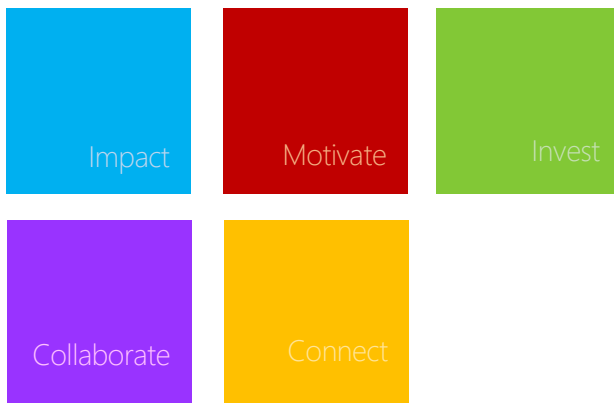




# 2025

## JCI Cambodia STRATEGIC PLAN



***Accelerate  
Transformation***





**JCI**   
**Cambodia**

# 2025

## STRATEGIC PLAN

Strategic Plan of JCI Cambodia

**2021 - 2025**

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## **EXECUTIVE SUMMARY**

JCI is a grassroots movement of young active citizens ages 18 to 40 who are dedicated to creating positive change in our respective communities around the world. JCI Cambodia is one of the members of this global network.

The new strategic plan for 2021 – 2025 will serve as the strategic roadmap for JCI's planning document and give JCI Cambodia a more relevant and innovative role in empowering young active leaders to participate in the positive and sustainable development in Cambodia. Informed by the global JCI strategy, JCI Cambodia's vision in 2025 strategy will continue to be "the leading network of young active citizen in Cambodia", with a mission to provide development opportunities that empower young people to create positive and sustainable development impacts in Cambodia.

To realize the 2025 Vision, JCI Cambodia has set one main strategic agenda, which is about contributing to the achievement of the selected sustainable development goals in Cambodia. To achieve this agenda, JCI Cambodia will focus on three main strategic priorities, which are (1) impactful civic engagement, (2) building competent young leaders, and (3) building a resilient organization in supporting the mission. These three strategic priorities will be aligned with the five strategies outlined in the 2019–2023 JCI Strategic Plan: Impact, Motivate, Invest, Collaborate and Connect.

Under 2025 Strategy, the monitoring and evaluation mechanism is critical for the successful implementation of strategic priorities. JCI Cambodia will monitor and report on its effectiveness using a results framework with three key measures, which contribute to quality and impact of the engagement and leadership development, operational effectiveness, and organizational effectiveness.

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# OUR GUIDING STATEMENTS

Our passion for this existence is guided by our core philosophy and principles that have stood the test of time. Guided by our core philosophy, we are empowered to create sustainable impact. **Our core philosophy is:**

## Our Philosophy

To inspire confidence, unite communities, enhance equal opportunities, establish justice, embrace cultural diversity, and create sustainable impact.

In this 2025 strategic, guided by our core philosophy **2025 Strategy sets the vision of JCI Cambodia to be**

## Our Vision

The leading network of young active citizen in Cambodia.

**With the mission to**

## Our Mission

To provide development opportunities that empower young people to create positive and sustainable development impacts in Cambodia.

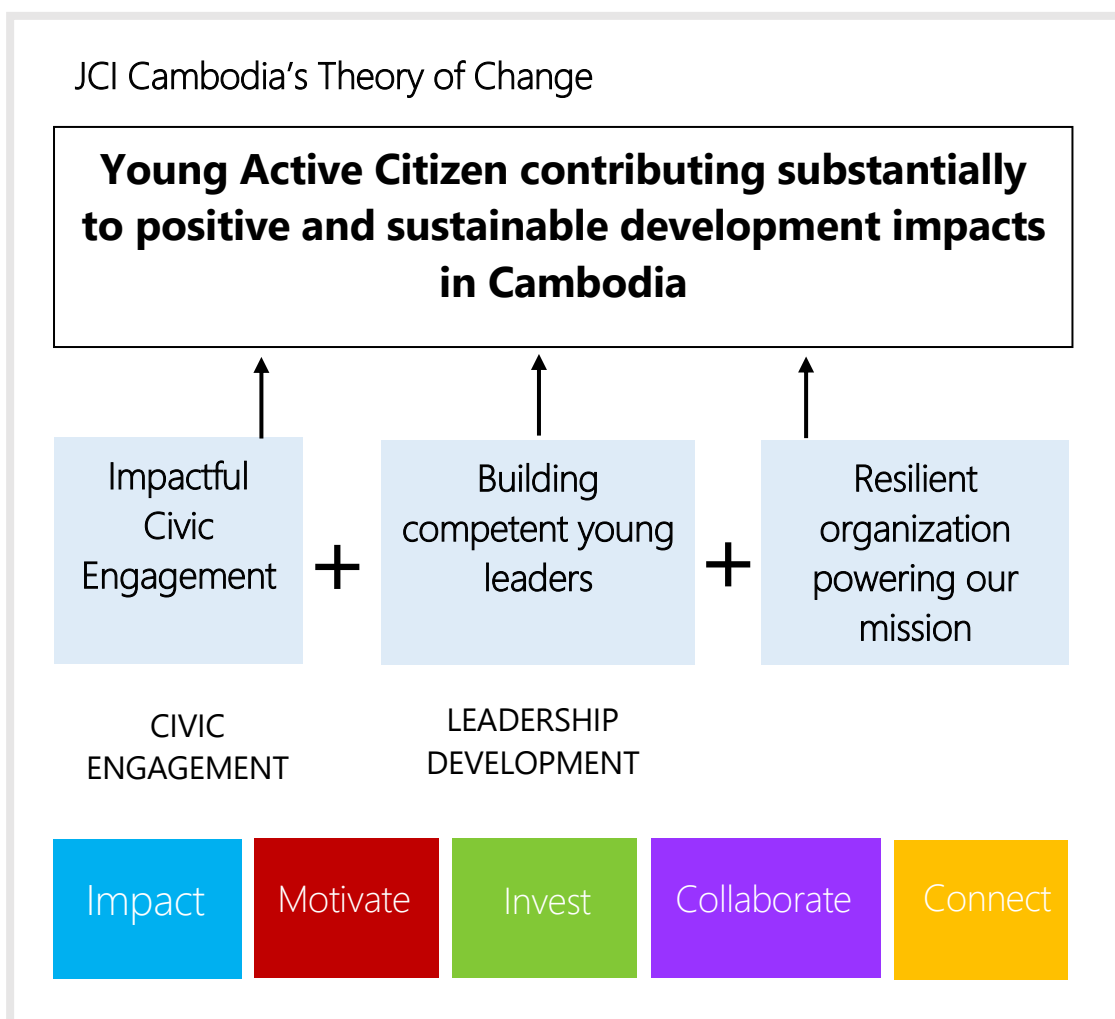
Achievement of this mission will be guided by the following core values:

## Our Core Values

1. That faith in God gives meaning and purpose to human life;
2. That the brotherhood of man transcends the sovereignty of nations;
3. That economic justice can best be won by free men through free enterprise;
4. That government should be of laws rather than of men;
5. That earth's great treasure lies in human personality;
6. And that service to humanity is the best work of life.

# OUR PROGRAM FRAMEWORK

The society and development challenges in Cambodia require innovative and creative solutions. The process of social change is complex and dependent on multiple interconnected issues that can support or hinder the achievement of sustainable positive change. In this 2025 strategy, JCI Cambodia has decided to focus on two main areas of support for empowering young Cambodian that it believes can be key drivers of positive and sustainable social change. These two areas of focus are “Leadership Development” and “Civic Engagement”. Leadership development for young active citizen in Cambodia is important for future change leaders. Our understanding of civic engagement is working to make a difference in the civic life of one’s community and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through non-political processes.



The society and development challenges in Cambodia require innovative and creative solutions. To ensure scaled impact of our work, we have adopted the JCI Active Citizen Framework™ in all of our initiatives. This framework outlines a methodology for conducting grassroots projects, building sustainable solutions that address a community's most urgent need.



In this 2025 strategy, to ensure our meaningful contribution toward the advancement of the global goals for sustainable development in Cambodia, we will focus only on the following goals:



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# STRATEGIC POSITIONING STATEMENT

Globally, JCI strategic positioning<sup>1</sup> is to be “the organization that unites all sectors of society to create sustainable impact.” JCI achieves sustainable impact through the collective action of active citizens across local communities. As active citizens, empowered young people take responsibility for local challenges and identify targeted, sustainable solutions. Motivated by the passion to transform their lives and the world, JCI members have the courage to address the most critical challenges of our time. Collaborative ownership of both challenges and solutions is critical to produce sustainable impact.

However, in Cambodia for the next five years, JCI Cambodia have decided on a different strategic positioning. Through rigorous consultation with our members and stakeholder, operational and strategic status of JCI Cambodia, current development in Cambodia, and our strategic priorities, we have carefully formulated the following strategic positioning:

Our Identity

**A leadership development organization  
for young active citizens who are  
dedicated to creating positive and  
sustainable development change in  
Cambodia.**

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<sup>1</sup> By aligning all activities with its strategic concept, an organization reaches its strategic position. An organization defines its strategic position by how it desires to be perceived in society and the world. A strategic positioning statement defines a specific need and how the organization is uniquely positioned to address this need.

# 2025 STRATEGIC FRAMEWORK

JCI Cambodia can make substantive contributions toward this vision by focusing its effort on three distinct but complimentary strategic directions for 2025:

- **Strategic Direction 1 (SD1):** Contribute substantially toward the advancement of Cambodia Sustainable Development goal via our impactful civic engagement guided by JCI Active Citizen Framework
- **Strategic Direction 2 (SD2):** Build competent young active leader to contribute to positive and sustainable development impact in Cambodia
- **Strategic Direction 3 (SD3):** Leverage members and key partners' pool of expertise and experiences to build a resilient organization to support the implementation of our strategies

In addition, each strategic direction priority will be tracked through five key strategies.

STRAETGIES		PRIORITY		STRATEGIC DIRECTIONS		
				SD1	SD2	SD3
1. IMPACT	Focus the power of young people to advance sustainable impact	Use evidence-based metrics to measure impact.	1.1			
		Align organizational design at all levels to accelerate impact	1.2			
		Expand the deployment and reach of the Active Citizen Framework	1.3			
2. MOVITATE	Unite the passion of young people to motivate bold action.	Transform events to align with relevant trends.	2.1			
		Drive the dialogue of young active citizens toward sustainable impact.	2.2			
		Be the platform that enables empowered young people to create sustainable impact.	2.3			
3. INVEST	Accelerate transformation by investing in technological, financial and human resources.	Leverage technology to strengthen and accelerate impact.	3.1			
		Align human capacity with strategic objectives at all levels.	3.2			
		Reimagine how we secure resources for the organization.	3.3			



		Effectively allocate resources to achieve strategic objectives.	<b>3.4</b>			
		Develop the JCI brand to distinguish JCI as the organization that unites all sectors for sustainable impact.	<b>3.5</b>			
<b>4. COLLABORATE</b>	Foster a collaborative culture in a dynamic world	Capitalize on the emerging mindset of active citizenship across all sectors.	<b>4.1</b>			
		Engage all sectors of society to collectively advocate on issues that affect young people.	<b>4.2</b>			
		Position collaboration as central to positive change.	<b>4.3</b>			
<b>5. CONNECT</b>	Connect young people to drive the world in a positive direction.	Convene and mobilize young people for collective action.	<b>5.1</b>			
		Expand and strengthen connections throughout the organization.	<b>5.2</b>			
		Create an inclusive environment that fosters diversity among young people.	<b>5.3</b>			
		Be at the forefront of innovative methods to engage young people to create a meaningful experience.	<b>5.4</b>			

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# CRITICAL SUCCESS FACTORS AND RESULT FRAMEWORK

## The Critical Success Factors

Recognizing the multi-faceted nature of social and community development challenges, the capacity of this plan to achieve the Vision, Mission, and strategies will depend on a number of factors:

- a) Engaging and collaborating with key strategic partners whose work interacts with and complements the 2025 strategic priorities;
- b) Ensuring the quality of each initiatives design and execution in line with the JCI's Active Citizen Framework™ to ensure impact;
- c) Encouraging more direct participation of key stakeholder our initiative; and
- d) Paying special attention to our members development and needs.

## Result Framework

To be more effective in achieving the desired outputs, JCI Cambodia must be able to monitor and evaluate its work in a measurable way and to take appropriate actions based on results. This means being able to measure project and institutional outputs, outcomes, and impacts. For this 2025 Strategy, JCI Cambodia will monitor its institutional performance through the introduction of results frameworks, which include performance indicators and quantified targets, in its main corporate reporting and planning documents. This results framework will track progress in long-term collective development outcomes, as well as in specific activities and outputs in relation to achieving JCI Cambodia's strategic priorities.

Three questions lie at the heart of our results framework.

- a) Are we doing what we say we are doing?
- b) Are we measuring what we say we are doing?
- c) What evidence do we have to support these claims?

The results framework will be further refined, and indicators and targets will be developed. The final results framework will be submitted to the National Board for approval.

<b>Level 1: Contribution to quality and impact of the engagement and leadership development</b>	1.1 Selected Cambodian Sustainable Development Goal 1.2 Young Active Citizen Leadership Development
<b>Level 2: Operational Effectiveness</b>	2.1 Operational Quality and Effectiveness 2.2 Finance Mobilization 2.3 Knowledge Development 2.4 Partnerships
<b>Level 3: Organization Effectiveness</b>	3.1 Use of Human Resources 3.2 Use of Budgetary Resources 3.3 Governance Processes and Practices

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