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StudyBeyondBorders Organisation

POLICY

SBB CAMBODIA POLICY ON POLICIES

Change begins with Education

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SBB CAMBODIA POLICY ON POLICIES

1. STUDYBEYONDBORDERS IN CAMBODIA OVERVIEW

StudyBeyondBorders in Cambodia (**SBB Cambodia**) is a local Cambodian non-government organisation operating in rural areas of Battambang, Oddar Meanchey, and Siem Reap Provinces. The organisation is supported by an alliance of registered development organisations in Australia (SBBA), the UK (SBBUK), and Ireland (SBI).

SBB Cambodia (SBBC) aims to build capability within Cambodian education policy-making, leadership, mentoring, and training to equip and motivate teachers to provide quality education to children. The organisation is committed to supporting systemic change so that educators are proud to work in the teaching profession and are highly respected by parents, communities, and peers. To this end, SBBC conducts programs to mentor education leaders, upskill teachers, engage parents and communities, and develop resources that together enable the delivery of quality education to school children. The organisation seeks to embed all its work at the school, district, provincial, and national levels.

2. PURPOSE

The purpose of this policy, known as the ‘Policy on Policies,’ is to define the process by which SBB Cambodia policies are developed, approved, and maintained. This ensures that policies:

- Are developed systematically and regularly reviewed for relevance and accuracy.
- Are easy to locate, read, and understand.
- Align with SBBC’s mission and comply with regulatory and statutory requirements.
- Minimise institutional risks and support operational, academic, and governance best practices.

This policy establishes a structured and transparent approach to policy creation, implementation, and revision. It should be read in conjunction with the **Policy Development Procedure** referred to in Section 4 below, which provides detailed guidance on drafting and approval processes.

3. SCOPE

This policy applies to all units of SBBC, including organisational structures and activities, education program delivery, education research and other education activities and administrative and centralised functions. It governs the development, approval, implementation, and maintenance of all SBB Cambodia policies, ensuring a consistent framework for policy management across the organisation. This policy applies to the creation of new policies as well as the revision and updating of existing policies and associated documents.

4. DEFINITIONS

4.1. *Policy*

A policy is a formal statement of intent that guides decision-making and standardises practices across the organisation. Policies provide a consistent framework for governance, promote compliance with funding partners and donors, legal and regulatory requirements, and align with SBBC’s mission and

strategic goals. Policies may be supported by procedures, templates, manuals or guidelines to facilitate implementation. Policies are reviewed periodically to ensure continued relevance and effectiveness.

4.2. Types of Policy

An **Organisation** policy applies broadly across education and administrative units and is subject to approval by the appropriate committee and/or governing body. Once approved, compliance is mandatory. This **Policy on Policies** is an organisation policy.

A **Quality Education** policy applies to all education initiatives, activities, programs and research. SBBC-Education policies relate to the purpose, governance, integrity and quality assurance of educational activities, education programs and education research. Education Policies are overseen by the **Quality Education Committee**.

4.3. Procedure

A procedure is a structured set of steps outlining how a policy is implemented. It provides operational guidance on roles, responsibilities, and actions to ensure consistency and compliance in execution.

Procedures support policies and are regularly reviewed to remain effective. While most procedures do not require formal Board approval, those related to regulatory compliance or institutional risk may be subject to additional oversight.

New procedures and changes to existing procedures are signed off by the Senior Leadership Team or delegated person.

4.4. Executive Owner

The Executive Owner is a senior leader responsible for ensuring that a policy aligns with the SBBC's strategic priorities, complies with relevant regulations, and remains fit for purpose. They provide oversight, ensure resourcing for implementation, and may be involved in high-level decision-making related to the policy.

4.5. Policy Manager

The Policy Manager is responsible for the operational oversight of a policy, including all associated supporting documents such as procedures, templates, forms, checklists, and guidelines. Their responsibilities include ensuring proper implementation, tracking revisions, maintaining accessibility, and coordinating stakeholder input. They facilitate periodic reviews to ensure both the policy, and its supporting documents remain up to date and fit for purpose.

The Policy Manager acts as a liaison between policy users and governance structures to support compliance and effective application.

This also applies to the Procedure Manager.

4.6. Approval Body

The Approval Body is the decision-making entity responsible for formally reviewing and approving policies. Depending on the nature of the policy, policy development may involve the Senior

Leadership Team, Strategic Review Committee and the Quality Education Committee before approval by the SBB Cambodia Board of Trustees.

The Approval Body ensures that policies align with the SBBC's strategic objectives, regulatory requirements, and governance framework. They may also oversee amendments to policies and significant procedural changes where required.

SBB Cambodia Governance and Approval Bodies include:

1. Strategic Review Committee – SBB Cambodia at the strategic level
2. Senior Leadership Team – SBB Cambodia-wide operational management procedures and manuals
3. SBB Cambodia Board of Trustees – SBBC-wide strategic policies and some procedures relating to regulatory compliance or institutional risk
4. Quality Education Committee – SBB Cambodia-education guiding documents (including education research)

4.7. Projects

SBB Cambodia defines a **project** as an organised, managed and defined set of activities intended to achieve specified goals and outcomes for a target group. Project funding and resource allocations are managed and subject to Organisation Policies. All projects are governed by the **Project Lifecycle Policy** for which the **Senior Leadership Team** is the **Executive Owner** and the **SBB Cambodia Board** is the **Approval Body**.

4.7 (a) **Australian NGO Cooperation Program (ANCP) Projects** in SBB Cambodia are projects funded through ANCP and SBB Australia. These projects are subject to specific governance arrangements as set out in section 4.11 below.

4.8. Education Activities and Initiatives

SBBC's **education activities and initiatives** encompass educational program delivery and related activities, education resources, short programs and workshops as well as education research and education collaborations. Education activities and initiatives are governed by **Quality Education Policies** as set out below.

4.9. Education programs

SBB Cambodia defines an **education program** as a well-defined, systematic set of purposeful educational activities intended to work together to achieve stated high-level objectives and to achieve positive education transformation over time. The **Transform Education Program** is the current education program of SBB Cambodia. Educational aspects of the design, development, monitoring and enhancement of education programs are governed by the **Quality Education Policies** as set out below.

4.10. Policy Framework

The table below sets out the policy framework for SBB Cambodia activities and the inter-relationship between projects and programs.

Activity	Definition	Example	Governing Policies
Projects	Organised, managed and defined set of activities intended to achieve specified goals and outcomes for a target group	Delivery of Transform Education in a specified district	(i) Organisation Policies for overall management (ii) Quality Education policies for the education aspects
Education programs	Well-defined, systematic set of educational interventions intended to work together to achieve stated high-level objectives and to achieve positive education transformation over time	Transform Education Program (note: this program may be delivered within several different projects)	(i) Quality Education policies for the education aspects (ii) Organisation Policies for overall management
Other education activities and initiatives including education research	Education resources, short programs and workshops as well as education research and education collaborations	EPIC Alliance activities and EPIC Summit	(i) Quality Education policies for the education aspects (ii) Organisation Policies for overall management

4.11. Policy Governance Framework

The table below sets out the policy governance framework for SBB Cambodia activities

Policy Type	Executive Owner	Policy Manager	Approval Body (Executive Level)	Approval Body at Governing Body and inter-board level
Policies on Projects	General Manager Shared Services or Nominated and named SLT Team member	MEAL Focal Person	(i) Senior Leadership Team	(i) SBB Cambodia Board (ii) For ANCP Projects the CEO-IO consulted

Policies on Education Programs	General Manager Programs	Transform Education Project Managers	(i) Quality Education Committee (ii) Senior Leadership Team	(i) SBB Cambodia Board (ii) For program delivered through an ANCP Project the CEO-IO consulted
Policies on other education activities and initiatives	Education Lead	Education Senior Project Managers	(i) Quality Education Committee (ii) Senior Leadership Team	(i) SBB Cambodia Board (ii) where the activities are funded through ANCP, the CEO-IO consulted

5. POLICY STATEMENT

All policies shall:

- Be developed in accordance with this policy.
- Use a standardised format and clear, accessible language, refer to Appendix B.
- Be formally approved by the appropriate governing body, in accordance with the approval pathways set out in the **Policy Development Procedure**.
- Be published clearly and consistently. Public-facing policies will be published externally on the SBBC website, while internal-use policies and procedures will be published on the StudyBeyondBorders G-Drive, accessible by staff and/or learners, as appropriate.
- Have accessibility levels clearly indicated using the suffix codes.
- Be subject to a regular review cycle, generally every three years, to maintain currency, effectiveness, and alignment with institutional and regulatory changes. Each policy will specify the next scheduled review month and year. Informal reviews may occur more frequently if required due to significant internal or external changes. Extensions beyond the three-year review cycle must be justified and formally approved by the relevant Approval Body.
- Be distinct from related supporting documents (e.g. procedures, templates, guidelines).
- Be complied with by all individuals responsible for the drafting, updating, approval, and distribution of policies.
- Have no conflict with this framework, and existing policies shall be updated in alignment with this policy upon revision.

6. ROLES AND RESPONSIBILITIES

1. **Executive Owner** provides strategic oversight of the SBBC's policy framework, ensuring alignment with governance and regulatory requirements.

2. **Policy Manager** manages the policy lifecycle, including drafting, consultation, approval processes, publication, indexing, and periodic review. Also, Policy Manager ensures alignment with the Policy & Document Indexing Style Guide.
3. **Approval Bodies** review and formally approve policies within their scope, following governance structures outlined in the Approval Process Framework.
4. **General Manager Shared Services** maintains responsibility for the overall policy framework, ensures policies adhere to governance structures, and provides guidance on development, consultation, and approval.
5. **All Staff & Policy Stakeholders** participate in policy consultation, provide feedback, and comply with all SBB Cambodia policies

7. COMPLIANCE & MONITORING

The General Manager Shared Services is responsible for monitoring compliance with this policy and ensuring it remains effective. This policy shall be reviewed every three years or sooner if significant changes to governance structures or regulatory requirements occur.

Effectiveness of this policy will be measured by:

1. A standardised presentation of policies in alignment with the **Policy Template and Document Indexing Style Guide**, refer to Appendix A and Appendix B.
2. Clarity and transparency regarding policy location, interpretation, and approval processes.
3. Evidence of policies being correctly developed, reviewed, and approved in accordance with this framework.
4. Use of the Policy Tracker, maintained by General Manager Shared Services, which provides a live record of all approved policies, including version control, review cycles, and ownership.

8. VERSION CONTROL

Policy version control shall follow the following format:

Reference Code	Example: CVPP/06/2024	Methodology: Use a shortcut from the policy title + approval date (month/year). e.g: "Child and Vulnerable People Protection Policy, approved June 2024" becomes CVPP/06/2024.
Executive Owner	(Job Title)	Refer to 4.4 and 4.11.
Policy/Procedure Manager	(Job Title)	Refer to 4.5 and 4.11.
Effectiveness Approval Body	(Name Team)	Refer to 4.6 and 4.11.
Date Approved	DD/MM/YYYY	
Effective Date	DD/MM/YYYY	This may differ from the approved date.
Next Formal Review	DD/MM/YYYY	Three years from the approved date.
Version Number	Vx.x	Versions reflect approvals by the designated approval body.

		V1.0: First approval by the approval body. V2.0: Second approval by the approval body (e.g., during the 3-year review cycle). Sub-versions indicate amendments approved by the Committee or the Managing Director prior to a full 3-year review. Example: V1.1 = Original V1.0 (approved by approval body) + amendments by Committee/the Managing Director.
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Note:

- The full document reference includes the approval date plus the version number for any delegated amendments.

Example: CVPP/06/2024/V1.0.

- The full document reference will be held in the footer of the document.
- The effective date and next formal review will be held in the footer of the cover page.

8. POLICY MANAGEMENT

This policy has been approved by the Board of Trustees of SBBC as noted below.

Amendments will be recommended to the Managing Director from time to time as deemed appropriate by the General Manager Shared Services, usually annually.

Formal reviews are recommended every three years from the anniversary date of approval by the Board.

Recommendations for minor changes can be approved by the Managing Director before the Board review every three years.

Reference Code	SBBCPOP/04/2026/V1.0
Executive Owner	The Managing Director
Policy Manager	The General Manager-Shared Services
Effectiveness Approval Body	SBB Cambodia Board
Date Approved	30/April/2026
Effective Date	01/May/2026

Policy

Next Formal Review	01/May/2029
Version Number	V1.0

Appendix A: Policy Template

POLICY ON POLICIES

1. STUDYBEYONDBORDERS IN CAMBODIA OVERVIEW

StudyBeyondBorders in Cambodia (**SBB Cambodia**) is a local Cambodian non-government organisation operating in rural areas of Battambang, Oddar Meanchey, and Siem Reap Provinces. The organisation is supported by an alliance of registered development organisations in Australia (SBBA), the UK (SBBUK), and Ireland (SBI).

SBB Cambodia (SBBC) aims to build capability within Cambodian education policy-making, leadership, mentoring, and training to equip and motivate teachers to provide quality education to children. The organisation is committed to supporting systemic change so that educators are proud to work in the teaching profession and are highly respected by parents, communities, and peers. To this end, SBBC conducts programs to mentor education leaders, upskill teachers, engage parents and communities, and develop resources that together enable the delivery of quality education to schoolchildren. The organisation seeks to embed all its work at the school, district, provincial, and national levels.

2. INTRODUCTION

The Introduction provides the **context** for why the document exists in the first place, often mentioning the background, legal requirements or the specific problem the document aims to address.

3. PURPOSE OF THE POLICY

Defines the **Objective**. It answers the question: *“What is the specific goal we want to achieve by implementing these rules?”*.

4. SCOPE OF THIS POLICY

Defines the **boundaries**. It specifies:

- **Who** it applies to (all personnels or just specific personnel members)
- **What** activities are covered by this policy

5. DEFINITIONS

To avoid confusion, this section explains technical terms or words that have a special meaning within the document. It ensures everyone interprets those words or terms exactly the same way.

6. POLICY STATEMENT OR GUIDING PRINCIPLES

This is **the heart of the document**. It outlines the high-level rules, standards, and expectations the organisation has committed to. It isn't a step-by-step guide (those are usually "Procedures"), but rather a declaration of the organisation's stance on the issue.

7. REPORTING (Depends on Document)

Depending on the policy (like Whistleblowing or Health & Safety), this section explains **how to flag a violation or an incident**. It identifies who to contact, the required forms, and the timeline for reporting.

8. ASSOCIATED DOCUMENTS LIST

This provides a list of related documents, such as

- Guidelines And Procedure Details Etc.

9. POLICY MANAGEMENT

It tracks the governance of the policy, including the template below:

This policy has been approved by the Board of Trustees of SBBC as noted below.

Amendments will be recommended to the Managing Director from time to time as deemed appropriate by the General Manager Shared Services, usually annually.

Formal reviews are recommended every three years from the anniversary date of approval by the Board.

Recommendations for minor changes can be approved by the Managing Director before the Board review every three years.

Reference Code	CVPP/06/2024
Executive Owner	The Managing Director
Policy Manager	The General Manager-Shared Services
Effectiveness Approval Body	SBB Cambodia Board
Date Approved	DD/MM/2026
Effective Date	DD/MM/2026
Next Formal Review	DD/MM/2029
Version Number	V1.0

Appendix B: Document Indexing Style Guide

1. Standardized Format

A standardized format ensures that whether an employee is looking at a Privacy Policy or a Health & Safety Policy or any other policy, they know exactly where to find information.

- **Consistency:** Every policy should use the same font, heading sizes, and margins.
- **Visual Hierarchy:** Use bold headers and white space to separate sections.
- **Version Control:** Every standardized document must include a footer with the version number.

2. Index Styles

Decimal Numbering

- Level 1 Heading: The broad topic, e.g 1.; 2.
- Level 2 Sub-Heading: A category in that topic, e.g 1.1; 1.2.
- Level 3 Clause: The specific rule, e.g. 1.1.1; 1.1.2.

3. Appendix Labeling

Appendices are for "heavy lifting" content that would clutter the main policy. e.g.

Appendix A:

Appendix B:

4. Clear and Accessible Language

- The "Active Voice": Instead of saying "The hard hat must be worn by the employee," say "Employees must wear hard hats." It is shorter and more direct.
- Avoid using too many technical terms whenever possible.
- The "Must" vs. "Should" Rule:
Must: Indicates a mandatory requirement (a rule).
Should: Indicates a recommendation (best practice).
- Chunking: Use bullet points for lists of requirements rather than long, comma-heavy sentences.