



Jungle Aid Foundation
มูลนิธิจังเกิ้ล เอ็ด

Strategic Plan 2019 - 2023



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1. Foreword from the Jungle Aid Chair

As a qualified nurse in tropical medicine and public health from the UK, I have always been passionate about supporting those less fortunate and in need of support, regardless of where they are from. In 2009 I arrived in Thailand and was fortunate enough to find myself living in Hua Hin which is located very close to the Thai/Myanmar border. Within 2 weeks we had a small team visiAng disadvantaged families that had no access to health care, water, regular food supply and schooling. The villages are remote and difficult to get to and each trip requires 4x4 trucks to help us get to the villages, often driving through rivers and over bare rock. We also support terminally ill individuals living in Hua Hin that need social and financial support.

Our team started visiAng monthly, supporAng 4 villages with regular emergency medical clinics and supporting children under the age of 16 to aRend school. This developed over the past 10 years into an amazing support network across the world, enabling us to identify and plan longterm projects ensuring that we will make a difference to the lives of thousands of people who do not have the means to provide food, education (Primary, High school and University), health care or clothes for their children! Through basic health education we have supported huge changes to help prevent diseases and further infections.

It has been the most amazing ten years, working alongside incredible volunteers, village leaders and families in need. We all look forward to continuing to make a positive impact to those that are disadvantaged and in need of our support to help make a brighter future for all.

2. Introduction

Jungle Aid is a Thai registered charity that has been supporting communities in the south of Thailand since 2010. It primarily supports vulnerable and disadvantaged people living in and around Hua Hin and in remote communities on the Thai/Myanmar border. Jungle Aid is a non-religious charity that does not discriminate on any grounds. It provides support to people irrespective of their race, religion, ethnicity, gender and residency status.

3. Vision, Purpose, Values and Strategic Goals

Jungle Aid is guided by a Vision, Purpose and set of Values that helps bring together and motivate enthusiastic, like-minded people to make a difference to the lives of some of the most vulnerable people in Thailand.

3.1. Vision

Jungle Aid's vision is a future where communities and individuals are connected, included and participate without discrimination in their own sustainable development.

3.2. Purpose

Jungle Aid brings together and organises passionate and committed people to sustainably strengthen the capacities and improve the wellbeing of the most vulnerable in society.

3.3. Values

Jungle Aid's values reflect the attitudes and behaviours of the Jungle Aid team and its supporters.

Table 1: Values

Values	
Passion and dedication	We share a strong passion for what we do; we are committed and dedicated to the people and communities we work with, empowering them to make life long changes
Equality and non-discrimination	We believe that everyone has a right to receive an education and to have access to health care and social services regardless of their race, gender or age
Sustainability	We advocate and practice sustainability with the aim that each project is locally led and has a positive sustainable impact
Team spirit	We are a strong, positive, collaborative and sharing team with common goals and values

3.4. Strategic Goals

Jungle Aid recognises that issues faced by communities are interwoven. For example, medical emergencies may lead to working adults losing income if they have to stay at home to care for the sick. Children may have to forego education to care for sick relatives or to work in order to contribute money to the family. Similarly, lack of access to clean water may lead to increases in intestinal, skin and other diseases that prevent people from attending school or being productive at work. It may cause under-development in infants if mothers are unable to breastfeed.

In response, Jungle Aid considers that a holistic approach to community development in which a comprehensive range of development issues is addressed is the most powerful method of making a positive difference to people’s wellbeing. This is reflected in Jungle Aid’s strategic goals, which are set out in table 2 below.

Table 2: Strategic Goals

Strategic Goals
<p>Jungle Aid aims to:</p> <ul style="list-style-type: none">• Enable access to healthcare for all• Facilitate access to education in childhood and easier access to further education• Ensure that sufficient nutritious food is available sustainably• Stimulate sustainable community economic development• Establish access to clean water and improved sanitation• Continually improve Jungle Aid 's capacity to support the most vulnerable

4. Beneficiary Communities and Individuals

Assessments show that all of the communities that Jungle Aid has supported since its inception are now healthier, wealthier, and have better access to food, clean water, education and health services.

Jungle Aid's strategy is based on assisting and empowering communities to develop sustainably without creating dependency, so that they will ultimately no longer require support. Once this stage is reached Jungle Aid is able to shift its limited resources to projects and priorities within other vulnerable communities.

One community in the Ba Mak area no longer requires support from Jungle Aid. This community had relied on Jungle Aid over several years for regular medical clinics, donations of food and medicine, educational sponsorship and help with lighting. The sustainable development of the village, assisted by Jungle Aid, has been complemented by better public services provided by the local Thai authorities.

In another village in the Bang Saphan region however, the support of Jungle Aid is still essential because restrictions are placed on the ability of the community to support itself. Specifically, issues relating to residency status, and land use rules mean that residents are prevented from growing crops and raising animals, and that there are no local education facilities. Though some people generate income from work on local plantations, the community relies on neighbouring villages and Jungle Aid for emergency food relief. Jungle Aid also supports accommodation and equipment for children to attend school in a neighbouring village, and provides further education sponsorship for several young adults. Jungle Aid also provides donations of clothes, medical supplies and water tanks, and has established a medical clinic that is staffed by a local nurse.

Going forward, Jungle Aid will continue to support three villages that it has assisted for several years, but which are not yet self-sufficient. These are in the Bon Luk, Bang Saphan and Pa La U areas of the Thai/Myanmar border. It will also respond to a recent request to provide support to another village of predominantly Thai nationals living remotely and in need of health and education support in the Pa La U area. Jungle Aid is providing a pre-school with facilities and equipment to ensure that local children have access to education and that parents have time to work to gain income for the family. Also, Jungle Aid has begun to provide emergency healthcare, medical clinics and health

education to this village, Pa La U Tai. Cases 1 and 2 below illustrate the types of medical issues seen in this village.

Case 1: Patient in Pa La U region

On one medical trip in the Pa la U area, our medical staff were called to the house of a lady who had been unable to leave her bed for several months due to illness. This was in a Thai village that had not previously requested assistance. We referred her to hospital and supported her admittance and treatment. Unfortunately, it soon became clear that the lady was in the final stages of HIV and she died soon afterwards. In this case, with earlier intervention, the outcome may have been positive.

Case 2: Teethep is recovering from a stroke with Jungle Aid support

Teethep, a 34 year old man, had a stroke 2 years ago that left him paralysed on his left side. Due to his paralysis, Teethep has been unable to work and support himself and his family. His wife has left him and his 5 children resulting in the loss of the little income that the family had. His young children are now dependent on neighbours and other villagers for their food. Jungle Aid is paying for Teethep's treatment and trips to the hospital in Petchaburi and Kaeng Krachan, and contributing to some of his personal expenses.

In addition to providing regular medical clinics and other assistance to these villages, Jungle Aid will continue to support people who live in surrounding areas. Patients including young mothers, sick children and the elderly may travel for many kilometres to receive treatment at remote medical clinics.

Jungle Aid will steadily and sustainably increase the number of communities and individuals that it supports as growing resources allow. Jungle Aid will consider requests for support from additional communities that have unmet needs.

Jungle Aid will also expand the services it provides to vulnerable people within and around Hua Hin itself. Case 3 illustrates how Jungle Aid has been able to respond rapidly to disasters in Hua Hin and case 4 describes how Jungle Aid supports those with serious unmet needs.

Case 3: Fire in Hua Hin

After a fire in workers accommodation in an electricity station in Hua Hin, employees were forced to evacuate and lost all their belongings. Jungle Aid was contacted to provide emergency relief of food and clothing and was able to respond quickly with locally sourced donations.

Case 4: Support for lady with cancer in Hua Hin

Rasi is a 65 year old Thai woman living in Hua Hin. She has been diagnosed with cancer of the bowel and has no income. JA support with food each month and medical care. Without this support Rasi would be unable to maintain her own hygiene needs, buy her colostomy bags or have enough food to eat a suitable diet to help with her medical condition. Each month JA volunteers visit with the necessary support.



Case 5 shows how Jungle Aid’s relationships with local hospitals and care givers within Hua Hin benefit families who are struggling to respond to medical emergencies.

Case 3: Infant with burns

An 18-month old girl, Onuma, suffered serious 3rd degree burns when she fell into a pot of boiling water in her kitchen in Hua Hin. The family was poor and had no savings. They were unable to pay her medical fees. Further, her mother was unable to work in her cleaning job as she had to stay with Onuma in hospital. Jungle Aid supported the family through the payment of medical fees and other costs including for food and nappies for six months following the accident. We also provided social care until the family was no longer dependent and Onuma’s mother could return to work.



After the Accident



During Treatment



After Support

In summary, Jungle Aid will focus on the two types of beneficiaries shown in Table 3.

Table 3: Summary of Beneficiary Categories

<p style="text-align: center;">Remote communities along the Thai/Myanmar border</p>	<p style="text-align: center;">Vulnerable individuals and families with unmet needs in and around the Hua Hin area</p>
<p>The wellbeing of many in these communities is adversely affected by severe poverty.</p> <p>Further, many people and families struggle to break the cycle of poverty because their insecure residency status limits work, travel and land rights, and restricts access to public services such as healthcare and education.</p> <p>Jungle Aid will continue to assist the four communities that it currently supports.</p> <p>Jungle Aid will endeavour to respond to requests for support from other communities as resources allow.</p>	<p>Such people are typically affected by poverty and a lack of family or social support and include those who are:</p> <ul style="list-style-type: none"> - Subject to disasters such as fires, medical emergencies and accidents - Elderly or infirm and unable to manage on their own - Primary care givers who cannot carry out their role because of an accident or emergency - Within under-resourced institutions such as orphanages or schools for the disabled

5. Services and Projects

Jungle Aid has continually demonstrated its ability to successfully deliver in accordance with its core strategic objectives relating to healthcare, education and food security. Several keys to success will be built upon and strengthened in future. These include;

- An engaging mission that has stimulated and motivated a diverse group of volunteers
- A positive, encouraging and supportive culture that has welcomed initiative, and given freedom and space for volunteers to develop solutions together with beneficiaries whilst simultaneously maintaining control of key risks and financial elements
- A good understanding of the softer side of development problems and a recognition of the holistic nature of community development. For example, an appreciation of the interconnections between good health, access to clean water, nutritious food and improved sanitation, and educational attendance and achievement has meant that Jungle Aid has approached development problems in a joined-up rather than a piecemeal manner
- Close relationships with members of beneficiary communities such as village leaders, school teachers and organisers. Jungle Aid also ensures that a cross section of views is taken account of within needs and asset assessments, and during project delivery through the participation of a representative cross section of the community

The interconnected nature of community development often means that issues must be addressed by several projects across a number of service areas as is shown by Case 6.

Case 6: Maternal and Child Healthcare

Pau is a young mother of three children aged 6 months, three years and 5 years. She lives in a remote community in the Pa La U region on elevated ground approximately 1km from a river that is the community's main water source. Her husband works in nearby plantations in the daytime. She has a heart complaint and finds it difficult to do anything very strenuous...

Since the birth of the youngest child she was unable to walk to the river to fetch water. She spent most of the day in a makeshift bamboo hut looking after her children. She was continually dehydrated and undernourished, and as a result was unable to breastfeed and could not maintain the family's hygiene very easily. The children were all malnourished, small for their age and regularly sick. She did not want to send the school aged child to school because she was worried that he was too small and sick to be able to cope. The children were therefore likely to miss out on the education that would help them break the cycle of poverty.

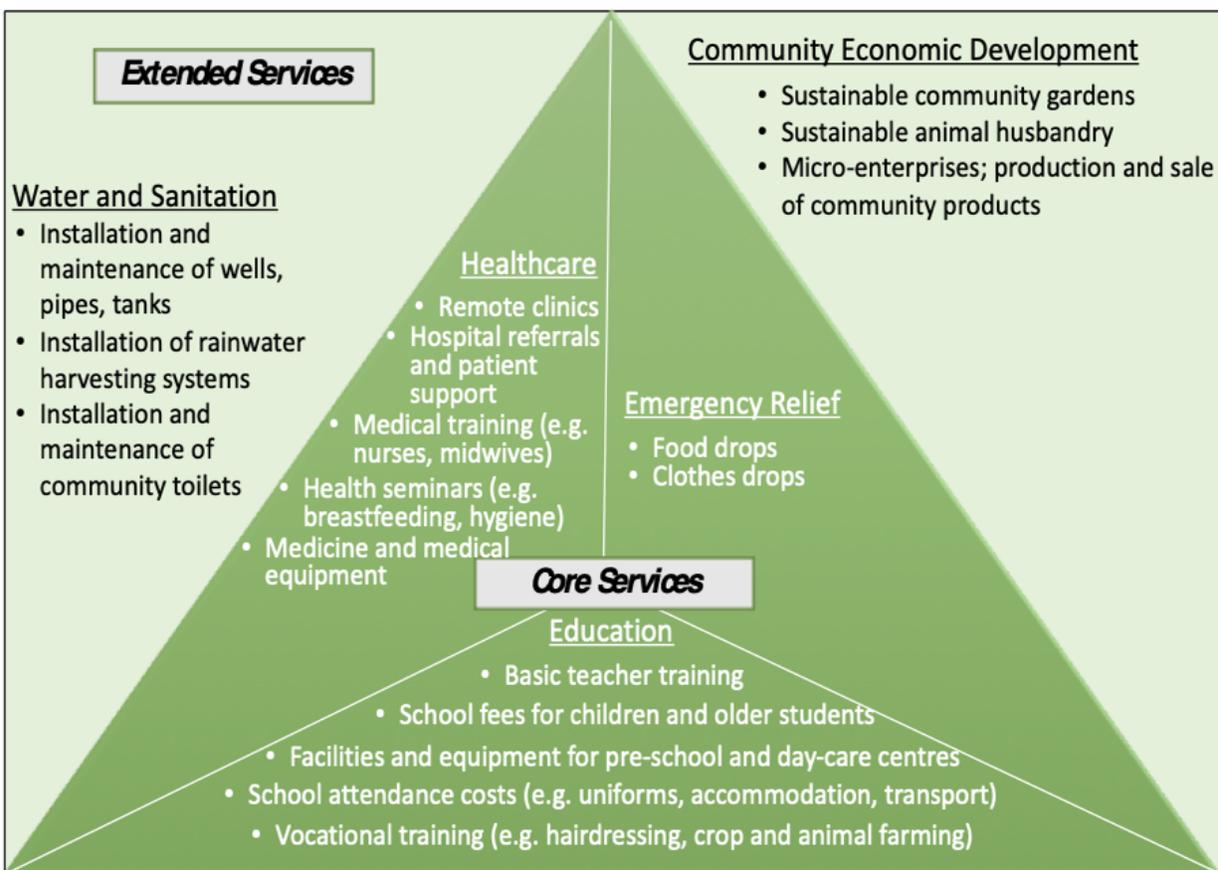
Unfortunately, Pau was not the only community member struggling with such issues. Many mothers gave up breastfeeding early because of under-nourishment and dehydration. Several vulnerable community members, including an elderly blind lady, struggled to fetch water from the river. The river dried up during the dry season and all that remained were a few puddles of dirty water.

Jungle Aid began several projects to help strengthen the community in the face of these problems. Emergency clothes and food drops focusing on families with young children were made. Mothers of infants who could not breast feed were sponsored with powdered milk. Women participated in seminars on the importance of breastfeeding and how to maintain it as long as possible. Seminars and posters were provided on domestic hygiene along with soaps, toothpaste and basic medical supplies and equipment. Contraception advice and materials were provided to those who wanted it. Pau and others with serious medical conditions were referred to hospital and their attendance was supported. A project to improve access to clean water for the community was initiated.

As a result, the health status of Pau and her family improved considerably and her school-aged children now all attend school. Other community members benefited similarly.

Jungle Aid distinguishes between core services and extended services. Core services include relatively small scale but much needed healthcare, education and emergency relief projects that Jungle Aid can deliver easily and regularly with its own internal resources including volunteers and medical staff. Extended services typically include larger and more complex projects that require strong project management and monitoring and evaluation expertise and may require input from external experts or sub-contractors. Details of the types of projects within core and extended service areas are shown in Figure 1 below.

Figure 1: Core and Extended Services



Going forward, Jungle Aid will steadily extend the range and size of projects that it delivers. As resources grow and internal expertise in project delivery and monitoring and evaluation is strengthened, Jungle Aid will conduct more larger-scale, complex projects in a wider range of service areas such as community economic development and water and sanitation.

6. Partners and Stakeholders

Jungle Aid has developed strong and productive working relationships with a range of partners and stakeholders including local authorities, the private sector and NGOs engaged in complementary work.

6.1. NGOs

NGO partners include Operation Smile, The Rotary Club, The Little Foundation and The Rivers Foundation. Jungle Aid will build on, strengthen and expand these relationships with complementary service providers from the NGO sector.

6.2. Thai Government Authorities

The relevant local authority or 'Oboto' is involved in much of the work Jungle Aid undertakes, either as a participant or stakeholder. The local Oboto is able to provide technical skill, project management oversight, access to contractors and other service providers, and to ensure that regulatory and legal requirements are met. Close involvement and participation of the local Oboto is particularly important in certain projects such as those that involve changes to land use, installation of infrastructure and development of commercial activities. As projects become larger and more complex, the involvement of the local Oboto will become increasingly important and valuable. Some projects may also require the involvement of the provincial government in Prachuap Kiri Khan and other Thai authorities such as the Royal Thai Police and Forestry Department, depending on the nature and impact of the project.

6.3. Thai Health Service

Further strengthening relationships with local healthcare providers will ease the referral of cases to hospitals where they cannot be dealt with in remote field clinics. It will also enable Jungle Aid to provide support to patients who may be referred to Jungle Aid by a hospital where people are unable to continue much needed treatment because of financial hardship. It is particularly important that Jungle Aid maintains a strong relationship with Hua Hin Hospital in this regard.

6.4. Private Organisations

Support from the private sector has been invaluable to Jungle Aid. Organisations such as Chiva Som, Stenden University, The British Educational Children's Centre (BECC), Hua Hin International School (HHIS), Golfasian, Smart Traffic and Det 5 have provided

fundraising, donations and volunteers. CP Foods has assisted seeding sustainable agriculture and aquaculture projects. Jungle Aid will continue to seek assistance and build relationships with the private sector. It is envisaged that larger corporations will become more extensively involved in mutually beneficial partnership arrangements with Jungle Aid, for example through corporate social responsibility (CSR) activities.

7. Service/Project Delivery Approach

Jungle Aid has been successful at delivering in line with its objectives to date. Much is achieved thanks to the effort and goodwill of the Jungle Aid team. The ability to be flexible in response to emerging problems has been a hallmark of Jungle Aid’s approach and has allowed progress to be made in challenging circumstances. Jungle Aid will continue with a flexible, adaptive approach that is politically smart and centres on the needs and capacities of beneficiaries. Principles of Jungle Aid’s project delivery approach are indicated in Table 4 below.

Table 4: Principles of Jungle Aid’s Project Delivery Approach

Principles of Jungle Aid’s Project Delivery Approach	
Locally led	
<p>Jungle Aid facilitates and enables development rather than directing and leading it on behalf of beneficiaries</p>	<p>Projects conducted by Jungle Aid will continue to value and make the most of local knowledge and skills. The know-how of the communities is vital in project assessment, design and implementation. Community representatives will play central roles in each of these aspects.</p> <p>This approach strengthens local skills, re-enforces self-sufficiency, underpins sustainability (supports post-project operation and maintenance), and generally leads to ‘best-fit’ context-specific solutions.</p> <p>Communities have a wide range of valuable skills including:</p> <ul style="list-style-type: none"> ● Agriculture, aquaculture, crop and livestock farming ● Construction; e.g. installation of water pipes, tanks and pumps, and toilets ● Teaching of various age groups, particularly of younger children ● Medical know-how; e.g. knowledge of basic medicines, midwifery, knowledge of local products ● Production of functional and ‘craft’ products such as bags, baskets, clothes and embroidery ● Commerce including knowledge of local market opportunities <p>Additionally, the local council (Oboto) can often bring deep technical skills. Examples include the technical design of water distribution systems.</p> <p>However, communities and local authorities often lack the resources to put their skills to productive use. Jungle Aid will continue to play a key role in providing and coordinating resources.</p> <p>Where it is clear that the technical skills to deliver projects are not available locally, Jungle Aid will aim to source those skills externally, transfer the skills to the communities and strengthen capacity through participatory planning, close involvement of the community in projects and formal training.</p>

Problem driven	
Locally identified and defined problems provide the entry point	<p>Community Assessments will continue to form the basis of all projects. These are participatory exercises in which community or local authority representatives discuss and prioritise issues, options and potential solutions with Jungle Aid practitioners. Project proposals are developed for high priority projects and for consideration by the Jungle Aid Board in the context of available resources.</p> <p>The involvement of beneficiaries including community and local authority representatives will continue to be key to ensuring that contextually appropriate problems and solutions that take account of the local political environment are proposed and developed.</p>
Politically smart/context specific	
Solutions are not locked-in but based on ongoing local political and contextual analysis of what fits best and is feasible and realistic	<p>Projects that operate within complex and changing socio-political environments may encounter unforeseen obstacles. Actions may have unpredictable consequences. There may be several paths to a goal, or the goal may change as a deeper understanding of the problem emerges. Also, a lack of clarity is a feature of such environments as is lack of visibility of project progress.</p> <p>Ongoing reflection of the impact of the changing political environment and context will inform the outcomes that the project is aiming to achieve.</p> <p>Familiarity with the local context is a hallmark of the success of Jungle Aid and is underpinned by the depth of experience of our practitioners.</p>
Learning	
Ongoing data collection and analysis is applied to support any required changes to projects	<p>To cope with a complex, opaque working environment, Jungle Aid adopts a learning, iterative, adaptive approach.</p> <p>Fundamental to this approach is an understanding of project progress, issues, obstacles and successes that is based on evidence and data. A Monitoring, Evaluation and Learning (MEL) Coordinator will support Area Managers in this activity.</p> <p>Jungle Aid will continually collect and evaluate data on the progress of projects. For example, key indicators of success will be outlined in project proposals and will be continually tracked. Analysis and review of progress in real time will allow Jungle Aid leadership to consider and instigate any changes required to projects.</p>
Iteration	

<p>Solutions are developed iteratively, tested and adapted (or even abandoned) based on results</p>	<p>Often there is little certainty as to whether a particular solution will be successful ahead of time. However, Area Managers are encouraged to attempt solutions and to iterate rather than to wait for a perfect solution. Such an approach relies on the recording of real-time data on the effect of particular solutions.</p> <p>Some projects may be more complex or involved than initially realised by Area Managers or by the Board when project approval is given, and some projects may run up against issues that were not originally foreseen.</p> <p>To address these risks, Jungle Aid will run 'brainstorming' sessions on the issue at hand. These will involve community members, Area Managers and other specialists. The responsible Area Manager will present data on the situation and issues and a brainstorming, knowledge sharing exercise will consider suggestions on the way forward.</p>
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Adaptation

<p>Flexibility with work plans and procurement that allow adaptations to be made to pre-defined outputs</p>	<p>Though project workplans set out the intended actions and outcomes, Jungle Aid is able to adapt workplans and procurement when required to ensure the community receives maximum benefit in the face of unexpected obstacles or successes. The use of real time data and effective governance is essential in enabling adaptation.</p> <p>Mechanisms that support Jungle Aid's adaptive approach include:</p> <ul style="list-style-type: none"> ● <i>Annual Area Budgeting:</i> At the start of each year, Area Managers will complete an Indicative Area Budget with proposed timings and costs for new high priority projects and current projects that have ongoing funding needs, and submit it to the Board. Provisional approval will be given for projects that are likely to be within Jungle Aid's resources and capacity. Funds may be ringfenced for some priority projects. The information will feed into fundraising activity which will be based upon project needs. Quarterly Board reviews of the budget and resources may then lead to amendments to project timings, scope or focus. ● <i>Adaptive project resourcing:</i> The number and timing of trips to each community will be based on the level of activity. Jungle Aid may change the schedule of trips based upon the need rather than sticking to a long-term schedule. Also, resources with particular skills will be diverted to where they are needed most. An Area Manager may switch community to oversee a particular project. Area Managers may also be rotated amongst communities. ● <i>Continual monitoring and oversight:</i> The MEL Coordinator will review medical trip records and project progress data based on reports and discussions with Area Managers to identify achievements to be communicated and deficits/risks to be addressed. Discussions with Area Managers will cover how deficits/risks may be addressed (e.g. the need for a technical specialist, additional funding, amendment to project scope) and conclusions may be raised to the CEO or Board as necessary.
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8. Funding and Financial Management

8.1. Funding Sources

Funding and sponsorship to date has largely been reliant on one-off or repeat donations and contributions from private individuals or small companies. As a result, funding has been somewhat 'lumpy' and unpredictable, and therefore better suited to small scale projects. The uncertainty around the funding stream has created barriers to planning for larger-scale or longer-term projects.

Individual and small company donations will remain an important part of Jungle Aid's funding mix, however additional funding streams will be pursued going forward. The type and scale of funding sought will be better aligned to types and scale of projects planned. Specifically, funding from large corporates, public sector sources and NGOs will be pursued. Funding from these sources will be larger in scale and will have a higher burden on Jungle Aid's project delivery and monitoring capacity since it will be necessary for donors to have clear visibility of how specifically funds are being used and the impact that has resulted.

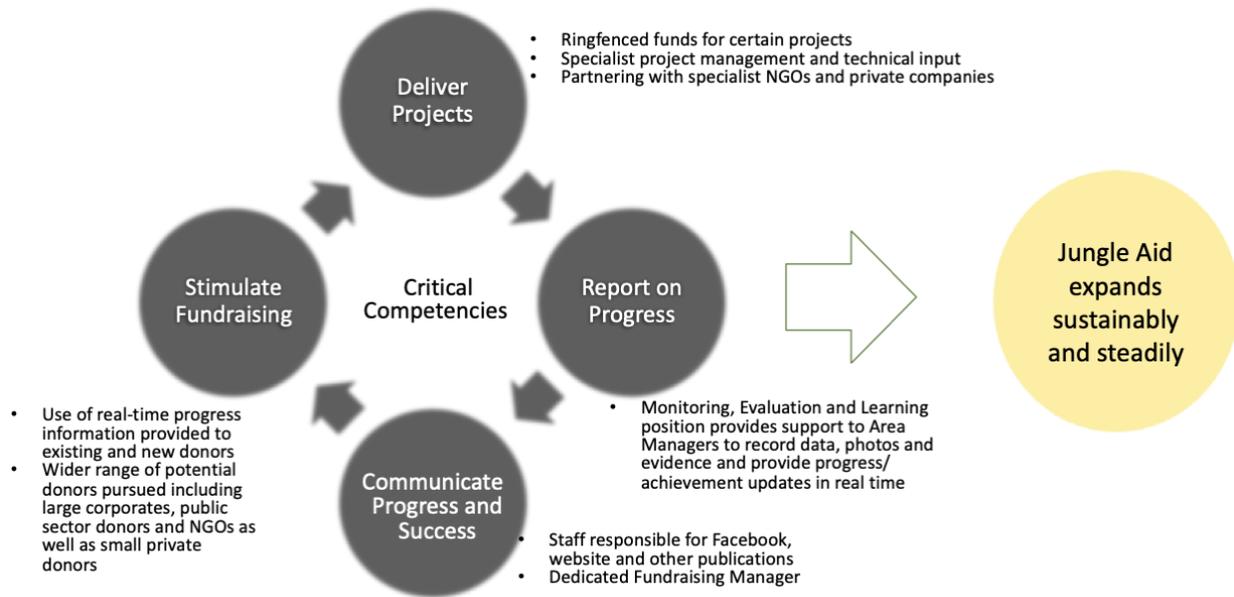
8.2. Funding Key Success Factors

A higher level of funding that flows more predictably, is contingent on Jungle Aid having effective internal competencies in the following areas:

- Strong capacity for project delivery according to the expectations of donors
- Being able to monitor and report on project progress in real time
- Being able to demonstrate transparency through the effective communication of project progress internally and to donors in real time

Figure 2 below shows how critical internal competencies will drive the expansion of Jungle Aid.

Figure 2: Critical Competencies



To meet these demands, project delivery and monitoring and reporting will undergo further improvement through several mechanisms:

- Project managers and technical specialists with deep, relevant technical skills who are assigned to large complex projects
- Potential partnerships with private, public and NGO sector organisations where project delivery improvements will result. Partnerships may be voluntary or partners may be sub-contracted
- A Monitoring, Evaluation and Learning Coordinator with responsibility for working with Area Managers to ensure that project reports and records are maintained in real time and that information is available to internal and external audiences according to a MEL Strategy

8.3. Allocation of Funds

The Jungle Aid Board will determine what proportion of funds available should be allocated to particular activities according to policies and procedures that will be developed to govern decision-making relating to funds allocation. The following principles will underpin these policies and procedures:

- A significant majority of funds received will reach beneficiaries in the form of -

- Goods, goods in kind and infrastructure that support sustainable development -
- Services that support sustainable development and which are provided by Jungle Aid, or public, private or NGO sector partners
- Administrative costs and overheads will be minimised (including travel and accommodation expenses, legal, HR, finance, facilities and IT), but it is recognised that these costs are unavoidable to an extent and facilitate the smooth running of the organisation

8.4. Fundraising Coordinator

Jungle Aid will appoint a Fundraising Coordinator who will have overall responsibility for all aspects of fundraising. The Fundraising Coordinator will present an overall fundraising strategy to the Board and on an annual basis will prepare an annual fundraising plan that will be based on the funding requirements of indicative project plans provided by the Area Managers and provisionally approved by the Board.

9. People, Organisation and Governance

9.1. People and Organisation

Jungle Aid has continually been able to attract large numbers of passionate and motivated volunteers with a range of technical skills who have been prepared to give much of their time and goodwill to support our mission.

Many volunteers have worked with Jungle Aid over several years. Some having conducted a range of roles, demonstrating a can-do attitude and contributing to the positive culture of Jungle Aid.

Jungle Aid aims to ensure that this support through a pool of volunteers continues by ensuring that:

- Jungle Aid is able to attract and retain people with appropriate skills and experience, particularly for core team roles
- Core team roles can be filled rapidly with the right staff and turnover within these roles is low
- Jungle Aid understands and makes the most of its people's skills, experience and motivations
- It is known across Jungle Aid who is doing which role
- Major HR activities are supported by formal policies

Jungle Aid will meet these principles in the following practical ways:

- Recruitment and screening of people will allow new recruits to understand the needs and expectations of the organisation and for Jungle Aid to get to know the people, their skills and motivations - Each potential recruit will be interviewed by a member of the core team - Periodic recruitment 'orientations' will facilitate information sharing between Jungle Aid and potential team members
- Allocation of people to roles will ensure that: - Core team and critical project roles are filled by people with the right skills as a priority - People may be rotated amongst roles to ensure this is the case
- Where it is not possible to attract volunteers for critical roles, Jungle Aid may ringfence funds for the payment of fees and allowable expenses for a fixed term -
 - Such roles will be linked to high priority, time-limited projects -

- Such roles are likely to require deep technical skills, knowledge and/or extensive experience -
- The projects may be community facing or focused on internal Jungle Aid development - Specific terms of reference will be drawn up for such roles
- Internal communication across Jungle Aid will ensure that everyone knows who is doing which role at any given time - Internal communication will be an activity allocated to a core team role
- Standard HR policies and procedures will be in place to cover the main HR events such as: -
 - Recruitment,
 - Assignment to roles,
 - Performance expectations/management,
 - Retrenchment

As Jungle Aid grows steadily in terms of the numbers of beneficiaries, projects, and the level of funds generated, the number of people working for Jungle Aid is likely to increase accordingly.

The present flat hierarchy has served Jungle Aid well to date. It enables rapid decision making to take place by front-line staff and fast access to CEO for critical decisions such as those relating to finance.

As Jungle Aid expands, and the attention of the CEO is spread across a larger number of activities, new roles that report direct to the CEO will be required. The right level of delegation through a more hierarchical structure will enable oversight and control to be maintained without hindering decision-making quality or time.

The following new roles will be introduced;

- Monitoring, Evaluation and Learning (MEL) Coordinator: Develop the MEL strategy and establish and operate MEL processes including internal and external communication. This role may be done by a new role of PA to the CEO
- Fundraising Coordinator: Coordinate the full range of fundraising activities that JA conducts including events, public relations, donations and relationships with donors
- Additional Area Managers: All activities undertaken by Jungle Aid will be overseen by dedicated 'Area Managers'. These activities range from projects in

local communities to work to support vulnerable individuals and groups in and around Hua Hin. As the number of beneficiaries expands as well as their geographic location, additional Area Managers will be required.

- Further, two important activities will be formalised and incorporated into existing roles: meeting and recruiting new team members, and establishing a strong and stable link with Hua Hin hospital to manage referrals

9.2. Governance

Jungle Aid's governance arrangements are described in the basic documents that formed the basis of the application for Foundation status.

Jungle Aid has a stable Board with clear terms of reference and policies that cover the most important aspects of its business. The 'Project Board' is a subsidiary committee of the Board, its purpose is to oversee projects on behalf of the Board, by providing summary communication and escalating specific matters to the Board.

One of the key roles of the Board is to ensure effective governance. The Board has responsibility to continually monitor how well all aspects of the governance arrangements are operating. Over the period of the strategy, particular attention will be given to the following:

- Close coordination between the Board and Area Managers - This is essential for appropriate project prioritisation, approval, oversight and delivery - Board members will be encouraged to participate in trips to communities and even to participate in projects where appropriate - Area Managers will be encouraged to meet with Board members when in Hua Hin; this may be in a work context or more informally
- Oversight of project progress - The Project Board is the governance body tasked with overseeing project progress, however individual governance arrangements may apply to particularly large or complex projects. Oversight will be strengthened through the creation of a specific role, MEL Coordinator, that works with Area Managers to ensure that Jungle Aid monitors and records progress comprehensively and in real time. The MEL Coordinator is a member of the Project Board and may chair that committee under delegated authority of the CEO.

- Communication across Jungle Aid - Since Jungle Aid operates across a large geographic area, which includes Hua Hin and surroundings, remote field locations on the Myanmar border and Bangkok, it is not straightforward for all staff to be in close communication with others. As such mechanisms that facilitate and improve internal communication will be monitored and enhanced. These include better use of technology and formal and informal communication events. Further, the new role of MEL Coordinator is likely to have specific responsibilities in relation to internal (and external) communication.

10. Monitoring, Evaluation and Learning (MEL)

Project monitoring, evaluation and learning will be guided by the following principles:

- Real-time data and evidence of progress of each project will be available for internal and external use
- The leadership team and Board will have real-time visibility of the progress of all projects in all locations

Jungle Aid will meet the principles through the following practical arrangements

- A MEL Coordinator will be appointed who could be the PA to the CEO
- The MEL Coordinator will: - Develop a MEL strategy that will describe how MEL activities will be conducted across Jungle Aid at organisational level and at project level - Ensure that project records are maintained and up-to-date by supporting Area Managers with reporting and following up with Area Managers to get records where gaps in data exist - Establish regular reporting based on a standard set of reports that include; medical clinic data sheets after every clinic, medical trip newsletters after every trip, project progress reports, regular reporting against one or two key success indicators - Ensure that up to date project records are available on a shared drive - Act as the main point of contact for Jungle Aid staff who require project progress information

The MEL strategy will be key to defining the details of how MEL activity will take place within Jungle Aid and will be developed as a matter of priority.

The MEL coordinator will also track progress against the Jungle Aid Strategic Plan 2019 – 2023 and report progress to the Board.