ Mandates of committees written up in an Organisational /Operational Manual	■ Time and commitment of management and staff
5. Conduct series of workshops to strengthen the management skills of Programme Managers	■ Organisational HRD Plan defines specific needs of management ■ Training seminars for managers are implemented and new skills are applied ■ Marked improvement in the management skills of managers; Criteria for improvement are defined in HRD Plan	■ HRD Plan ■ Training curriculum and reports ■ Record of Annual Performance Appraisal ■ Feedback of managers	■ HRD TA ■ Opportunities for external management-related training are identified

Strategic Objective 3	*Organisational S.O. 3: By 2009, WMC programmes will be proactive and relevant to the priorities of its mass constituencies thereby enhancing the organisation's sustainability.*		
Department	**Management Team**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Representation and liaison with constituencies and partners	▪ Trusting relationships, partnerships, and co-sponsorships with key target groups, donors and like-minded organisations. ▪ Broader awareness of WMC's Mission ▪ WMC is a valued participant and in key development working groups, conferences and workshops. It contributes inputs from its constituencies and disseminates relevant information from the conferences or workshops to its constituencies. ▪ WMC is knowledgeable and well informed on the key issues within sectors of their work ▪ WMC has a pulse on the needs of its constituencies and can be responsive to them. ▪ WMC has increased relationships and contact with provincial and local institutions, agencies, and target groups	▪ Annual reports ▪ Record (database) of participation in working groups, conferences, seminars and other events relevant to WMC work ▪ Evaluations and constituency feedback ▪ Annual staff performance appraisals ▪ WMC responses to external demands ▪ Partner and constituency feedback	▪ Time of senior managers and key programme staff
2. Exploration of new programmes and cutting edge initiatives	▪ WMC is viewed as a knowledgeable source of information on emerging social and economic issues	▪ Annual plans ▪ Surveys and evaluations ▪ Annual reports ▪ Programme frameworks and	▪ Sufficient CORE funding for programme exploration and field costs ▪ Consultancies as may be required

		proposals ▪ New project and partnership agreements/protocols	to formulate new programme frameworks and proposals
	▪ WMC programmes help shape the debate on reforms and practices ▪ WMC is able to respond to external demands ▪ Competitive advantage of WMC for high quality and forward looking programmes leads to increasing sustainability ▪ Broader constituency and base of support, particularly at provincial and local levels		
3. Implement regular constituency consultations to ensure there is an element of accountability	▪ WMC's agenda is driven by and remains relevant to their key target groups ▪ Valuable constituency feedback and lessons learned are processed & integrated into annual plans	▪ Surveys are processed and documented ▪ Annual operational plans ▪ Evaluation reports ▪ Record of Mid-year and end of year programme reviews	▪ Operational costs for conducting surveys ▪ Funds for hiring survey team members
4. Timely recruitment of staff and development of clear Terms of Reference	▪ WMC has the staff necessary to implement new initiatives Key vacancies are filled in a timely manner so that programme outputs are delivered on time and competently	▪ Mid-year and end-of year programme reviews ▪ TOR and job descriptions	▪ Funds are secured for new projects ▪ There is a pool of qualified applicants
5. Establish partnerships to enhance institutional capacity	▪ Formal partnership protocols or contracts are signed and clearly define expectations from both sides ▪ WMC Institutional capacity and impact are increased ▪ There is a transfer of skills and expertise ▪ Partnerships meet expectations of both parties	▪ Formal MOUs (short-term and long-term partnerships) ▪ Joint projects ▪ Internships for external persons and internships for WMC staff in other organisations (evaluation reports of interns) ▪ Annual performance appraisals	▪ Time of management to explore and nurture partnerships ▪ Funds for partial support of 2 interns in WMC and 1 external internship for a WMC staff

Strategic Objective 4	*Organisational S.O. 4: By 2009, WMC will have a Board of Directors that is fully committed and provides strategic support to the organisation.*		
Department	**Management**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Organise effective annual and mid-year Board meetings	▪ There is a quorum and the schedule of Board meetings is followed ▪ Agenda items are clear and are all covered during the meetings ▪ Board members come to meetings well prepared (have read documentation before the meetings) ▪ Recommendations or decisions of the Board are strategically helpful to the over-all governance of WMC ▪ Board vacancies are filled in a timely manner	▪ Board agendas and minutes of meetings	▪ Communication expenses (telephone, courier, etc.)
2. Prepare timely and high quality reports and minutes for Board meetings	▪ Documents for meetings are sent to Board members at least two weeks before meetings ▪ WMC management provide Board with well informed recommendations and policy issues to consider	▪ Reports for the Board ▪ Board minutes of meeting	▪ Materials for preparing reports
3. Periodically review and adjust Board mandate	▪ Roles and responsibilities of Boards are in accordance to the governance needs of the WMC ▪ Roles and responsibilities of the Board are reflected in the Constitution and By-Laws	▪ Articles in the Constitution and By-Laws of WMC	▪ Time and commitment of Board and Management

4.	Further develop and implement effective Board orientations	▪ There is a structured orientation process ▪ Board members, especially new members, are fully aware of their roles and responsibilities and the expectations from the organisation	▪ Board orientation kit or manual and schedule ▪ Board feedback	▪ Materials for kit or manual (paper, computer, folders, etc.)
5.	Enhance Board governance and participation through professional Board governance seminars	▪ Board members have a better appreciation and understanding of Board governance ▪ The Board is self-managing with support from the management of WMC ▪ Board members particularly the Chair have a relationship with the Director(s) of WMC based on trust ▪ Director(s) of WMC can easily access its Board members for consultation outside of the regular Board meetings ▪ Strong sense of volunteerism of Board members	▪ Agenda/content of the Board Governance Seminars ▪ Seminar reports or evaluations by participants ▪ Board Self-evaluations	▪ Resource persons/consultant to develop and implement the programme for Board strengthening of WMC
6.	A Board self-evaluation to assess its performance as a Board is conducted at least every two years	▪ There is commitment from Board members to the self -evaluation process ▪ The board continues to strengthen its performance as a collective body in governing the affairs of WMC	▪ Self assessment process and tools ▪ Report of the evaluation	▪ Strong Board commitment ▪ External Facilitator ($^{1}/_{2}$ day)

Strategic Objective 5	*Organisational S.O. 5: By 2009, WMC will have developed a finance plan that includes clear principles, guidelines, policies, strategies and targets for mobilising and managing resources (financial, material, technical).*
Department	**Management Team**
Unit Objective	

Major Activities	Indicators	Means of Verification	Resources Required
1. Develop and implement a broad based financial plan with specific targets	▪ Broad based strategies reduce vulnerability and contribute towards greater sustainability ▪ Targets set are realistic and are met ▪ CORE costs are covered and programme priorities are set and consistent with the Strategic Plan ▪ WMC will have capable and sufficient resources to manage and implement its strategies ▪ long-term proposals and commitments of donors contribute to predictability and security ▪ CORE funding is sufficient to support a holistic and balanced development of the organisation ▪ Staff costs are reduced by strategic placement of volunteers and interns ▪ WMC's independence is protected	▪ TOR for consultancy ▪ Consultant's report and finance plan (submitted for formal Board discussion in December 2005) ▪ Board Minutes ▪ Annual financial and narrative reports	▪ Funds for a consultant (up to 3-4 weeks) with expertise in finance, business management and marketing.
2. Develop & implement a communications and marketing plan and strategies	▪ WMC work has high profile in Cambodia and abroad ▪ Broader ownership of WMC and expanded base of supporters in and outside Cambodia ▪ New opportunities exist for	▪ Marketing framework (Plan) and policies ▪ New brochure and promotional materials ▪ High quality Annual Reports ▪ Web site is improved and	▪ 1 National Staff and 1 adviser/ capacity builder (This could be a specialist volunteer position) ▪ Budget for producing publicity materials and for public relations

	increasing the awareness of WMC's mission to all audiences ▪ Increasing demands for partnerships ▪ New opportunities for name exposure and revenue-generation ▪ Clear policies for service provision ▪ Standards of quality for the organisation are established and upheld	regularly updated ▪ News clips and other references to WMC's work	
3. Conduct annual partner and donor consultation.	▪ Key partners and stakeholders are aware and support WMC's Strategic Plan. ▪ Appraising key partners and stakeholders of achievements and shortcomings in the implementation of annual plans contributes to greater transparency and accountability ▪ Creates an opportunity to mobilise support for WMC's agenda and next year's plan. ▪ Constructive feedback of participants is a source of encouragement and new programme ideas. These are considered by WMC and integrated into Annual Plans when appropriate	▪ Meeting agenda, well prepared presentations and documents, active participation of key partners and stakeholders ▪ Record of the meeting	▪ Cost of renting appropriate facility (1/2 day) and refreshments for 60 persons. Cost of simultaneous translator and translating equipment.
4. Develop a construction and relocation plan	▪ Investment in own property contributes to long term sustainability of WMC and cost-efficiency ▪ Transparent process and plan,	▪ WMC will have moved to its own premises by the end of 2009 ▪ Relocation Plan including, process, timetable, resources needed, Legal aspects, control	▪ Suitable site and funds are available.

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resources needed, timetable, and legal implications are elaborated and approved by the Board
Strategies for raising funds are defined and implemented
Control mechanisms and procedures are in place to ensure quality control, cost efficiency, and good fund management
All procedures comply with Cambodian Law (land title, construction permits etc.)
Legal issues relating to ownership of property are clearly defined in WMC By-laws

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mechanisms

WMC By-laws
Minutes of Board discussion and endorsement of Plan

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Strategic Objective	*Organisational S.O. 6: Within the period 2005-2009, WMC will have developed a sound financial management consistent with international accounting standard, and that ensures transparency, predictability, and cost effectiveness.*		
Department	**Management**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Prepare proposals and budgets and timely financial reports with inputs from the various programmes	- Budgets are balanced and approved by the Board at the annual Board meeting - Donors and other stakeholders are satisfied with the financial reporting of WMC - There is a clear process and timeline for the preparations of the proposals and budget that includes feedback from all	- Budgets and Proposals - Donor contracts - Communications from donors and other stakeholders - Monthly, quarterly, six-monthly and annual financial reports - Minutes of Board meetings - Auditor's report	- TA (Operations and Finance for 1 year) - Staff in charge of developing proposals for the whole organisation

	Departments ▪ Funds secured for new projects ▪ Monthly, quarterly, six-monthly and annual budget-variance reports are available to management for timely decision making, planning and monitoring expenditure			
2. Further develop systems, forms, and procedures to support accounting management according to international accounting standards. Ensure that these are integrated in the Finance/Operations Manual	▪ Financial management systems are streamlined, transparent, simple and efficient ▪ Systems are clear and adhered to by all the staff and management ▪ Financial information are easily accessible and useful for management decision making, financial reporting, planning and monitoring ▪ Operations/Finance Manual is up to date and continuously improved ▪ Purchases, payments etc. are made in a timely way ▪ WMC programme activities are implemented in a timely manner	▪ Policies, procedures, forms ▪ Accounts/finance records ▪ Finance/Operations Manual ▪ Auditor's report and management letter ▪ Evaluation Report ▪ Minutes of Board Meetings	▪ Opportunities/funds for staff training ▪ TA (same as above)
3. Conduct independent Annual Audit	▪ Audit reports concurred by the Board and/or approved by the donor	▪ Audit reports ▪ Communication from donors	▪ Fees for external auditors (PWC?)
4. Ensure that all contracts comply with Cambodian law	▪ Staff responsible for making contracts are familiar with Cambodian labour and tax laws ▪ Elaboration of contracts is streamlined within WMC and standardised ▪ Service and Personnel contracts	▪ Contracts ▪ Auditor's report/ management letter ▪ Minutes of Board Meetings	▪ Relevant staff receive training in laws which apply

| 5. Ensure efficient use of human and materials resources | ■ Fixed asset register is regularly updated, accurate, and depreciation is correctly calculated
■ Service contracts for regular maintenance of equipment or utilities
■ Grounds, buildings, and equipment are well maintained
■ Personnel records are centrally managed, updated and well organised
■ Appropriate systems are computerised; centralised databases result in increased efficiency and accuracy | ■ Fixed asset register
■ Service contracts
■ Personnel records
■ Databases
■ Auditor's report | ■ Short term IT expertise for setting up databases and training appropriate admin and finance staff in their use |

Strategic Objective 7	*Organisational S.O. 7:* **WMC will have an enabling working environment; staff will have job security, and confidence in their capacity to accomplish all tasks with good quality and a high degree of responsibility.**
Department	**Management Team**
Unit Objective	

Major Activities	Indicators	Means of Verification	Resources Required
1. Further develop and implement transparent policies and procedures for managing human and financial resources	■ List of policies needed is prioritised, who is responsible and timeframes are set ■ Staff understand all policies and procedures and implement them. ■ Simple, streamlined procedures give staff easy access to resources (increased efficiency)	■ An organisational/Operations manual that contains all important policies and procedures (access by all staff and is included in staff/AB orientation packet) ■ Staff satisfaction as reported by staff (time it takes to resolve issues, access resources)	■ Management's time ■ And HRD and or Operations Manager (TA?)

	▪ Lines of responsibility are clear and issues are raised with the proper persons. ▪ Projects are not delayed due to equipment breakdowns or lack of staff ▪ Policies for accepting funds and project collaboration are transparent and known to partners	▪ List and timeframe	
2. Develop clear strategies and policies for recruitment, motivation and retention of staff	• A transparent incentive and benefit package including criteria for advancement, also clear salary structure • Enhanced motivation and job security leads to lower turn-over rates because staff stay longer at WMC • Staff take on responsibility and initiative • Staff are recruited with desired experience and levels of competency • Benefits and salaries are paid on time	• Documented policies • Turn-over rate, record of duration of employment • HRD plan and 'scholarship' contracts	• Time and commitment of management • Management/staff task force • HRD and/or Operations manager (TA? same as above)
3. Further develop and implement an annual performance appraisal process that is linked to the Strategic Objectives	▪ Annual PA process is clear to all staff and implemented throughout the institute on an annual and timely basis. ▪ There are clear links between staff goals and strategic objectives. ▪ Staff are satisfied and motivated by the process ▪ Expectations and criteria for appraisal are clear	▪ Process/format document ▪ Updated PA forms, agreed and signed by supervisor and staff	▪ Time and commitment of management and AB ▪ 3 days of consultant time ▪ Funds for 3 WMC managers to participate in VBNK training for supervisors

	▪ Clear staff training plans emerge from the process ▪ Staff share responsibility with Management for self-improve-ment and for achieving their goals ▪ Clear career and professional development goals are set through this process. ▪ Areas where staff need additional support are identified through this process.		
4. Regularly review and adjust job descriptions	▪ WMC practices conform to Cambodian Labour law and reflect good governance ▪ Staff have clear understanding of their responsibilities and expectations of them ▪ Standardized contracts for all staff, consultants, volunteers, and interns ▪ TOR are consistent with the needs of WMC and the Reorganisation Plan ▪ Job reviews form part of the Annual appraisal process	▪ Reorganisation plan ▪ Updated job descriptions and contracts ▪ Annual performance appraisals ▪ Audit report and letter of management	▪ Time and commitment of management ▪ HRD/Operations manager or TA ? (same as above)
5. In collaboration with programme managers, develop and implement a staff HRD Plan (capacity building) consistent with institutional priorities	▪ Strategies and Institutional priorities are identified and consistent with the Strategic Objectives ▪ Criteria for qualifying for HRD support are defined and transparent ▪ Staff training support is demand-driven (i.e. staff take the	▪ Documented Plan, Strategies, criteria ▪ Staff Development Fund (SDF - a scholarship fund to be managed in-house by a Committee) ▪ Annual performance appraisal ▪ Annual Report	▪ Internal task force to work with HRD TA ▪ Annual Budget/funds to support staff training activities in-house or elsewhere ▪ Tap expertise of the Board members on (SDF management)

	initiative) and linked to the priorities in the HRD plan ▪ Budget exists to support HRD ▪ A joint staff/management committee administer the fund in an equitable manner consistent with priorities in institutional HRD plan. Committee's mandate is clearly defined ▪ Internships and staff exchanges benefit the individual staff and WMC		
6. Establish and maintain a small documentation centre for use by WMC staff, on sectors of WMC work	▪ Documentation centre is established and staffed ▪ Staff has been trained in basic library organisation and management ▪ Research documents, reports, statistics etc. on sectors of WMC work are systematically collected and catalogued ▪ Staff use the documentation for background research leading to improved programme content ▪ Staff develop more expertise on topics they are working on ▪ Availability of documents at a central location in-house contributes to better time management and efficiency	▪ Documentation centre is well organised and holds relevant and useful documentation for WMC staff ▪ Staff use of library as recorded in register ▪ Annual report	▪ Availability of space ▪ Salary of 1 staff ▪ Training internship at CDRI ▪ Funds for purchase of books & documents

Strategic Objective 8	Organisational S.O.8: Within the period 2005-2009, WMC will be valued by constituents and donors as a trusted and critical partner, because of the high quality of their work.		
Department	Management		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Define and implement quality standards for the organisation's work	▪ Clear policy, standards and guidelines for quality in all stages and aspects of WMC's work ▪ Standards are adhered to by all the staff and management ▪ Expressed satisfaction from customers regarding the quality of work of WMC	▪ Written quality guidelines for quality assurance in all aspects of the work. ▪ Communications from customers, donors, other stakeholders	▪ Models for quality standards
2. Develop and conduct regular monitoring and evaluation activities	▪ Standards are adhered to by all the staff and management ▪ Quality standards are incorporated in regular programme and organisational monitoring and evaluation processes	▪ Tools for monitoring and evaluation ▪ Written guidelines for the monitoring and evaluation	▪ Models for monitoring and evaluation ▪ Consultants for periodic evaluations (mid-term) ▪ Internal task force to elaborate indicators
3. Formally establish an Advisory Committee of respected experts in key sectors of WMC's work	▪ Technical expertise in areas of WMC's work is available and utilised by WMC staff to improve quality and technical content of programmes ▪ Advisory Technical Committee adds credibility to WMC's work ▪ Technical Committee increases capacity and confidence of WMC to undertake 'technical projects'	▪ Letters of invitation to join Advisory Committee and official responses ▪ Feedback from staff and Committee members; examples of successful cooperation between staff and Comm. members	▪ Willingness and commitment of Experts
4. Identify and support staff internships in other organisations	▪ Needs of WMC staff (as spelled out in HRD Plan) and internship placement are well matched ▪ Expectations are clearly defined	▪ Memorandum of Understanding between WMC and host institutions ▪ Intern's report - assessment of	▪ Availability of internship opportunities

	by both institutions ▪ New skills acquired ▪ Integration of the learnings of interns into the quality standards of WMC	internship experience and what intern has learned ▪ Annual Performance Appraisal	

Strategic Objective	*Organisational S.O. 9. By 2009 WMC would have developed a corporate culture where all staff share and practise a common set of values in their work.*		
Department	**Management Team**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Promote WMC's Guiding Values in staff orientation and at other WMC organisational functions	▪ High visibility and awareness of WMC Guiding Values within WMC ▪ Value statement is actively promoted and discussed in staff and departmental meetings ▪ Incoming new staff have the opportunity to commit to WMC values during their orientation ▪ WMC leaders set a good example of practicing the Guiding Values	▪ Agenda & reports of Meetings	▪ Commitment of management and staff
2. Review and adjust Values' Statement on an annual basis	▪ Quality reflective space exists each year to deepen understanding of and refresh the value statement ▪ Commitment of staff is formally renewed during the above	▪ Report from staff retreat or discussion meeting ▪ Value statement	▪ High commitment of management and staff
3. Link Guiding Values in annual performance appraisal process	▪ Opportunity exists to set targets for deepening one's awareness and practice of values	▪ Annual performance Appraisal	▪ Combine with annual retreat or annual review/planning exercises

Strategic Objective	*Organisational S.O. 10:* **During the period 2005-2009, WMC's organisational learning, following the "Action Learning Cycle," is internalised by the staff and institutionalised by the organisation.**		
Department	**Management**		
Unit Objective			
Major Activities	**Indicators**	**Means of Verification**	**Resources Required**
1. Implement series of training activities on action learning cycle	▪ WMC staff have the necessary understanding and skills to implement the action learning cycle ▪ Staff and management internalise and practise the process of action learning cycle and it becomes second nature.	▪ Training-workshop reports ▪ Annual reports and plans	▪ Consultants and resources persons ▪ Logistical and transportation expenses for training-workshop series
2. Facilitate a one-day quarterly (3x/year) department reflection that would feed into an annual organisation-wide retreat to reflect on lessons learned	▪ Exercise is well planned and meaningful ▪ Lessons become a shared knowledge within the organisation ▪ There is organisational memory for the lessons learned ▪ Mistakes are not repeated	▪ Documentation of the reflections ▪ Annual Reports and plans	▪ Logistical expenses for 1 day in house quarterly reflections
3. Document lessons learned in order to integrate them into the following year's plans and to share with other organisations	▪ Lessons learned are incorporated into plans ▪ Lessons learned are packaged into shareable forms, either print or other forms of media	▪ Report and plans ▪ Outputs produced	▪ Production and dissemination costs

8.   PLANNING, MONITORING AND EVALUATION

8.1.   Schedule for Strategic Planning and Operational Planning Sessions

Planning activity	Time needed	How often?
Strategic planning (SP)	7-10 days including constituencies consultations and residential workshops for staff and Advisory Board	Once every 5 years with Review at the mid-term ✓ March - April 2004 for 2005-2009 Plans ✓ April-May 2009 for 2010-2014
Mid-term Strategic Planning Review	3-5 days residential workshops for staff and Advisory Board	In year 3 of the 5 year strategic plan ✓ June-July 2007 ✓ June-July 2012
Operational planning (in year of SP)	To be completed two months after Strategic Plan by the managers and their staff for presentation to the Adv. Board	In the year of the strategic plan ✓ October-November 2007 ✓ October-November 2012
Operational Planning (in the in-between years)	1 day reflection and planning workshop for all staff 1-2 day workshop for managers with 3 weeks to complete operational plans for presentation to the Board	✓ October 2004 ✓ October 2005 ✓ October 2006 ✓ October 2007 ✓ October 2008 ✓ October 2009

8.2.   Monitoring and Evaluation Mechanisms and Process in WMC over the year

	Advisory Board -*Board meetings* -*Progress Report from Executive*	**Programmes** - *Mid-term review of operational plans* - *Audit*	**Managers** - *Monthly meeting*	**Individual staff members** - *Performance Appraisal (Including Directors and Managers)*
January			✓	Goal setting
February		Independent audit	✓	
March			✓	
April			✓	
May	Strategic Planning year 3 & 5	Mid term review of the strategic plan in year 3 (3-5 days) 1 day reality check of operational plans	✓	
June			✓	
July	Mid-year Board meeting ✓ Audit report ✓ Progress report		✓	
August			✓	
September			✓	Formal performance appraisal/assessment
October		2 day reflection and planning workshop for operational plans	✓	
November			✓	
December	Annual Board mtg. ✓ Progress report, accounts, ✓ operational plan & budget ✓ presentation to the Board		✓	

In addition to the above:

✓ One independent but participatory <u>programme</u> evaluation each year (a different programme each year starting in 2005)
✓ Independent Evaluation of the <u>Organisation</u> every 3 years (in 2006 in order to allow time to put Reorganisation Plan into effect)
✓ Audit each year
✓ Self-implemented stakeholder surveys - annually

1. List of People and Groups Interviewed

a) People interviewed (March 2004)

1. Mr. Oum Sarin	Senior Journalist	League of Cambodia Journalist
2. Ms. Si Ton	Commune Council Chief	Sangkat Psar Thmei, Phnom Penh
3. H.E. Eng Chay Eang	Secretary General	The Sam Rainsy Party
4. Ven. Sok Bunthoeun	Senior Monk	Dara Community for Development in Cambodia, Wat Nunmony
5. H.E Dr. Ing Kantha Pavi	Secretary of State	Ministry of Women's Affairs
6. Ms. Ros Sopheap	Executive Director	Gender and Development Cambodia
7. Ms. Pok Nanda	Executive Director	Women for Prosperity
8. Ms. Boua Chanthou	Director	PADEK
9. Ms. Nancy Hopkins	Country Representative	The Asia Foundation

b) Group interviews

1. Saleswomen	Psar Olympic	8 neighbouring women shop owners interviewed while on duty by Chum Syrom posing as a buyer.
2. Muslim Cham	Chrang Chamres	A group of about 7 women
3. University students	Paññásástra University of Cambodia	4 students of both sexes interviewed at the university cafeteria while on class break
4. Factory workers	Chak Angre loeu	5 factory workers interviewed while on lunch break
5. Disabled people	Wat Than Vocational School	6 Disabled women interviewed while working in the handicraft workshop in Wat Than

Criteria /Base for selection

1. Familiarity with work of WMC
2. Can provide strategic perspective.
3. Can define the needs of target audience.
4. Broad representation of different sectors of population.

ANNEXE 2

2. Question Guide for Interviews

1. How did you get to know WMC? What is your current relationship with WMC?

2. What do you know of WMC's work?

3. What do you think are the strengths and weaknesses of WMC?

4. What do you think is the niche/unique/strategic role that WMC plays in the Cambodian social development sector? What makes them different from other organisations?

5. What strategic roles or niche do you expect or want to see more of from WMC?

6. At present do you think they are playing that strategic role or niche? If yes, in what ways? If not, why not?

7. Other general ideas and comments