

# ANNUAL REPORT 2014



Friends-International powers the following programs:



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## Acronyms used in this report

3PC	Partnership Program for the Protection of Children
AC	Alternative Care
AdCom	Advisory Committee (Laos)
AusAID	Australian Agency for International Development
BIG C	Border Intervention Group Committee
CM	Case Manager/ Management
CPP&P	Child Protection Policy & Procedures
CPD	Country Program Director
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
DJOP	Department of Juvenile Observation and Protection (Cambodia)
DoSVY	Department of Social Affairs, Veterans and Youth Rehabilitation (Cambodia)
EU	European Union
FAPP	Finance/Admin Policy & Procedures
FI	Friends-International
FISO	Friends-International Support Office
FSB	Friends Social Business
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
HACC	HIV/AIDS Coordinating Committee
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HR	Human Resources
IC	International Coordinator
IEC	Information, Education and Communication
ILO	International Labor Organization
ISPP	International School of Phnom Penh
ITB	International Tourism Board
ITP	Individual Training Plans
LNTA	Lao National Tourism Authority
LWC	Lao Women's Union
MoFA	Ministry of Foreign Affairs
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation (Cambodia)
MoSDHS	Ministry of Social Development and Human Security (Thailand)
MoT	Ministry of Tourism
MoU	Memorandum of Understanding
NAA	National AIDS Authority
NCHADS	National Centre for HIV/AIDS, Dermatology and STD Control
NGO	Non-Governmental Organization
NFE	Non-Formal Education
RUPP	Royal University of Phnom Penh
SB	Social Business

SoP	Standards of Practice/Procedures
SPSS	Statistical Package for the Social Sciences
STI	Sexually Transmitted Infection
TA	Technical Advisor / Technical Assistant
TH	Transitional Home
ToR	Terms of Reference
ToT	Training of Trainers
TREE	Training Restaurants for Employment and Entrepreneurship
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VT	Vocational Training

# FRIENDS-INTERNATIONAL MISSION

## Mission

To work with all members of society (children, youth, families, communities) to:

- **save lives:** protecting children and youth from all forms of abuse
- **build futures:** supporting marginalized urban children and youth to become functional, productive citizens of their countries.

## Values

Friends-International is committed to the values set forth in the International Convention on the Rights of the Child, and as such:

- All projects are **child-centred** and child-focused;
- All decisions are taken for the **best interest of the children and youth;**
- Work is carried out with and for marginalized urban children and youth in full **respect of their gender, religion, ethnicity, nationality, origin, health, legal, political and social backgrounds;**
- Services are designed so as to feed a **virtuous development cycle** and break the vicious poverty cycle;
- All projects build **sustainable futures** for the children, youth, families, communities and societies;
- Children/youth, teams and the organization are effectively **protected from abuse;**
- All services are designed in the spirit of **cooperation** and to avoid duplications and will not replace or go against Government policies and services;
- All **actions are positive** in nature: Friends-International strives to break the stereotypic images of victimized children and “pity charity” and instead promote images of empowerment, hope, and transformation;
- Networks developed for specific programs retain **transparency, integrity and accountability.**

Friends-International is committed to transparency and cost effectiveness in its work, administration and finances

## Strategy

Friends-International is a social enterprise that works with and for marginalized urban children and youth and their families to build their futures by:

- **protecting** urban children and youth from all forms of abuse within the scope of the International Convention of the Rights of the Child;
- **reintegrating** marginalized urban children and youth so they become actively involved in the development of their society;
- **preventing** urban children and youth from engaging in risky behavior and/or dangerous situations that compromise their futures;
- **improving** the way organizations work by promoting innovative and effective approaches with the active participation of the children and youth;
- **influencing** all tiers of society to provide supportive environments and adopt positive behavior changes.

Since 1994, Friends-International develops creative, innovative and holistic programs, building networks, support youth-led projects and establishing solid protection and support services within organizations, communities and all tiers of society while aiming to become self-sustainable.

# THE FRIENDS-INTERNATIONAL PROGRAMS

Friends-International (FI) is a social enterprise built around 4 main programs:

- Friends Programs: Together with children, families, dedicated teams and supporters, we build quality services that ensure that marginalized children and youth become functional and productive citizens of their country.
- CYTI Alliance: We work together with other NGOs and Government partners to coordinate initiatives, improve the quality of our services to marginalized children and youth and replicate successful projects and models in order to improve our overall impact.

- **ChildSafe Network:** Together with concerned individuals and strategic partners, we build a network that protects children from all forms of abuse through direct initiatives and behavior change.
- **Friends Social Businesses:** We build social businesses that aim at the highest social profit for the sustainable development of individuals, families, communities and society, while ensuring the sustainability of the organization.

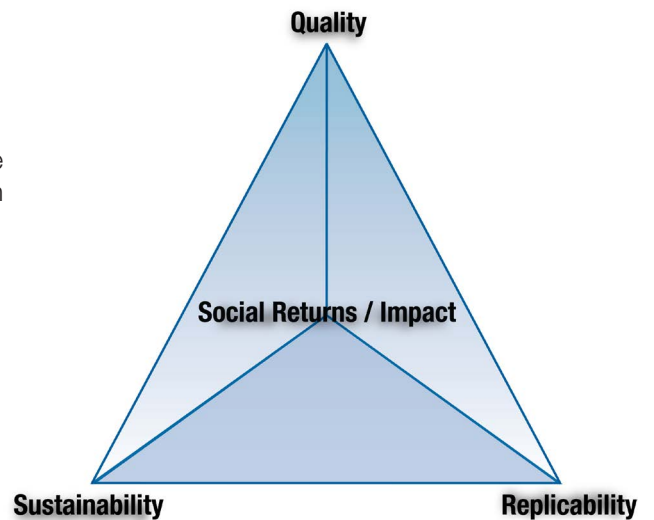
In addition, the following programs provide support to the above programs:

- **Monitoring, Evaluation & Research:** We provide technical information and support to all teams, including partners, to improve and develop services to marginalized children and youth.
- **Communications:** Through internal and external communications, we build a community of supporters within the countries we work in, on a wider international scene and between young people around the world.
- **Administration/Finance:** We build a strong, transparent and efficient administrative and financial system that supports the good implementation of all our programs.
- **Human Resources:** We develop a highly qualified team able to provide best services in good working conditions in line with international standards and national laws.
- **Grants:** We ensure that all Programs are sufficiently funding to allow all services to run smoothly

## THE FRIENDS-INTERNATIONAL PRIORITIES

In 2014, Friends-International continued working to reinforce its work as a social enterprise, focusing on our four main priorities:

- 1- To reach the highest **social return** and impact
- 2- To provide the best **quality** services to our clients
- 3- To **replicate** successful models in line with local realities
- 4- To ensure the **sustainability** of our programs



## FRIENDS-INTERNATIONAL PROGRAMS







To establish best practice projects and provide the highest standards of services to marginalized urban children and youth, their families and their communities and provide effective working models for strategic partners.

Current Friends Programs are:

- Cambodia: Friends Phnom Penh (Phnom Penh / Chom Chao)  
Kaliyan Mith (Siem Reap)  
Mith Samlanh (Phnom Penh) (NB. Localized Program)
- Indonesia: Teman Baik (Jakarta) (NB. Localized Program)
- Lao PDR: Peuan Mit (Vientiane)
- Thailand: Peuan Peuan (Bangkok / Aranyaprathet)

## SUMMARY:

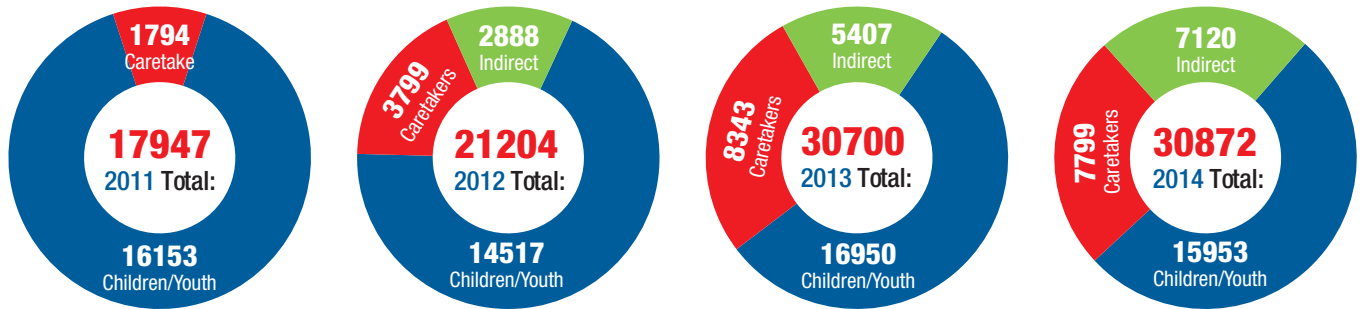
- 30,872 individuals reached - Cambodia 72%, Laos 13%, Thailand 12%, Indonesia 3% of the total
- 2,550,330 service events
- 390 children integrated into a family based environment (3% decrease)
- 283 families supported for income generation (26% increase)
- 857 students in Vocational Training (VT) (2% increase) and 270 youth in employment (10% increase)
- 1,142 children reintegrated into public school, (13% increase) and 3,377 children supported to stay in public school (10% increase)
- Departure of the International Coordinator for Programs (not replaced), but new position of International Coordinator for Technical Support created
- Decentralization of urban programs and services to community based service provision finalized in Siem Reap and Phnom Penh with development of Training Businesses and remedial/support schools in public school settings
- Expansion of reach to new target groups in all Programs (sex workers, construction workers, youth in prison/ conflict with the law...)
- Greater push in collaboration among Friends Programs and other Partners (cross-border, 3PC, Family+, Drugs...) and with Government partners (50 principle partners globally)



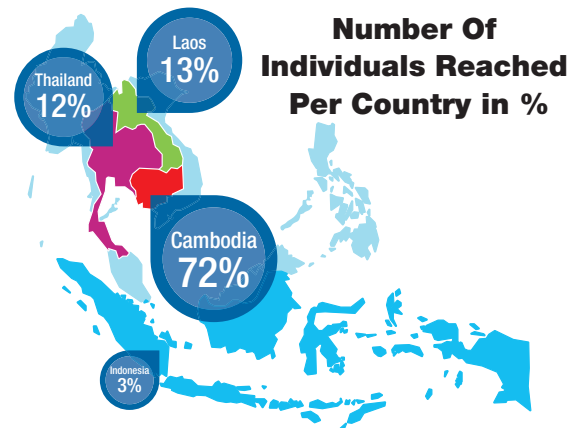
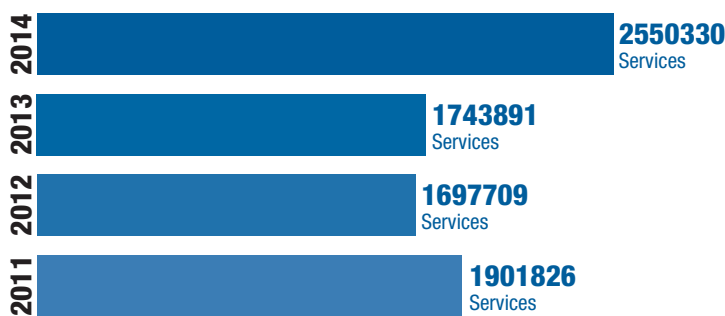
## STATISTICS

	Mith Samlanh Cambodia	Kaliyan Mith Siem Reap Cambodia	Kaliyan Mith Chom Chao Cambodia	Peuan Mit Vientiane Lao PDR	Peuan Peuan Bangkok Thailand	Peuan Peuan Aran Thailand	Temam Baik Jakarta Indonesia	TOTAL	TOTAL 2013
<b>Total Children and Youth</b>	9,286	2,277	476	1,527	977	765	645	<b>15,953</b>	16,950
<b>Total Caretakers</b>	4,679	1,419	90	850	277	313	171	<b>7,799</b>	8,343
<b>Total Indirect Beneficiaries</b>	1,698	1,148	270	1,642	790	1,460	112	<b>7,120</b>	5,407
<b>Total Beneficiaries</b>	<b>15,663</b>	<b>4,844</b>	<b>836</b>	<b>4,019</b>	<b>2,044</b>	<b>2,538</b>	<b>928</b>	<b>30,872</b>	<b>30,700</b>
<b>Total Services</b>	<b>2,204,768</b>	<b>229,983</b>	<b>18,518</b>	<b>31,707</b>	<b>10,327</b>	<b>48,839</b>	<b>6,188</b>	<b>2,550,330</b>	<b>1,743,891</b>
<b>Children in Friends remedial schools</b>	433	356	0	0	0	0	0	<b>789</b>	707
<b>Children reintegrated to public school</b>	524	293	26	145	19	124	11	<b>1,142</b>	1,009
<b>Children supported to remain in public school</b>	1,905	671	48	455	83	147	68	<b>3,377</b>	3,064
<b>Youth in vocational training</b>	530	215	12	83	1	13	3	<b>857</b>	843
<b>Youth placed in employment</b>	126	100	5	16	0	22	1	<b>270</b>	245
<b>Family members supported for training / apprenticeship</b>	198	19	4	31	7	24	0	<b>283</b>	225
<b>Family members supported for employment</b>	136	78	0	9	24	24	12	<b>283</b>	225
<b>Children provided safe lodging</b>	433	169	0	107	1	0	12	<b>722</b>	841
<b>Children/youth reintegrated in family</b>	154	92	1	5	0	7	0	<b>259</b>	402
<b>Children placed in foster care</b>	31	17	0	2	0	0	0	<b>50</b>	(incl. above)
<b>Youth supported in independent living</b>	32	49	0	0	0	0	0	<b>81</b>	(incl. above)
<b>Families receiving emergency support</b>	518	6	3	1	1	3	87	<b>619</b>	NA
<b>Children / youth in voluntary detox</b>	124	0	10	0	0	0	0	<b>134</b>	144
<b>Drug related services</b>	301,513	1,699	19,670	1,178	0	0	0	<b>324,060</b>	(incl. in Life Skills)
<b>Health related services</b>	120,562	5,202	3,406	3,892	302	1,612	131	<b>135,107</b>	130,649
<b>Life skills services</b>	845,057	20,050	14,386	7,138	2,513	13,864	1,078	<b>904,086</b>	667,671
<b>Non Formal Education</b>	126,933	32,403	0	8,551	1,358	1,665	693	<b>171,603</b>	136,296
<b>Condoms distributed</b>	301,168	19,350	49,098	1,728	363	1,343	0	<b>373,050</b>	401,080
<b>Clean syringes distributed / hygiene</b>	253,221	0	0	0	0	0	0	<b>253,221</b>	278,398

## Number of Individuals Reached By Year



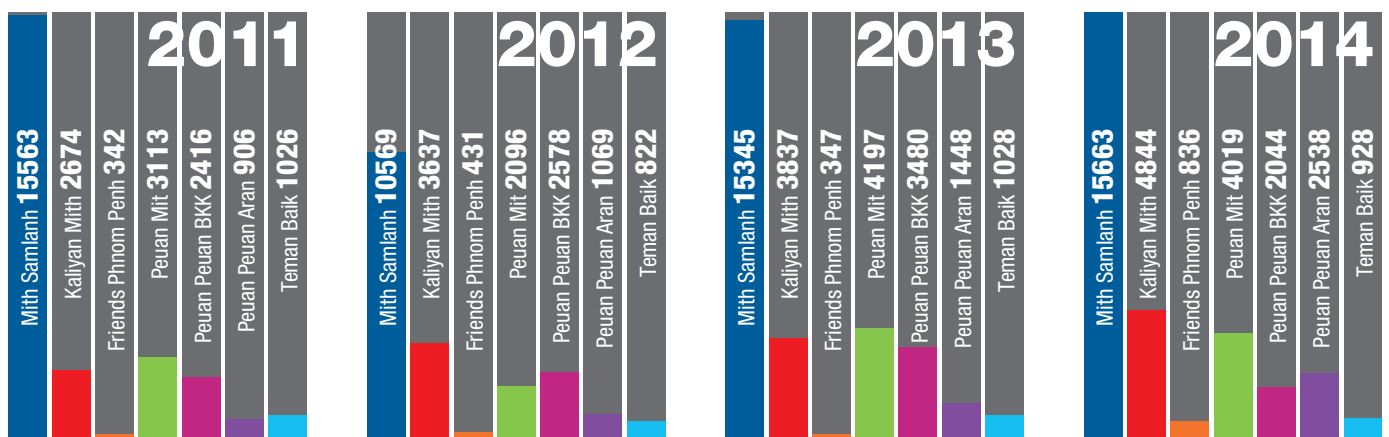
## Number of Service Events By Year

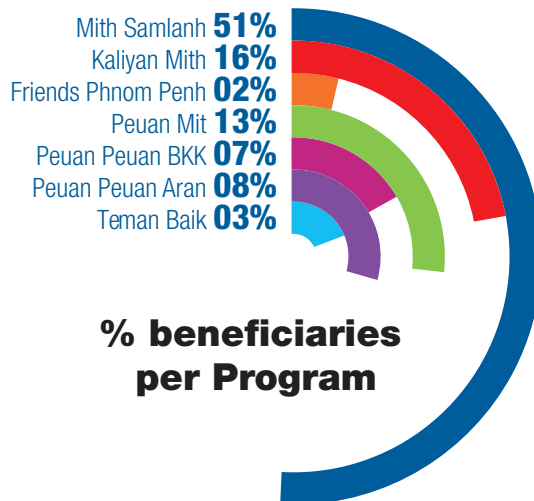


## Number of Individuals Reached per country

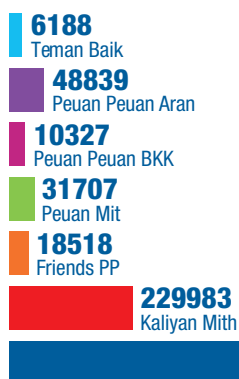
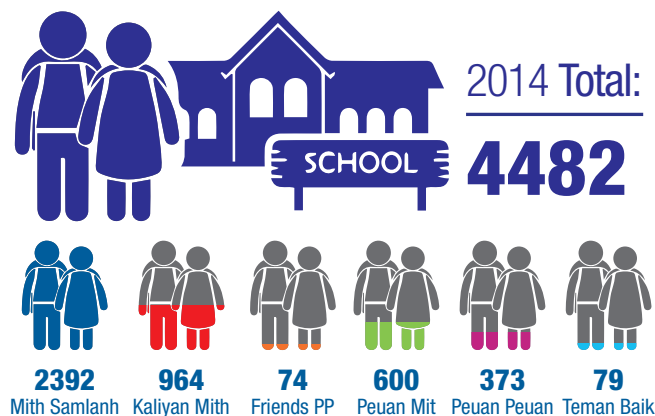
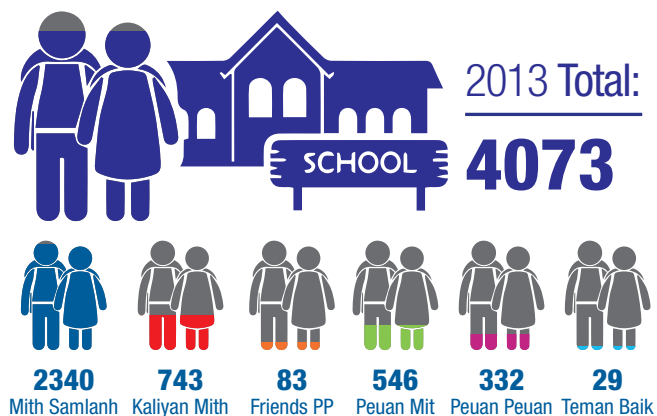
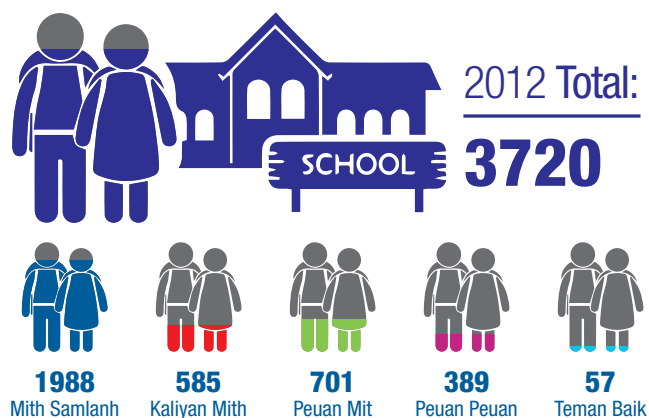
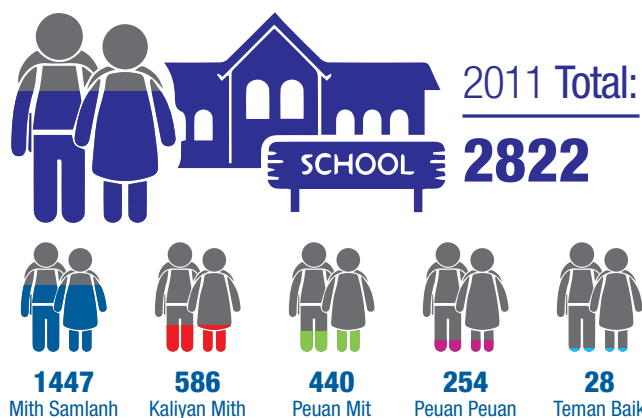


## Number of beneficiaries per Program



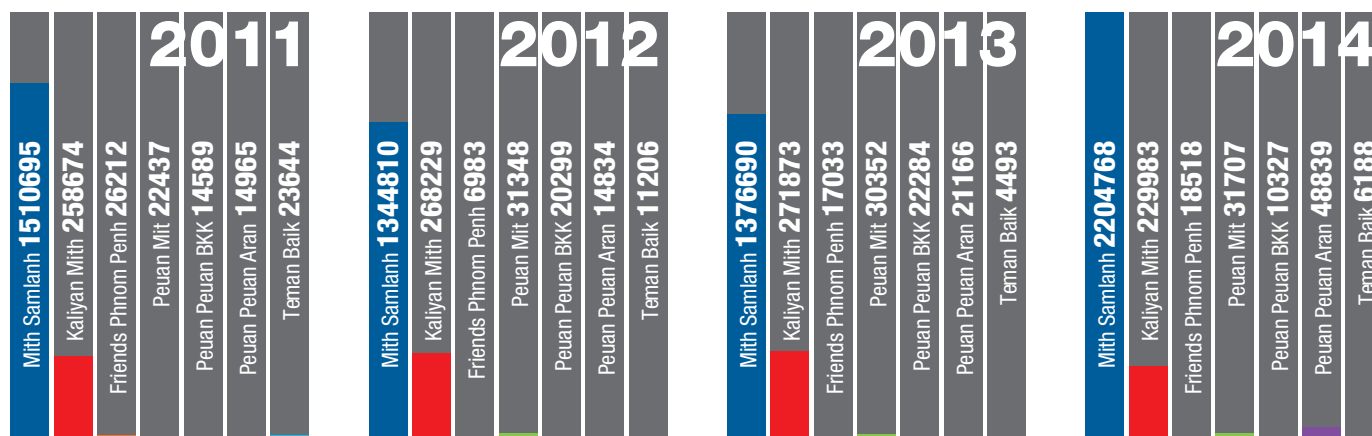


### Number of children supported to go to school

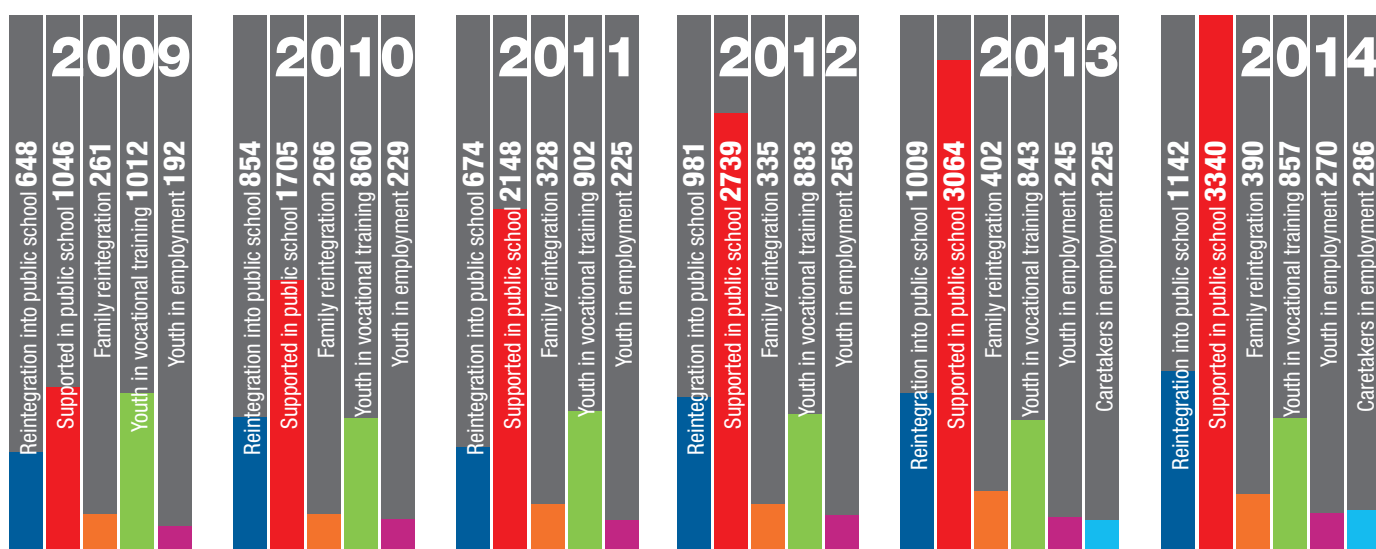


### Services Per Program

## Number Of Services Per Program Per Year



## Number Of Individuals By Category Of Service



# NARRATIVE

## 1. Quality: Friends Programs operate at the highest standards of service provision

### 2014-2018 Strategic Plan

All service-based Standards of Procedures / Guidebooks are developed, implemented and revised regularly

Data collection is improved and harmonized in all Programs

All Program staff receive training as per Individual Training Plans

### Result 2014

The following guidebooks were developed/revised:

- Family Reintegration Guidebook
- Foster Care Guidebook
- Independent Living Guidebook
- Apprenticeship Guidebook
- Job Placement (completed – to be validated)

### Child Protection

Child Protection refreshment training carried out with Mith Samlanh, Kaliyan Mith Siem Reap, Peuan Mit and Peuan Peuan. Following the increase of reports sent to FI about abuses in orphanages, the process for reporting these allegations to the relevant Ministry was created and shared

### Employment/Vocational Training

Continued the revision of the training curriculum for more adaptability and faster reintegration into employment:

- Updated curricula of Barber (and adapted for Kaliyan Mith)
- Updated curricula of Motor Mechanic (including student competency check list) and adapted for Kaliyan Mith and Peuan Mit
- Updated the Hospitality (Front desk / housekeeping / service) curriculum + training “on how to design and update a curriculum” for Makabata Guesthouse (CYTI)

- Training and support to Country Program Directors and Technical Advisors during the Annual Reporting 2013 and mid-term review 2014 ensured that the quality of data collection was improved.

- Streamlining carried out by the Technical Advisors in Thailand, Lao PDR, Mith Samlanh and Kaliyan Mith Siem Reap

### Database:

- Only FI Hotline & Mith Samlanh ChildSafe have used this database. This was due to staff changes leading to a lack of adequate technical support.
- The team is working on new tablet/phone based data collection systems.

- All programs conducted Basic Trainings and trainings specific to the staff specialty needs (“back pack”).
- Most staff received the training, except for a few staff from the hospitality team

### Middle Managers:

Extra training and support has been identified and provided with Mith Samlanh, Kaliyan Mith Siem Reap and Peuan Peuan programs.

A team of TA/ Trainers is trained and able to support Programs effectively

Regular monitoring and evaluation of Programs are carried out to identify areas of support, for lessons learned and sharing of good practice

### **Star Staff:**

Star staff identified in Mith Samlanh, Kaliyan Mith Siem Reap and Peuan Peuan and their development and career plans have been designed.

A new position of International Coordinator for Technical Support was created to support, train and coordinate the work of all Technical Advisors (TAs) to the Programs and the Partners.

Initial draft of the Technical Advisor Coordination Matrix was designed to improve coordination of support and identify gaps in Technical Support resources

Training of Trainers: High turn-over of TAs prevented systematic implementation of the training. However, 5 new trainers were added to the Trainers' pool

### **Quality of the support increased:**

- TAs are becoming increasingly mobile and spending more time with teams rather than in the office.
- Better communication across TAs and sectors
- Shift from a 'training' to a 'coaching' focus is well underway. Most work with Family+ partners now adopting a coaching model, and key local and international staff adopting this approach.

A new monitoring system "Go Green" was put in place allowing an easy and rapid overview of the progress of various projects

### **Mith Samlanh:**

- Mapping/survey of Phnom Penh finalized (by type of population, issues identified and number of people), followed by a reorganization of the work within 6 zones of intervention and the teams' operations with an objective of making the teams stronger and better able to provide holistic services (outreach, education, family support, etc.)
- Situation assessments of Foster Care and of independent living were carried out. This was accompanied by a restructure of staff, now placing the Transitional Home (TH) team under the reintegration team and one person is now dedicated to Foster Care.

### **Friends Phnom Penh:**

Assessment of the income generation project and the overall viability in the Chom Chao area was initiated

### **Kaliyan Mith Siem Reap:**

- 1 year evaluation of the pilot alcohol project indicated good results for this model.
- Foster Care project remains strong and has now been expanded for children aged under 6
- New community assessments in what will become a new community (Trapeang Ses - near Angkor Wat temple)

### **Peuan Peuan Thailand:**

- Child Protection in Government Shelters proposal was approved which requires further assessment in the shelters in 2015
- Assessment of income generating activities carried out (results published in 2015)

### Peuan Mit:

- Reviewed Outreach areas
- Initiated Job Placement evaluation (finalized in 2015)
- Prepared evaluation for the TH (to be carried out in 2015)

Support plans are defined per Program and implemented to ensure best practice service delivery

A Coordination Matrix was created to ensure a better organization of the training/support provided to Programs as well as to identify the gaps in support

Regular Skype meetings with the Country Program Directors and the Mid-Term review ensured a better monitoring of the support provided to Programs.

Friends Good Practices are recognized nationally and internationally

Improved recognition in various fields:

- **Alternative Care:** the Friends-International work is recognized at global level with Friends invited to join various international working groups and networks:
  - Member of the Interagency Guidelines on Reintegration steering committee that is coordinated by Family for Every Child
  - Member of the interagency initiative “Better Care, Better Volunteering”. Attended the interagency workshop in London in July
  - Attended the Lumos training on de-institutionalization in London in August which brought together NGOs, foundations and Government representatives.
- **Child Protection:** Australia’s Department of Foreign Affairs and Trade (DFAT) approached Friends-International to become a member of their Child Protection Panel (assessing DFAT Partners for their Child Protection systems) and was selected to build Child Protection Policies and systems in 84 Government shelters in Thailand
- **Migration:** Friends’ specialty is recognized by the Thai and Cambodian Governments and is invited to join inter-country coordination meetings

A Certification Committee for the CYTI Alliance was initiated but is not yet operational (the Friends Programs are members of the Alliance)

FI received the Child10 prize for its work in child protection (Stockholm) in the presence of HM the Queen of Sweden

It was decided against applying to the NGO Good Practice Program for Kaliyan Mith Siem Reap and Friends Phnom Penh because the value of the certification is questionable and its functioning is not independent enough to be fully transparent



**2. Sustainability:** Friends Programs are managed by local teams, in strong collaboration with local and national authorities and networks

International Program Support Team is operational and able to provide on-going support

The International Coordinator for Programs left mid-year and was not replaced (the position was evolved to become the International Coordinator for Technical Support). The Executive Director took on the responsibility of working directly with the Country Program Directors

A Technical Support Matrix for the coordination of Technical Support was created

Regular twice monthly Skype meetings were organized with every Country Program Director and their attached Technical Advisors to ensure regular update and support.

All Friends Programs are managed by local teams

- All Programs, except Teman Baik are run by a local Country Program Director
- Teman Baik is currently run by an expatriate interim Program Director who is training the future Program Director (in place mid 2015)
- Middle management capacity has been built at Peuan Peuan and Kaliyan Mith Siem Reap
- This process was not so successful at Mith Samlanh partly due to restructuring.
- Each Country Program Director was assessed for her/his technical support needs and a Technical Assistant was allocated based on needs (Thailand, Mith Samlanh, Lao PDR)
- The International Coordinators for Human Resources and Finance have provided on-going support in their fields

Collaboration with national authorities are active and efficient in all Programs

The following Memoranda of Understanding (MoU) renewals have been initiated:

- Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) Cambodia
- Ministry of Foreign Affairs and Ministry of Labour and Social Welfare in Lao PDR (expansion to Luang Prabang)
- Mith Samlanh's MoU with the Ministry of Education Youth and Sports was renewed in January for 3 years
- Mith Samlanh Reviewed draft MoU with MoSVY to be submitted to MoSVY in the first quarter of 2015.
- Mith Samlanh and Friends-International signed an MoU with the Municipality of Phnom Penh
- Kaliyan Mith signed an MoU with Provincial Department of Education, Youth and Sports to implement remedial classes in public class (January)
- Peuan Peuan prepared renewal of MoU with MoSDHS

New MoUs initiated include:

- Myanmar: Ministry of Foreign Affairs /Ministry of Social Welfare, Relief and Resettlement
- Cambodia: Ministry of Labour and Vocational Training

## **Cambodia**

### **• Mith Samlanh**

- Working closely with all levels of the Ministry of Social Affairs and the department of social affairs of Phnom Penh Municipality as well as police and other key Ministries (Education, Labour and Vocational Training)
- Started to work with Khan Daun Penh and a new Khan (7 Makara) to share information about the diversion system
- Training on Child Rights and Law was provided to 16 police officers (F: 1) in collaboration with Legal Aid of Cambodia. The trainings discussed Child Rights, diversion system, and the juvenile justice system in Cambodia
- Regular meetings with local authorities (Khans and Sangkat)

### **• Kaliyan Mith**

- Cooperation with the Municipality is on-going
- Meeting with Bakong district governor about tourists visiting the dump-site: dumpsite management seems to be stopping some tourists from visiting (not all)
- Collaboration with the Department of Social Affairs: shared 4 cases and supported the Case Management of children referred from orphanages being closed down by the Government
- 6 government staff from 4 relevant provincial departments are remaining engaged in capacity building trainings in all the fields of the program.

## **Lao PDR**

- AdCom meeting enabled high level coordination with all Government partners (conducted in Q3)
- Vientiane Municipality continued to allow Peuan Mit to use the Drop In Center (Municipality property)

## **Thailand:**

- MoU with Department of Juvenile Observation and Protection (DJOP), Srakaew : Working and supporting center staff in family assessment/tracing and case referral to partner/ job placement for youth
- MoU with DJOP-central: Providing services for young people related to employment: job readiness, skill training referrals, job placement.
- MoU with MoSDHS and other 4 agencies (Bangkok Metropolitan Administration, Royal Thai Police, 3 local NGOs) to “put order to street beggars”: Friends Thailand focus on the support to screen and monitor Cambodian beggars, including children
- Collaboration with Bangkok Metropolitan Administration:
  - Referral assistance, commitment and presence (visibly and support) have led to high level agreement and partnership collaboration.
  - Negotiation with Bangkok Metropolitan Administration to reinforce collaboration in Case Management and increase numbers of beneficiaries in targeted areas under Bangkok Metropolitan Administration
  - Referral partnership to be strengthen under Vocational Training Restaurant

## **Indonesia**

- Operational permit has been secured with the Provincial Department of Social Affairs.
- Ongoing collaboration in all target areas with good relationships established: activities conducted one time per week in a government building, regular referrals to government services etc.

Collaboration with local donor and corporate communities are active and efficient in all Programs

All Programs increase their financial sustainability through vocational training businesses aiming at 60%

Collaboration with local and national networks relevant to the Programs' work are operational

**Thailand:** IKEA became the main donor to the new Training Restaurant being established in Bangkok

**Indonesia:** initial contacts were established with local corporates

In all locations increased collaboration through the ChildSafe Program

**Friends total:** 38% (2013: 38%)

**Phnom Penh** (including HQ): 18% (2013: 16%)

**Mith Samlanh:** 55% (2013: 56%)

**Siem Reap:** 35% (2013: 27%)

**Lao PDR:**

- 29% (2013: 46%)
- Total income went down by 11% , due primarily to low earnings from Makphet in the 4 months post-relocation
- Profitability was adversely affected by one-off expenses related to the move of Makphet (incl. renovations and paying double rent), as well as increases in Home Based Production cost of goods sold

**Thailand:** 6% (2013: 5%)

**Indonesia:** 0% (no social business in place)

**Cambodia**

- Cooperated with Cambodian Street Children Network members and 3PC partners to conduct the street children snapshot survey on outreach with 2,270 (F: 905) children/youth in Phnom Penh in November 2014.
- Joined coordination meetings where useful e.g. 3PC, Family+, NGO CRC, NEP, NAA, NCHADS, MEDICAM, NOVC.
- 1 Foster Care Committee meeting was conducted at MoSVY to discuss the new strategic plan and draft of ToR of foster care committee (February). The 2nd foster care sub-committee meeting was organized by Mith Samlanh and FI with 8 NGO Partners - M'lop Tapang, Damnok Toek, Komar Rikreay, Kaliyan Mith Siem Reap, M'lop Children's Home, M'lop Russey, Hagar and Friends-International) to discuss the definition of short and long foster care and the foster care contract guidelines.
- Friends-International facilitated some meetings: Substance User Program (Drugs), Foster Care Working Group
- Siem Reap monthly social workers meeting
- Siem Reap Disability Network Meeting (monthly)
- Coordination with Prison Authorities

**Lao PDR**

- TREE Technical Advisor in Luang Prabang has followed up with NGOs and local organizations
- Coordination with 7 organization working on the implementation of ChildSafe

### **Thailand**

- Presented to the Office of Promotion and Protection of Children, Youth, Elderly, and Vulnerable Groups to share information about the situation of street living children in Bangkok and the services we provide.
- Joined meetings with the Migrant Working Group
- Coordination of Thailand child protection hotlines
- International Child Protection Network / Child Exploitation and Online Protection Centre (UK) / British Council
- CRC Coalition (with 34 CSOs) working on indicator of CRC for Thailand
- CSO's health network for unwanted pregnancy
- MWG (Migrant Working Group)
- The Cambodian and Thailand Anti- Human Trafficking Network (BIG C)

### **Indonesia**

Registration as a social services organization with the Department of Social Welfare gives access to information, events and networking opportunities with other local NGOs active in Jakarta. Coordination with International NGOs has also continued

**3. Replication:** Friends Programs develop around defined strategic priorities (geographical / topical) and gap analysis and cross-fertilize while being best practice models for other organizations

**Migration** specialty developed and recognized

Migration has been highlighted as a key factor in family separation. FI need a more coherent strategy around our work in this area.

Exchanges have increased this year:

- Peuan Peuan collaborated with Damnok Toek and Kaliyan Mith Siem Reap on situation of migrant workers, deportation/repatriation of migrants and income generation
- Collaboration between 3PC partners and Thai partners: shared experience through exposure visit: M'Lop Tapang and Damnok Toek went to Thailand visit Peuan Peuan and a Thai partner came to visit partners in Cambodia
- Some 3PC are partners are part of network at the border (BIG C) gathering Government and NGOs
- ChildSafe on Migration being duplicated in Thailand
- Komar Rikreay received referral cases from Peuan Peuan and from Transit Centre of Poipet.

Friends Thailand is a leading agency joining various high level Government meetings aiming at both coordinating the repatriation efforts and to develop and improve the pre-departure work in the Government shelters:

- Strengthened relationship with Sakaew Department of Labour through providing translation services at a workshop for migrant workers and through providing information to returning migrants at the One Stop Service Center established at the border following the migration crisis at the end of June.
- Collaborated with the Sakaew Labor Department by providing information and support to Cambodians migrating back to Thailand:
  - Group information sessions on safe migration to 3,637 youth and adults.
  - Individual information on safe migration to 3,620 youth and adults.
  - Contact details of the various support services (including the ChildSafe Hotline) to 2,997 youth and adults.
  - Communication between Cambodian migrants and Thai officials / employers was facilitated by Peuan Peuan / Aran for 378 youth and adults.

A major crisis hit when Cambodian migrants to Thailand returned in masses at the Aran/Poipet border in the wake of the political unrest in Thailand: lessons learnt need to be produced

**Case Management:** integrated into all Programs

An assessment of the Case Management (CM) system was carried out: the current CM system is overly complex and almost never completed properly. A re-design was initiated with a view to eventually have all CM recording done via smart phones / tablets. This process is underway, and will be initially piloted with Hotline teams at FI and Kaliyan Mith Siem Reap.

Child Protection is an integral part and a core element of all Friends Programs

Child Protection training including reporting an action was carried out in all locations in Cambodia.

Child Protection training plans are active in all Programs and refresher trainings were carried out in all Programs

Flow chart of Child Protection reporting was designed and awaiting approval currently in the hands of Mith Samlanh.

The Hotline operations were improved with training and increased information was shared in the communities about its use and reporting system on quality of services received

A new poster for information to children in centers is being developed

**Family-based care:** Specialty in Family-based care (direct families, extended families, foster families) is developed in all Programs.

Friends-International continued to reinforce its specialty in family-based care for children through its experience in the Family+ Project and its expansion through the Partnership Programme for the Protection of Children (3PC)

#### **Residential Centers:**

- The Friends centers continued their efforts in reducing the number of children having to live in shelters, including foster care for younger children and group homes
- Friends also pushed for the reduction of time spent by children in the centers. This was successful in all Programs except in Laos where the shelter is housing children who are unable to go back to their families and who are too old for foster care and too young for group homes or independent living.
- Friends supported partners to develop their reintegration and trained the team in different reintegration options and methodologies
- Friends also supported orphanages to initiate reintegration of children and change their model

#### **Family Reintegration**

Cambodia Alternative Care (AC) legal elements better understood by IC and TA. AC manager and 3PC manager have now successfully built key relationships at MoSVY to better facilitate AC notifications and both are well aware of legalities around AC.

Family reintegration is an area of concern in Laos and will be addressed during 2015 by more frequent TA visits.

#### **Foster Care:**

- Cambodia: Working Groups have begun meeting, attended by all Family+ partners. A Foster Care Working Group was established with Partners to work on common issues.
- Harmonization of Mith Samlanh and Kaliyan Mith Siem Reap approach to Foster Care still to be addressed.
- The model is being replicated in Laos and with Partners in Egypt (FACE launching the discussion on the issue of AC in Egypt)

#### **Behavior change**

- Continued to push the 'Children Are Not Tourist Attractions' campaign aiming at reducing orphanage tourism, increased protection of children and changing the business models of orphanages – the discussions and debate continued and the impact continues to be felt
- Prepared 2 new campaigns:
  - Aimed at donors (international): 'Don't Create More Orphans' aiming at having donors support family-based projects and not orphanages
  - Aimed at communities (Cambodia initially): 'Orphanages Tear Families Apart' aiming at encouraging people to explore options to placement of children in orphanages

## System building

- Visit of Myanmar officials to Cambodia and then joined workshop in Myanmar organized by UNICEF and Ministry leading to a moratorium on new orphanages in Myanmar
- A definitions document was created (to better define the different types of institutions and refine standards) and was used by MoSVY and UNICEF in a mapping of institution exercise.
- Definitions document being worked on with UNICEF and the Cambodian Government to challenge current restrictive legislation surrounding Foster Care.

**Drugs** (prevention, harm reduction, detoxification, rehabilitation) for children and youth is integrated in all Programs as needed and recognized

Linkages across Programs were reinforced over the year to insure complementarity/coherence between drug services :

- Takhmao: Mith Samlanh strengthened the Mobile Outreach services to complement Joam Hean Anagod's Harm Reduction activities (then took over when Joam Hean Anagod stopped its activities). Services related to "saving life" (outreach/referral) and "building futures" (social business) are now well synchronized to ensure holistic support.
- Chom Chao: Outreach and Drop-In Center activities continued to integrate non-drug related services (Home Based Training, school reintegration, ChildSafe Network).
- Collaboration with the Andong project was reinforced on Home Based Training and business creation.
- Collaboration with Mith Samlanh was also strengthened on Case Management system, Methadone Maintenance Therapy (MMT) and Needle Syringe Program.
- Visit of Mith Samlanh's Drug activities by Komar Rikreay management team. Komar Rikreay learnt from Mith Samlanh's good practices related to Drop-In Center.
- Workshop (SUP Meeting) organized in June with Joam Hean Anagod, Mith Samlanh, Kaliyan Mith Siem Reap, Komar Rikreay, FPS, Friends Chom Chao and Samatapheap Khnom Organization. Main topic: "how to identify, reach and retain hidden and under-reached populations?"
- Collaboration with International NGOs working with Most At Risk Population has been strengthened (Khana, Family Health International, Women's Network for Unity):
- Reinforced partnership with Korsang (to become partner under a new initiative) is under discussion
- Involvement with Cambodia Network of People Who Use Drugs was initiated

Good practices were replicated:

- Support service for Methadone patients, (until now provided only by Friends Chom Chao) was replicated at Mith Samlanh (20 enrolments in 2014 / 8 active patients at the end of the year).
- Narcotics Anonymous meeting replicated at Friends Chom Chao on a weekly basis (12 participants in average)

Material was designed:

- HIV testing and Counseling training designed and delivered
- MMT training designed
- HIV testing and Counseling services is now available at 5 Friends project sites (Keo Russey, Meanchey, Chbar Ampov, Andong, Chom Chao) - 601 tests were provided.



**Employment:** An increased number of youth and caretakers access gainful employment for youth and caretakers through the development of a full range of services

Employment was pushed and developed in all Programs to include all options: direct employment, self-employment (entrepreneurship), cooperatives

Preparation for employment was also developed in all Programs to include beyond vocational training, also apprenticeship and internship

Collaboration with local corporate partners were developed for employment opportunities:

- Job placement guidebook shared with Mith Samlanh and Peuan Mit
- Job placement training delivered to Mith Samlanh, Peuan Mit and M'lop Tapang (field trip + exposure visit for M'lop Tapang)
- Exposure visit for Kaliyan Mith Siem Reap
- Supported the set-up of a company directory for Mith Samlanh
- Monitored the yearly job placement assessment for Mith Samlanh

The training business model / apprenticeship models were expanded:

- Supported the extension of the Apprenticeship project (Partnership agreement template/criteria for selecting a company / coaching team in charge and capture learning from complex cases) for Mith Samlanh
- Supported the set-up of an apprenticeship project (program definition / follow up form / program tools shared) for partner organization
- Supported the setting up of 2 Vocational Training community businesses (Mechanic, Sewing) for Mith Samlanh
- Supported the setup of 2 Vocational Training community businesses (Mechanic, Beauty) for Kaliyan Mith Siem Reap
- Assessment of market needs and Hospitality training quality in Peuan Mit
- Supported the setting up of a new VT restaurant in Luang Prabang (Peuan Mit)
- Carried out market study on car mechanic and assessment on youth interest for VT skills for Mith Samlanh
- Supported Training and Employment evaluation definition for Peuan Peuan
- Contributed to update the screen printing curriculum for caretakers for Mith Samlanh

An increased number of children receive basic education through efficient Non-Formal Education and are supported to reintegrate and remain in public school

### **Non Formal Education (NFE) / Remedial schools**

- Remedial schools were opened directly in communities (Mith Samlanh, Kaliyan Mith, Peuan Mit)
- Mobile schools continued to provide NFE directly in the communities (Peuan Mit)
- Remedial schools were opened directly in public schools (Kaliyan Mith, Mith Samlanh) or in Government shelters (Peuan Peuan)

### **Early Childhood Education**

- Ground work continued to be carried out with the support of a Technical Advisor in Siem Reap
- Lessons learned and techniques were shared with Mith Samlanh and will be shared more widely in 2015

### **Public school based support classes**

- A successful pilot was started by Kaliyan Mith Siem Reap: remedial/support classes were implemented in the Kok Chork Public School. 68 children enrolled (average 35 per day). 27 were supported to reintegrate to

public school for the 2014-2015 academic year. A 2nd public school is in preparation to be initiated in 2015

- Mith Samlanh supported the opening and the running of re-entry classes (in Andong) operating 2 months before the start of public school to support the reintegration of children back into the public school system. A second such class is being designed for the 2015 school year.
- Both experiences will be further replicated among Programs and partners

### **School reintegration**

School reintegration was pushed in all Programs and replicated among partners with an increase of the number of children back in school and supported to remain in school

### **School integration campaign and school support**

- In order to ensure that a maximum number of children attend school the teams in all countries started to implement a yearly Enrollment Campaign: carried out 1-2 months before the school starts, the teams work with parents to ensure that children are (re)enrolled in public school
- This project was replicated in all Programs this year and will be further reinforced in 2015

**Mith Samlanh** is a good practice model for holistic services to marginalized populations in Phnom Penh

### **Youth**

Mith Samlanh developed its Youth Participation project:

- Child participation is ensured through general meetings, child representative elections twice a year, suggestion boxes available at all centers.
- Trainees were recruited in Andong and Chbar Ampov to support youth participation activities.
- As part of UNICEF's "End Violence Against Children" campaign, a group of Mith Samlanh and partner youth participated in a series of workshops in August and September to discuss the issues of violence against children and youth; two Mith Samlanh youth represented the youth of Cambodia at the high profile launching event of UNICEF's National Report on Violence Against Children.
- Four shows/ special events were held, including
  - MS 20th anniversary for beneficiaries in March
  - International Children's Day in May
  - Mith Samlanh 20th Anniversary this time for community members in August
  - World AIDS Day in December
- 2 elections of child representative were held
- 80 (F: 76) Children/youth participated in building their city out of Lego as part of the OUR CITY Festival at Mith Samlanh
- In June 2014, a hygiene campaign was organized by youth, peer educators and staff in Andong with 48 (F: 23) participants.

### **Zone reorganization:**

- MS underwent rezoning and expansion of reach across the city. 6 zones in total including 3 inner city
- Extended zones and rezoning expanded ability to engaged with hidden populations; expand reach of drug project through OWs and work in new zones, new activities e.g. night bus

- Teams were reorganized to respond to this new organization

### **Outreach/Drop-In Centers**

- New Drop-In Centers opened in Riverside and Olympic zones
- Teams were reorganized following the re-zoning
- Collaboration agreements at khan level
- Discussions and ongoing challenges with Municipality regarding street clean ups

### **Drug Services**

- Harm reduction and prevention expanded to new areas (with the now zoning) and new target groups (sex workers, construction workers)
- Started to implement night bus to reach more sex workers and provide harm reduction
- Detoxification center was flooded and needs to move (reducing the number of services slightly)
- Took over services to drug users in Takhmao after the closing of partner organization Joam Hean Anagod's services

### **Children/Youth in Conflict with the Law:**

- Increased training to local authorities about Diversion (16 police officers in central areas of Phnom Penh)
- In prison: reached 237 (F:64) prisoners, providing 3,054 (F:746) life skills education services to prisoners in CC1 and CC2
- 46 (F: 05) prisoners were supported upon release since the project started and 9 new case management files were opened.
- Continued to coordinate services of the day care center for children in prison

### **Youth Training / Employment**

- More Training Businesses were opened (garage, sewing, printing) in communities
- The training center was upgraded (mechanics, cooking, beauty/barber)
- New employment systems (including direct placement, apprenticeship) and job preparedness were developed further

### **Parents / Caretakers**

- Initiated alcohol project after sharing with Siem Reap on their experience
- Case management reinforced with 518 families receiving psycho-social support
- Developed economic support options (entrepreneurship, direct job placement)
- 421 individuals received support to access legal documents (birth certificate, ID card, residential book, family book, ID poor card)
- Collaboration with Ministry of Planning in identifying poor households as part of the Urban Poverty Identification Program

### **Family-based Care**

- Reduced number of THs to 2: one for boys and one for girls (reduce time in care and reduce operational costs).
- Greater use of foster care and independent living options.
- Foster Care was developed, with an important push on fostering for disabled children (total 11 families)

- Independent living was further developed with 42 new youth living independently and 32 in group homes

#### **School Reintegration:**

- New Remedial / Support Classes opened in 2 communities (341 children)
- Successful pilot re-entry classes implemented directly in Anchanh school, with all children reintegrated to public school
- Re-enrollment campaign for 829 children was carried out
- School reintegration was carried out from all remedial schools
- Re-organized school follow up team to allocate one follow up officer per zone

#### **Friends Phnom Penh**

initiates innovative pilot projects (topical, geographical, target group...) for good practice delivery

**Youth:** reinforced services towards young people:

- Youth Meeting
- Youth Sport (Football and volley ball)
- Youth Club (Singing...)

#### **Drug services**

Chom Chao expanded its services to drugs users:

- Increased the reach (new areas)
- Increased the services in collaboration with Mith Samlanh (Harm Reduction)
- Increased the access to Methadone Maintenance Therapy
- Increased Counseling and Testing (Voluntary Confidential Counseling & Testing) for HIV

#### **Youth Employment**

Established a pilot Employment Information Office with computer and internet services for employment (CV creation, apply for job by Internet, web search for job)

#### **School Reintegration**

Support to access public school (in addition to Mith Samlanh: Tropaing Sala primary school, Preyspeu primary school, and local NGOs)

**Referral system** to health and general social services was further developed: 5,060 referrals in 2014 (including for MMT, OI&ARV, Medical, Detoxification, Training, Housing)

**Parents / Caretakers:** increased specialized services were developed / reinforced:

- Home visit to HIV+ clients
- Home Based Training to caretakers
- Small business start-up to caretakers
- Emergency support to caretakers (Rice, room rental fee)
- Milk support to breast feeding mother HIV+ or who are unable to breast feed

Specific services for **women and girls** were developed: provision of access/ services for STI, Reproductive health care / Treatment / Education.

**Geographic expansion:** Korkbachorn, Odem, Kok Khsach, Kok Meas, Tuol Sambo, Cheung Ek, Prey Veng

**Kaliyan Mith**, Siem Reap, Cambodia, is a good practice model for holistic services and develops specific new specialties to be replicated

## Outreach

- **Drop-In Center:** the new Drop-In Center in the center of Siem Reap is now fully functional with a regular increase of children coming to attend activities (life skills, NFE...). Towards the end of the year, there was a rapid increase in number of young people attending activities.
- **Prison:** the work in the prison continued, reaching 132 children/youth
- **Diversion:** the work continued and was expanded to include 13 commune police stations now reaching the entirety of central urban Siem Reap:
  - 44 cases were diverted from police stations to Kaliyan Mith Siem Reap
  - 132 children/youth supported in Siem Reap Provincial Prison
- **Dumpsite:** support to families living and working in the Along Pi dump area was further developed aiming at better sustainability:
  - Services were maintained to core activities (outreach, protective and hygiene material distribution, NFE, school reintegration, nurse one day per week, referral of beneficiaries to VT).
  - ChildSafe Community Network was established with 20 active members (all local authorities)

## Family-based reintegration was further developed

- Adapted Mith Samlanh's short term Foster Care model, for abandoned babies. Initially was for up to 3 year olds, in 2014 this was extended to up to 6 year olds. These children were placed with 15 professionally trained carers (who receive quarterly joint trainings from Kaliyan Mith and Angkor Hospital for Children).
- 17 babies were placed in Foster Care:
  - 6 were reintegrated to a family environment (direct, kinship, adoption)

11 remain in Foster Care as of 31st December 2014

## Support to Parents and Caretakers:

- Continued the push to support parents/caretakers to develop/start their own business
- Home Based Training was slowly reduced
- Psycho-social support was reinforced with the Alcohol Project

## School Reintegration:

- the Remedial Education and NFE were decentralized at the beginning of 2014 to smaller community-based centers, including:
  - Siem Reap Drop In Center
  - Chong Kneas village
  - Anlong Pi area
  - Mondul Bai village
  - TH
  - Prison
- Remedial classes were implemented in the Kok Chork Public School. 68 children enrolled (average 35 per day). 27 were supported to reintegrate to public school for the 2014-2015 academic year. A 2nd public school is in preparation to be initiated in 2015

## Vocational Training / Employment: all VT workshops were converted to social businesses, including:

- Phka Kravan training beauty salon

- Moto repair training garage.

The **Independent Living** program was continued and expanded:

- Independent Living Guidebook now being written. Kaliyan Mith supported Mith Samlanh to develop a similar project
- The capacity of small group homes for semi-independent living for youth in VT was extended to 30 youth at a time
- A total of 49 students were supported to live in the group homes over the year (29 new)
- 68 graduated VT students were placed in employment and are now living independently of all services (some of these were living in group home, some in TH).

**Peuan Mit**, Laos, is a leading good practice organization for working with marginalized populations in the region

### **Outreach**

- Outreach team began targeting young sex workers and drug users

### **Vocational Training / Employment:**

- Increased focus on youth VT through the opening of the new Training Restaurant in Luang Prabang (Khaiphean) with 23 new young people in training since October
- Makphet moved to a new bigger location, launched a new menu, signed several new agreements with key tour operators in Vientiane and attracted new customers through launching a popular monthly event called "First Fridays"
- More youth were reached through increased engagement in KM36 rubbish dump (Mobile School working with around 40 youth aged between 15-25)

### **Support to Parents/Caretakers:**

- Effort was made to develop the support to parents/caretakers to develop/start their own business
- Home Based Training team developed training in screen printing and new jewelry making techniques
- Fathers have been included in Home Based Training: screen printing workshop was set up in KM52
- Two new Friends'N'Stuff shops opened in downtown Vientiane and in Khaiphaen restaurant in Luang Prabang to develop the sales of products made by caretakers.

### **Family-based reintegration:**

- Slowed down due to lack of personnel
- Independent living support (group home) was provided for VT graduates

**Peuan Peuan**, Thailand, is a recognized project for collaboration with Government centers and for its work on migration

### **Migration project** is improved:

- Active Case Management, Follow-up and reporting to Government agencies and concerned agencies
- Discussions with Ministry of Social Development and Human Security were started to further this project for reintegration of Cambodian children with the importance on Case Management (in collaboration with Government Organizations and NGOs partners in Thailand and Cambodia) and improved Monitoring and Follow-up to ensure sustainability.

- Organized and facilitated a 'Case Management Conference' between government counterparts (Thailand and Cambodia) and concerned agencies, to ensure better understanding and smooth collaboration.

**Support to families/caretakers** in communities:

- Success in expansion of income generating activities are monitored and followed up.
- Challenge in Bangkok is that there are many choices available and staff needs to be able to have a comprehensive understanding of options

**Child Protection system:**

Started building Child Protection Systems in 24 pilot welfare centers under Ministry of Social Development and Human Security (2 years project to be further extended and rolled out country wide).

**Vocational Training / Employment**

Started the establishment of a vocational training restaurant and social business: funding was secured and initial work was carried out to secure a location and start hiring the teams.

**Teman Baik**, Indonesia, is a recognized family and community-based project

The Teman Baik team's capacity was further reinforced:

- Jakarta Country Program Director provided full time Technical support and regular training to the team.
- Funding limitations in 2014 have reduced TA missions, but regular contacts have been maintained through Skype / email.

**Outreach:** Outreach activities were further developed:

- Outreach activities have been expanded to 5 areas, reaching over 900 beneficiaries
- Local authorities and key people in target communities were regularly involved in programming and implementing activities.

The basis for the **ChildSafe Network** were established:

- Child protection training were conducted with youth association in target community
- Event organized in target communities in partnership with a local youth association. Over 300 community members joined and received key ChildSafe messages. Posters in strategic locations have reinforced the messages in the following weeks.

**Youth employment** was a priority for the year:

- A Job Placement Officer was recruited
- The initial focus was on building a network of companies willing to partner to provide employment or internship opportunities
- Training Business opportunities were explored and the potential for a training restaurant was identified. A draft business plan has been created with the pro-bono support from a consulting group and discussions are engaged with potential donors

**Referral System:**

- Network of referral services has been expanding in target areas mostly for education services (formal and remedial)



Collaboration with CYTI Partners / Network partners is efficient

- Registration as a social services organization with the Department of Social Welfare achieved in Q2 has allowed for better networking with government services
- No formal agreement signed yet but growing collaboration with the volunteer network Yayasan Sahabat Anak allowed referring several children to their Kejar Paket services
- Collaboration has also been dynamic with Yayasan KDM to provide emergency support to communities during times of forced evictions

#### **Collaboration between Friends Programs:**

- Mith Samlanh and Kaliyan Mith Siem Reap exchanged on organization of education centers and reintegration of children to school, closure of Case Management cases
- Mith Samlanh team came for exposure visit to Siem Reap to learn about the process of implementing remedial classes within public schools
- Teman Baik team came for exposure visits to Kaliyan Mith Siem Reap and Peuan Peuan Bangkok to learn about outreach and case management approaches

#### Collaboration with other CYTI Alliance Partners

- Thailand: exchanges on:
  - Case Management: referral / exchange of information / reintegration
  - Snapshot surveys
  - ChildSafe
  - Training
- Indonesia: exchanges on:
  - Training and coaching in management
- Lao PDR: exchanges on:
  - ChildSafe
- Cambodia: exchanges on:
  - Mith Samlanh training to CYTI partners (formal training/exposure visit)
  - Snapshot
  - Case management
  - Referral
  - Coordination with government for closure of orphanages

**4. Impact:** Children, youth and their caretakers are provided with best quality services that save their lives and build their futures

Services reach 50,000 children, youth and family members / caretakers

- The Friends Programs reached a total of 30,872 children, youth and caretakers.
- Stable from 2013
- Mith Samlanh Phnom Penh, Cambodia Program reached a total of 15,663 individuals
- Stable from 2013 due to the reorganization of the areas that slowed down some activities as well as restructuring of the work with caretakers to reach target populations better
- Kaliyan Mith Siem Reap, Cambodia Program reached a total of 4,844 individuals
- +26% from 2013 due to improved counting of number of caretakers
- Friends Phnom Penh, Cambodia Program reached a total of 836 individuals
- +141% from 2013 due to changes in data collection (adding non drug users)
- Peuan Mit, Laos Program reached a total of 4,019 individuals
- -4% from 2013 due to mobile school reducing activities (one community only and one car broke down)
- Peuan Peuan, Thailand Program reached a total of 4,582 individuals
- -7% from 2013:
  - Bangkok: -41% due to the political events and the overall reduction of access to beneficiaries on the streets for a few months and the reduction of children and families in Government shelters during that period
  - Aran: +75% largely due to the “Cambodian migration crisis” when Cambodian migrants returned massively back to Cambodia in fear of crack down by the new Thai Government – this allowed the teams to reach to an increased number of migrants.
- Teman Baik, Jakarta, Indonesia reached a total of 928 individuals
- -9.7% from 2013 due to the closing of activities in Aceh.
- However, the reach in Jakarta increased (+133% from 2013)

Number of services (service events) reach 4,000,000 contacts

- A total of 2,550,330 services were provided
- Mith Samlanh, Phnom Penh, Cambodia provided a total of 2,204,768 services
  - +60% from 2013 due to improved collection of number service events (especially in drugs)
  - Kaliyan Mith Siem Reap, Cambodia provided a total of 229,983 services
  - -15% from 2013 due to moves of locations and restructuring of the work reducing slightly the number of services provided
  - Friends Phnom Penh, Cambodia, provided a total of 18,518 services
  - +9% from 2013 due to the expansion of the area and the increased skills of the team
  - Peuan Mit, Laos, provided a total of 31,707 services
  - +4% from 2013
  - Peuan Peuan, Thailand provided a total of 59,166 services
  - +36% from 2013:

500 children/youth reintegrated in family-based care per year on average

- Bangkok: -54% due to the political events
  - Aran: +131% due to the “Cambodian migration crisis”
  - Teman Baik, Indonesia provided a total of 6,188 services
  - +38% from 2013 due to an increase in staff capacity
- 
- A total of 390 children/youth were reintegrated into a family-based setting
  - -3% from 2013
  - Mith Samlanh, Phnom Penh, Cambodia reintegrated a total of 217 children/youth:
    - 154 in their families
    - 31 in foster care (9 disabled children)
    - 32 in independent living
  - +14% from 2013
  - Kaliyan Mith Siem Reap, Cambodia reintegrated a total of 158 children/youth:
    - 92 in their families
    - 17 in foster care (1 disabled child)
    - 49 in group homes
    - 68 in independent living
  - -8% from 2013 due to reduction of children/youth from the diversion (76 in 2013 and 44 in 2014) and prison projects (77 released from prison in 2013 and 40 in 2014 only)
  - Friends Phnom Penh, Cambodia reintegrated 1 child to his family
  - Friends Phnom Penh is a community-based program and therefore does not usually encounter cases of family separation (but works on family preservation)
  - Peuan Mit, Laos, reintegrated 7 children:
    - 5 in their families
    - 2 in foster care
  - -56% from 2013 due to the strong reintegration in 2013, leaving the most “difficult cases” which will take time to reintegrate
  - Peuan Peuan, Thailand, reintegrated a total of 7 children:
    - Bangkok: none
    - Aran: 7 in their families (on the Cambodian side)
  - -53% from 2013 due to the political events in Bangkok that slowed all activities and access to children/youth (+40% in Aran)

Teman Baik: No reintegration at this time.

A maximum of 1,000 children are provided with safe lodging per year on average

- 
- A total of 722 children/youth were lodged in the Friends Transitional Homes
  - -14% from 2013
  - Mith Samlanh, Phnom Penh, Cambodia housed a total of 433 children/youth
  - -10% from 2013 due to an increased direct reintegration and the development of independent living.

Friends Phnom Penh does not run a shelter

- Kaliyan Mith, Siem Reap, Cambodia housed a total of 169 children/youth

- -29% from 2013 due to the reduction of number of children from diversion/ prison the start of group home and direct placement in foster care
- Peuan Mit, Laos housed a total of 107 children/youth
- -4% from 2013
- Peuan Peuan, Thailand, housed a total of 10 children
- Housing is only for short time emergency situations
- Teman Baik supported 12 people for relocation when the Government removed a squatter area.

2,000 children reintegrated to public school per year on average

- A total of 1,142 children were reintegrated into public school
- +13% from 2013 due to an effort in early integration through community campaigns and support
- Mith Samlanh, Phnom Penh, Cambodia reintegrated a total of 524 children
- -2% from 2013
- Kaliyan Mith Siem Reap, Cambodia reintegrated a total of 293 children
- +7% from 2013
- Friends Phnom Penh, Cambodia reintegrated a total of 26 children
- -7% from 2013
- Peuan Mit, Laos reintegrated a total of 145 children
- +18% from 2013
- Peuan Peuan, Thailand reintegrated a total of 143 children
- +151% from 2013 due to an effective registration campaign in 2 provinces
- Teman Baik reintegrated a total of 11 children
- +450% from 2013 as the team is getting more experienced

5,000 children supported to remain in public school per year on average

- A total of 3,377 children were supported to remain in school
- +10% from 2013, due to the school registration campaigns launched at the beginning of the year and the regular increase in number of children integrated into school
- Mith Samlanh supported a total of 1,905 children to remain in school
- +3% from 2013
- Kaliyan Mith, Siem Reap, Cambodia supported 671 children to remain in school
- +40% from 2013 due to the launch of the registration campaign and the support to more children from previous years.
- Friends Phnom Penh supported 48 children to remain in school
- -13% from 2013 due to the mobility of the population (many moved back to the provinces)
- Peuan Mit, Laos supported 455 children to remain in school
- +8% from 2013
- Peuan Peuan, Thailand, supported 230 children to remain in school
- -16% from 2013
  - -58% in Bangkok due to the political events

- +96% in Aran due to the registration campaign
- Teman Baik, Indonesia supported 68 children to remain in school
- +152% due to the increased capacity of the team and the registration campaign

1,500 youth in vocational training

- A total of 857 youth in vocational training
- +2% from 2013 – under expectations due to the delay in opening of the Bangkok training restaurant
- Mith Samlanh supported a total of 1,905 children to remain in school
- +3% from 2013
- Kaliyan Mith, Siem Reap, Cambodia trained 215 youth
- -9% due to the transition from the Training Center to Training Businesses in other locations in the city
- Friends Phnom Penh, Cambodia trained 12 youth
- +200% due to staff training and team structure
- All students were referred to partner training facilities
- Peuan Mit, Laos, trained 83 youth
- +51% from 2013
- Push from the team to receive more students
- Facing issue of high drop-out rates: need to increase support during the training
- Peuan Peuan, Thailand, trained 14 youth
- +100% from 2013
  - -50% in Bangkok due to the political events
  - +160% in Aran – all referred to partner services
- Teman Baik, Indonesia trained 3 youth
- All referred to partner services

500 youth placed in employment per year on average

- A total of 270 youth were supported to access employment
  - +10% from 2013
  - Mith Samlanh, Phnom Penh, Cambodia, supported 126 youth
  - +2% from 2013
  - Kaliyan Mith Siem Reap, Cambodia, supported 100 youth
  - +12% from 2013 due to the first promotion of Marum restaurant and the Beauty salon
- Friends Phnom Penh, Cambodia, supported 5 youth
- Peuan Mit, Laos, supported 16 youth
  - -15% from 2013
  - Peuan Peuan, Thailand, supported 22 youth
    - None in Bangkok due to the political situation and staffing issues
    - Aran: +100% due to a priority on the issue by the team

500 family members supported for income generation per year on average

- Teman Baik, Indonesia, supported 1 youth

The team added a person responsible for employment at the end of the year

- A total of 283 parents / caretakers were supported for training and 283 were supported to access employment
- +26% from 2013 due to an increase of services to parents
- Mith Samlanh, Phnom Penh, supported 198 parents in training and 136 for employment
- +17% from 2013
- Kaliyan Mith, Siem Reap, Cambodia, supported 4 parents / caretakers for training and 78 for employment
- +73% due to an improvement and push for services to families

Friends Phnom Penh, Cambodia support 4 parents / caretakers for training

- Peuan Mit, Laos, supported 31 parents / caretakers for training and 9 for employment
- Stable (+2% from 2013)
- Peuan Peuan, Thailand supported 31 parents / caretakers for training and 48 for employment
- +20% from 2013:
  - Bangkok: -21% due to the political situation and staffing situation
  - Aran: +78% due to increased priority for the teams
- Teman Baik, Indonesia, supported 12 parents / caretakers for employment
- +300% due to increased priority for the teams

800,000 Life Skills services and relevant material are provided per year on average

- A total of 904,086 Life Skills education services were provided to children and youth
- +35% from 2013
- Mith Samlanh, Phnom Penh, Cambodia provided 845,057 life skills services
- +42% due to improved data collection
- Kaliyan Mith, Siem Reap, Cambodia provided 20,050 life skills services
- -12% due to changes in team organization after the move of the center.

Friends Phnom Penh, Cambodia, provided 14,386 life skills services +7% from 2013

- Peuan Mit, Laos provided 7,138 life skills services
- -86% due to limited access to new areas for administrative reasons and the reduction of the mobile school activities
- Peuan Peuan, Thailand, provided 16,377 life skills services
- -25% from 2013:
  - Bangkok: -70% due to the political events
  - Aran: +3%
- Teman Baik, Indonesia provided 1,078 life skills services
- +5% from 2013





To develop a dynamic and internationally recognized global alliance of organizations aiming at quality, sustainability, replication and high impact for marginalized children and youth.

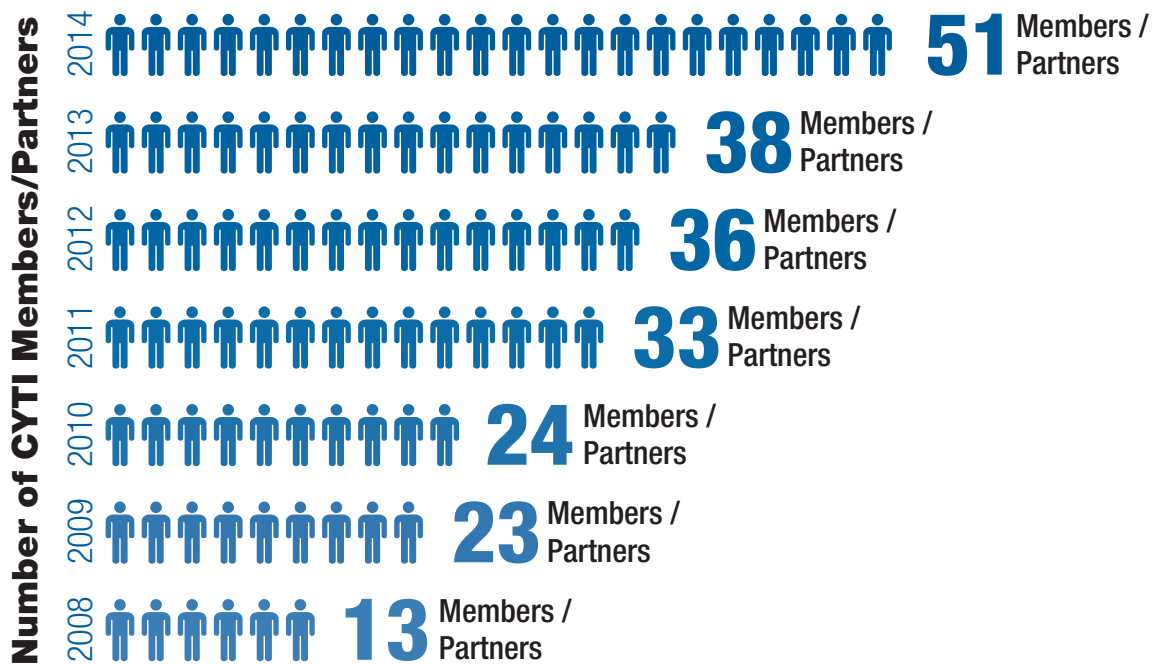


## SUMMARY

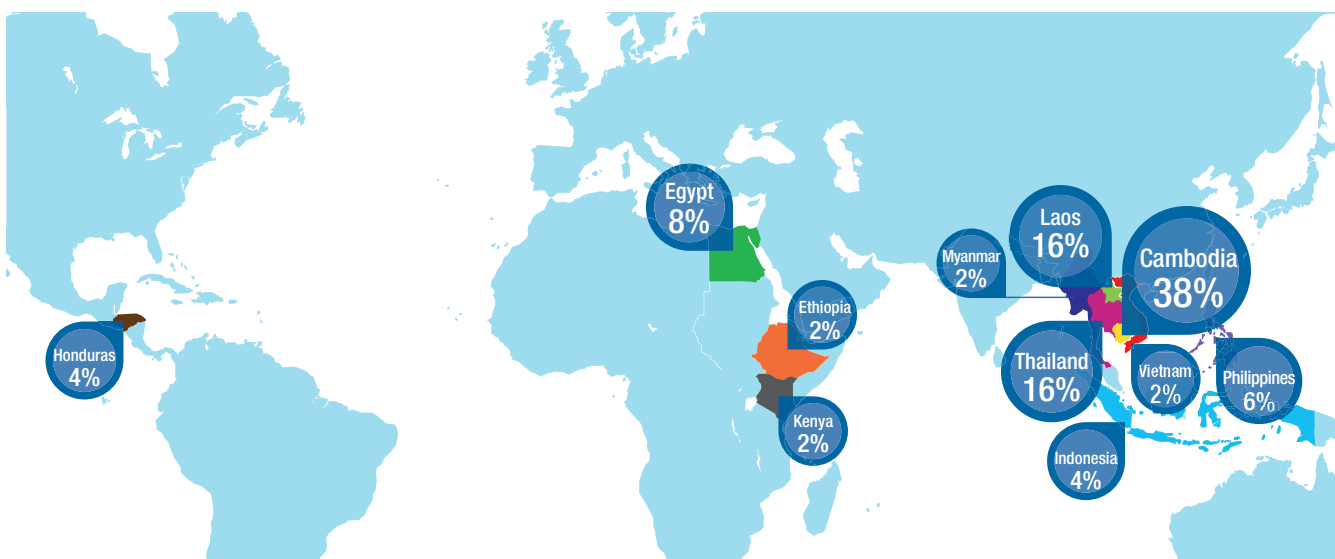
- CYTI Alliance reached 90,084 individuals (60,041 excluding Friends Programs)
- 13 new organizations have joined CYTI Alliance
- 3 National programs conducted in partnership with members (3PC, Family+ and Drugs)
- Consultancy service ensure 22% self-sustainability of the program
- The Africa Hub was not operational due to the departure of the Coordinator (to be replaced)

## STATISTICS

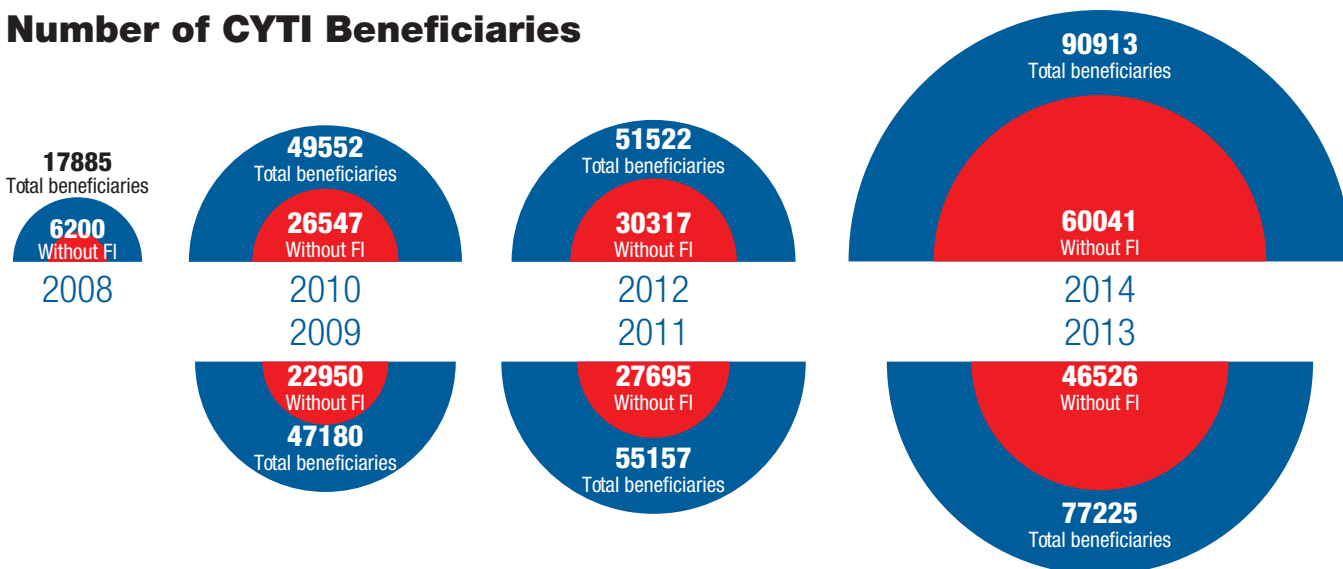
	PARTNERS	AFFILIATES	2014	2013
<b>Cambodia</b>	6	14	<b>20</b>	12
<b>Thailand</b>	6	2	<b>8</b>	4
<b>Laos</b>	1	7	<b>8</b>	8
<b>Indonesia</b>	1	1	<b>2</b>	2
<b>Philippines</b>	2	1	<b>3</b>	2
<b>Vietnam</b>	1	0	<b>1</b>	2
<b>Egypt</b>	3	1	<b>4</b>	4
<b>Myanmar</b>	1	0	<b>1</b>	1
<b>Kenya</b>	1	0	<b>1</b>	1
<b>Ethiopia</b>	0	1	<b>1</b>	0
<b>Honduras</b>	2	0	<b>2</b>	2
<b>TOTAL</b>	<b>24</b>	<b>27</b>	<b>51</b>	38



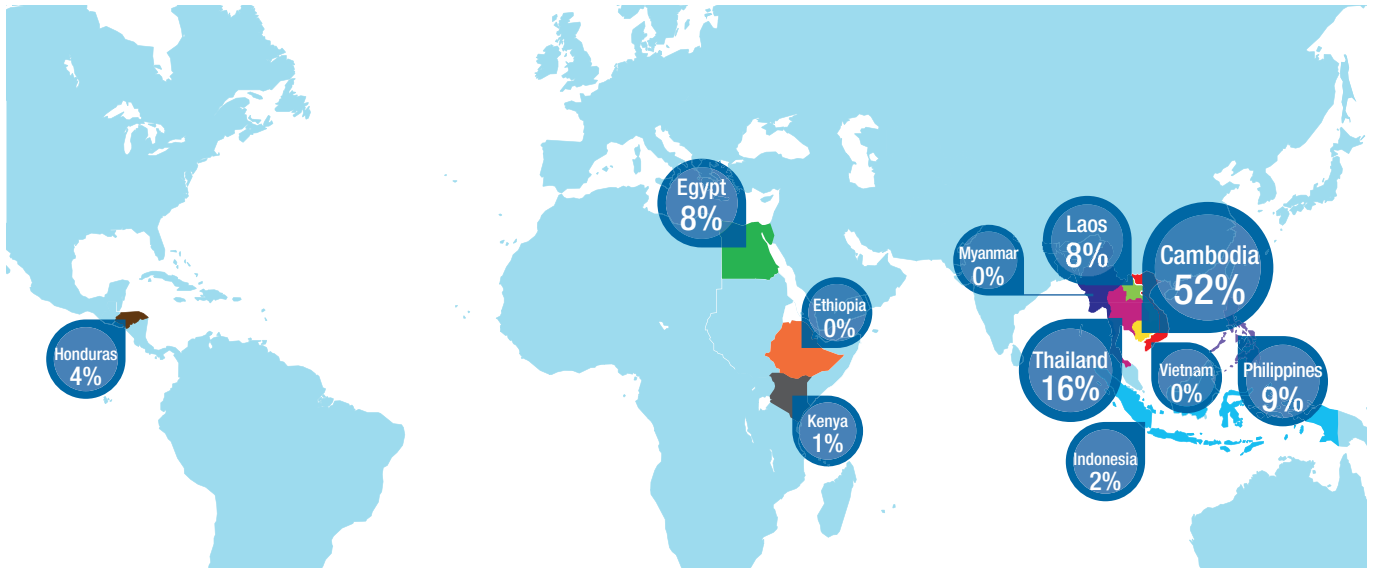
**% Programs per CYTI country**



**Number of CYTI Beneficiaries**



## % Beneficiaries per country



	# of individual children	# of adults	# indirect beneficiaries	Total # of individuals	# of services	# of children in remedial schools	# of children supported to integrate public school	# of children support to remain in public school	# of youth in vocational training	# of youth supported for employment	# of children reintegrated into families
<b>Cambodia</b>	15,229	7,528	4,117	26,874	87,945	2,758	1,557	2,277	649	197	614
<b>Thailand</b>	8,225	397	586	9,208	1,640,412	207	207	628	1,070	59	902
<b>Laos</b>	2,707	594	0	3,301	3,930	0	0	0	0	0	0
<b>Indonesia</b>	250	100	83	433	1,500	0	29	48	0	6	1
<b>Philippines</b>	4,451	2,135	1,484	8,070	90,276	60	15	379	25	10	0
<b>Vietnam</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Myanmar</b>	7	2	2	11	0	0	0	0	3	8	0
<b>Egypt</b>	5,356	444	1,785	7,585	536,900	81	59	184	148	30	154
<b>Kenya</b>	399	150	133	682	545	35	3	103	0	0	5
<b>Mexico</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Honduras</b>	2,691	897	289	3,877	121,833	23	20	1,827	0	10	11
<b>TOTAL CYTI</b>	39,315	12,247	8,479	60,041	2,483,341	3,164	1,890	5,446	1,895	320	1,687
<b>Friends Programs</b>	15,953	7,799	7,120	30,872	2,550,330	789	1,142	3,340	857	270	390
<b>GRAND TOTAL</b>	55,268	20,046	15,599	90,913	5,033,671	3,953	3,032	8,786	2,752	590	2,077
<b>2013</b>	45,059	18,638	13,529	77,225	2,426,980	3,299	2,188	7,503	1,715	411	741

# NARRATIVE

## 1. Quality: CYTI Alliance has the means to develop a global good practice initiative

### 2014-2018 Strategic Plan

The CYTI Charter and contracts / Support Plans are regularly updated to ensure best quality and to evolve with the development of the Program

Clear communications standards are defined and in place throughout the Alliance

Transparent financial/admin, HR, project management practices are implemented by all CYTI alliance partners

Standards of Procedures are adapted and implemented by partners for all types of operational services

Partners identify their needs to improve the quality of their work and Annual Support Plans are created to allow for rapid improvements

### Result 2014

Work was carried out to find a new name for the Alliance which blocked the full revision of the Charter and contracts

Support plan layout was revised to be better adapted to the needs of partners with the inclusion of the new Family+ partners in Cambodia

A communication strategy was designed

New tools were drafted including a Facebook page and work on a new Website

### Finance

- **Cambodia:** 100% of new partners assessed included the 3 new selected 3PC partners for phase 2
- **Thailand:** 100% of new partners assessed.
- **Egypt:** Assessment was partly done
- **Kenya:** Assessment done for 2 organizations

All partners had their annual activities published (El Mawa only in Arabic)

Standards of Practice (SoP) adapted for 6 different kind of services for FI programs and partners:

- **Drugs:** M'lop Tapang (Cambodia) adapted drug SoPs
- **Vocational Training:** Bahay Tuluyan (Philippines) and M'Lop Tapang (Cambodia)
- **Basic SB:** Buddhism for Social Development Action(Cambodia)
- **Child Protection Policies:** Linkage (Myanmar), Samatapheap Khnom Organization and Phare Ponleu Selpak (Cambodia)
- **Case Management:** training on SoPs to 2 partners in Egypt (FACE and El Mawa)
- **Admin Finance:** new Admin and Finance SoPs are implemented and in use with Kaliyan Mith (Cambodia).
- **Outreach:** developed with M'Lop Tapang

### Cambodia:

Partners under the 3PC, Family+ or Drugs partnerships had specific support plans designed

### Thailand:

All partners have an up-to-date support plan

Training curriculum and material are designed and easily adaptable to various settings and responding to the needs of the Members' Support Plans

**Vietnam:**

Support Plan established for 2015 with Enfants et Developpement

**Philippines:**

Support established regarding CS with Bahay Tulyan and Department of Tourism

**Myanmar:**

Support plan to the partner was develop specifically by the TREE Alliance with the support of CYTI for social work

**Lao PDR:**

The plan continued as defined in the in the framework of the EU project

**Egypt:**

Support plan established and implemented with 3 members

FACE continues as normal as support needed required skills from FI HQ

Support slowed down since the CYTI Africa Hub Coordinator resigned

**HIV/Drugs:**

A volunteer supported the design of:

- HIV Testing and Counseling Training
- MMT
- Harm Reduction Information Education and Communication(IEC) material reviewed (Safe injection, safe sex).

**Child Protection:**

- Child Protection Policy was adapted for emergency situations
- Child Protection for Children with Disabilities was drafted

**Counseling Skills:**

- Counseling Skill training developed
- Training adapted for specific partners based on their target groups and needs

**Job Placement:**

- Job placement guidebook was shared with Mith Samlanh (Phnom Penh) and Peuan Mit (Lao PDR)
- Job Readiness curriculum being finalized

**Vocational Training:**

- Barber curriculum was updated
- Motorcycle Repair curriculum was updated
- Screen Printing curriculum was updated
- Hospitality (front desk/housekeeping/service) curriculum was updated + training ``on how to design and update a curriculum`` for Makabata Guesthouse (Philippines)
- Support for developing apprenticeship project for ICS (shared tools/ evaluation of the project/update of follow up forms)

### Alternative Care

- Reintegration Guidebook was translated from English into Khmer
- Introduction to AC training module was finalized and approved
- Research on the Alternative Care (KAFALA) system in Egypt was conducted and shared by CYTI Partner FACE

CYTI Members and Affiliates are regularly monitored to assess their progress, their needs and their respect of the CYTI Charter

Monthly visits to partners in Egypt during 2 first quarters

### Cambodia

- Partners were visited regularly to monitor progress made under 3PC and Family +
- TH Assessment made with Family+ partners
- Following visits made, it was decided that 4 NGOs will not be part of CYTI in 2015

**Myanmar:** 1 Monitoring visit

**Thailand:** 2 monitoring visits to partners (focus was put on expansion of partnership)

**Kenya:** Ongoing monitoring through the support of a TA based in Kenya

**Philippines:** 1 Monitoring visit

Certification of trainings and of Member organizations is operational and recognized

The Strategy for Certification was discussed during a CYTI board meeting, but the Quality Certification Board not created yet (1 person accepted to be part of it)

**2. Sustainability:** CYTI Alliance is a dynamic and internationally recognized Alliance that functions as a social enterprise with solid structures (as an FI Program) and a steady independent income

CYTI Team has the necessary capacity to provide necessary support to partners

#### **CYTI Hub Coordinator:**

- South East Asia Hub Coordinator was recruited in July 2014 taking on the responsibility to manage the partnership in the region
- Africa Hub Coordinator resigned and strategies for replacement were explored.
- Due to the size of the CYTI Alliance program in Cambodia, the team was increased with a Cambodian CYTI Manager and a team for the 3 main Projects (3PC, Family+ and Drugs)

Country Program Directors are not directly responsible to manage the national networks anymore, but provide direct support to the Hub Coordinator:

- **Thailand:**

- Support for agreement with affiliates
- Support the coordination with Partners (The Hub)
- SEA Rep took part in training of trainers with Shelters

- **Indonesia:**

Handover for the partnership with DoMore

- **Lao PDR:**

Due to the political conditions, the Country Program Director remains in charge of the work

- **Cambodia:**

All the work was taken over by the new CYTI Country Team.

Copyright of new name, logo and tagline secured

This activity was not carried out because of the pending change in name

CYTI Team can rely on team of trainers with wide range of skills that respond to Members' needs

A new International Coordinator for the Technical Support to Programs was hired to coordinate and support the Technical Support work.

A Coordination Matrix was designed to improve coordination of all Technical Support

Additional skills were identified in the Friends teams, including:

- Alcohol
- Disabilityt
- Foster Care

CYTI Alliance has a steady income from partners, co-funding, service provision and consultancies

#### **External funding**

- Core funding was secured from 2 Foundations
- 3PC phase 2 strategy was designed and proposal submitted
- Proposal was submitted to USAID on topic of drugs
- Proposal was submitted to EU on topic of Vocational Training



- Agreement with a private company for the financial support of a training restaurant (200,000 USD)

#### **Co-funding**

- Funding with DoMore (Indonesia) to allow them to phase out smoothly
- Bahay Tuluyan (Philippines): common proposal submitted
- Enfants et Developpement (Vietnam): proposal submitted to AFD for Vocational Training with CYTI as a consultant was successful.

#### **Consultancies:**

- Consultancies secured 22% sustainability (+8% from 2013)
- **Global:**
  - Proposal submitted to DFAT for child protection
  - Proposal submitted to foundations on assessment of NGOs
- **Cambodia:**
  - ICS for Vocational training
  - SIPAR for the development of a financial manual and ChildSafe training
  - Kampuchean Action for Primary Education for Child Protection
- **Egypt:**
  - Consultancy for FACE
  - Training to local NGOs and Orphanages in Egypt was conducted under Government support as part of an agreement between FI/Face and EU/ Egyptian Government.
- **Mongolia:**

Fruitful discussions took place with UNFPA, but in the end the Government did not accept the proposal.

The CYTI Alliance internal and external communication is operational

- A Website was designed
- Not online yet, as needs to be using the new name (still pending)
- A Facebook page was created
- Communication team ensured the successful maintenance of page (1700 Likes to end 2014)

Presentation of CYTI and other CYTI project (family+/3PC Drug) were created and available for outside and partner presentation

An Advisory Committee of Members is operational and guides the development of CYTI

- Advisory board launched in Q 2 with 4 members
- 2 meetings were organized in 2014

**3. Replication:** The CYTI Alliance increases the number of Members and affiliates with a geographical and topical strategy

50 partners become CYTI Alliance Members / Affiliates in 10 target countries by 2017

- Total: 51 Partners over 11 countries
- 13 new Partners joined the Alliance and 7 new contracts were signed
  - **Thailand:** 3 new CYTI agreements signed (Urban light, ATCC and Kids Ark) and 2 Affiliates (Government institutions)
  - **Cambodia:**
    - 4 collaboration agreements signed in Cambodia (Krousar Thmey, VCAO, Homeland and Cambodian Children's Trust (CCT))
    - Kaliyan Mith Siem Reap signed an agreement of Collaboration with Angkor Hospital for Children
    - Agreement of principle with 3 new 3PC partners: M'lop Russey, Transcultural Psychosocial Organisation and Children In Families
  - **Vietnam:** Agreement of principle for collaboration with Enfants et Developpement (consultancies)
  - **Indonesia:** no formal agreement signed yet but growing collaboration with 2 organizations: Yayasan Sahabat Anak for referral of children, Yayasan KDM for emergency
  - **Myanmar:** 1 new partnership signed in Yangon (Linkage)
  - **Ethiopia:** 1 organization signed a TREE agreement

Additional assessments of new organizations were carried out in new countries:

- **Cambodia:** 9 organizations
- **Thailand:** 15 Organizations visited in different provinces
- **Philippines:** 6 organizations visited
- **Myanmar:** assessment in Bagan for the opening of a training restaurant
- **Egypt:** 3 Organizations visited (2 in Cairo and 1 in Alexandria)
- **Kenya:** 1 organization visited (Simama) and came on an exposure visit to Cambodia
- **Sri Lanka:** assessment carried out
- **Nepal:** initial contacts established
- **Ethiopia:** 1 Organization assessed to explore the possibility of TREE partnership and UNICEF interested in collaborating
- **Morocco:** contacts made with UNICEF
- **France**
  - Discussion of partnership with Les Apprentis d'Auteuil: joined field visit in The Philippines and shared information about CSOs
  - Contact was maintained and a visit to 'Toit a Moi' in France

Thematic specialties are developed around Case Management, Alternative Care, Child Protection and Migration

**Alternative Care:** is a key specialty developed initially by the Alliance in Cambodia and being shared internationally:

- Discussion with partner FACE in Egypt to work on Alternative Care
- Discussion with Next Generation Nepal

- Total: 51 Partners over 11 countries
- Joined international networks (Better Care Network, Global Alliance for Children, Family Care First and Child Exploitation and Online Protection Centre (UK))

### **Child Protection**

- **Cambodia:** Child Protection Policy (CPP) reinforced among following partners
  - CPP reinforced in Cambodia through 3PC/Family+
  - CPP reinforced through consultancies provided to Kampuchean Action for Primary Education/Skateistan/ICS Krousar Thmey
  - Under the coordination of the 3PC program, the Road Safety Policy Development training was facilitated by an external trainer, CRY (Coalition for Road Safety) for Mith Samlanh, OEC, Phare Ponleu Selpak and Komar Rikreay.
- **Thailand:** CPP reinforced with partners One SKY and the Hub
- **Myanmar:** basic training in CPP provided to Linkage

### **Drugs**

- **Cambodia**
  - FI Drug team assisted Mlop Tapang to develop the guidebook on Drugs, under support of 3PC
  - oFI has been requested to reduce its Global Fund budget related to training and supervision to partners
- **Philippines:** basic Drug training in the Philippines provided to the Partner EnFANCE

### **Case Management**

- Case Management (CM) and data base were revised to be simplified and started developing a system for mobile devices
- The CM specialty of FI is recognized in Egypt and support was provided to FACE, ECD, Banati and Al Mawa to start CM system
- Support to a student (a former staff of Banati) for his Master of Social work at the Free University of Berlin (FUB)

### **Migration:**

- Thailand: workshop organized among CYTI partners on the topic of migration with the support of the ChildSafe International Coordinator

Local / national coordination system among members are facilitated by CYTI (or by a Friends-International Program)

### **Cambodia:**

- Supported and facilitated the SUP meeting (Drug work coordination)
- Set up the Foster Care Working Group
- Partners worked together to create the Street Children Profile

### **Thailand:**

- Annual Workshop in Thailand organized with Social workers from Thai partners. Topic 2014 was migration/human trafficking
- Regular exchanges in Bangkok between the Hub and Peuan Peuan

### **Philippines:**

- EnFANCE and Bahay Tuluyan developed links for operations

### **Africa / Middle East:**

Development in the region was initiated with contacts made regionally through the support of AGFund

### **Global**

- Various partners joined Child Exploitation and Online Protection Centre (UK)
- 3PC and Family+ partners are represented at Better Care Network and Global Alliance for Children, Family Care First

CYTI ensures that Members are part of national coordination systems

- **Cambodia:** many meetings are joined on Case Management, Foster Care, Education, Migration, Child Protection, drugs, HIV/AIDS, etc.
- **Thailand:** 8 relevant networks identified by CPD (see Programs report)
- **Indonesia:** Registration as a social services organization with the Department of Social Welfare allowed for a greater attendance to Government-led meetings
- **Laos:** AdCom meeting conducted once with all relevant partners (Government and NGOs)

Sharing of good practices among Members / Affiliates are regular and action oriented

Increase of visits between Partners to share good practices (alcohol, drug, alternative care...)

4 Case studies and report on good practices has been shared with donors and shared among partners:

- Good practice model of orphanage: A change towards more community base activities
- Support for family tracing of 2 orphanages
- A Good Practice model of Alternative Care
- Policy for short term Foster Care

**4. Impact:** The CYTI Alliance increases its common impact on an increasing number of marginalized children, youth and caretakers, their communities and the society overall

Alliance Members and Affiliates work with 150,000 individual children, youth and caretakers per year by 2018

**90,084** individual children, youth and parents/caretakers were reached by the Alliance over 11 countries Mith Samlanh Phnom Penh, Cambodia Program reached a total of 15,663 individuals

Number of services reach 10,000,000 contacts by 2018

- **5,033,671** services were provided
- There were still issues in calculation of services among Partners and support will be provided next year to harmonize the system

Capacity of Members and Affiliates to work with families is increased, aiming at 1,000 children/youth reintegrated in family per year

- **2,077** children reintegrated to families (including direct families, extended families and foster families)
- The result is higher than initially expected due to the rapid development of the capacity among partners.

Capacity of Members and Affiliates to support children to remain in school is improved, aiming at 15,000 children supported to integrate / remain in public school per year

- A total of **11,818** children were reintegrated / supported to remain in public school:
  - 3,032 children supported to integrate public school
  - 8,786 children supported to remain in public school
- An additional 3,953 children joined the Partners' remedial school, making a total of **15,771** children receiving an education

Capacity of Members and Affiliates to support youth to access gainful employment is increased, aiming at 800 youth placed in employment per year

- **590** youth placed in employment
- All partners developed their capacity in the various employment options, but will be pushed further next year

Capacity of Members and Affiliates to support families for income generation and independence is increased, aiming at 50,000 family members supported

- **20,046** family members / caretakers were supported (psycho-social and economic)
- This represented services to an estimated (low estimate) **14,770** indirect beneficiaries
- Evaluation reports show that an effort needs to be done in developing the economic support options

Vocational Training / Small Business projects expanded among Partners

#### **Cambodia**

VT / Social Business (SB) expanded to various partners (Buddhism for Social Development Action Mlop Tapang, Kaliyan Mith, Mith Samlanh)

#### **Myanmar**

SB expanding through

Basic SB support to Smile restaurant

Drugs projects expanded among Partners

### **Thailand**

Peuan Peuan started VT restaurant

### **Laos**

Peuan Mit opened a new VT restaurant in Luang Prabang

### **Cambodia**

- Reduction of partnership (due to Global fund funding reduction) and problem with partners (Joam Hean Anagod stopped operations)
- M'lop Tapang drug project was strengthened

### **The Philippines**

Basic Drug Training with EnFANCE

Child Protection is expanded among all Partners

All partners have Child Protection Policy training as part of their work plan but not yet all have received training yet

### **Cambodia:**

- A Child Protection network is in place through 3PC
- A final review was conducted to:
  - Evaluate the 3PC program
  - Evaluate the partners of 3PC (3 partnership stopped)
  - Redefine the next Phase starting in 2015: 3 new partnerships signed (M'lop Russey, CIF, TPO)

### **Thailand**

The Child Protection system is being expanded to Thailand through the project of Child Protection training and implementation in 84 Government run shelter across the country (collaboration with UNICEF with initial activities in 2015)

Migration (prevention, support, repatriation) is expanded among all Partners

### **Cambodia/Thailand:**

- Collaboration between 3PC partners and Thai partners, in particular:
  - Damnok Toek in Poipet collaborate with Peuan Peuan regarding border issues, deportation/repatriation of migrants
  - Kaliyan Mith Siem Reap and Peuan Peuan regarding referrals and Case management
- Some 3PC are partners are part of network at the border, the Border Intervention Group Committee (BIG C) gathering government and CSO organization

### **Myanmar/Thailand:**

Collaboration initiated between Peuan Peuan and One Sky for case management

### **Malaysia/Cambodia:**

1 meeting in Cambodia with Government representative who came on exposure visit

### **Honduras/Mexico:**

Discussion initiated with an organization based in Sinaloa willing to start VT for youth to address migration – lack of funding slowed the process

ChildSafe expanded among Partners

### **Internal Migration Cambodia:**

- Safe migration under World Education with Kaliyan Mith Siem Reap and Mith Samlanh
- Further development of ChildSafe Migration

### **Cambodia:**

- 6 ChildSafe Network implementers (Mith Samlanh / Kaliyan Mith Siem Reap / M'Lop Tapang / Damnok Toek / Komar Rikreay / Friends Chom Chao)
- Regular monitoring visits are conducted
- Total of 551 ChildSafe staff from all partners
- 21 ChildSafe staff from 6 partners participated in the 2014 annual meeting

### **Indonesia**

- ChildSafe in Jogjakarta: plans to operate ChildSafe in Yogyakarta have been put on hold and options to do so in the near future are being discussed.
- ChildSafe in Jakarta: Training has not started. Most ChildSafe activities have been postponed to 2015 for funding reasons.

### **Vietnam:**

- Opportunities were discussed with Blue Dragon in Hanoi and with a network of NGOs in Ho Chi Minh City

### **Philippines:**

- Bahay Tuluyan is active in Manila
- Activities with a second partner (EnFANCE) were postponed
- 1 NGO interested in the province of Puerto Galera (Stairway)

### **Thailand**

- Sangkhlaburi province: a ChildSafe campaign on voluntourism is really needed in the area and a huge potential for ChildSafe in the community was identified – unfortunately the identified partners (OneSky) decided against implementing ChildSafe – a new partner will be sought
- Bangkok: regular activities between Child Line and Friends Thailand were carried out: Case Management, meeting/case referral, co-outreach and recreational activities, research (snapshot) and joined training
- ChildSafe in Hulamphong area to start as soon as the new ChildSafe team is established at Friends Thailand.

CYTI Alliance influences Government and donor policies and priorities at national and regional levels

A mapping of all partners' Network (Network of network) was carried out in Cambodia allowing to identify all partners' links with local authorities

- **Campaigns:** A series of new campaigns have been developed to be launched early 2015:
- Campaign towards Cambodian nationals:
  - ChildSafe Citizens: 7 Tips on protecting children in Cambodian
  - "Orphanages Tear Families Apart": targeting Cambodians to keep families together (2 radio scripts, social media, IEC material, website banners) linking to the ChildSafe Hotline
- Campaign towards Donors: "Don't Create More Orphans" to support family-based care options instead of orphanages (video, microsite, social media, IEC)

### **Definition of shelters**

Definition of shelters was completed: FI has completed drafting the definition of various types of shelters to refine the mapping and definition of standards by the Cambodian Government

### **Foster Care Working Group**

Friends-International supports partners to take part in in the foster care network. A subcommittee was created to make the discussion more effective

### **Migration**

Friends Thailand joins the Migration Coordination meetings between the Thai and Cambodian Governments

### **Child Protection**

Successful proposal to establish Child Protection Policies across 48 Government shelters in Thailand

### **ChildSafe**

Agreement signed and implementation started with the Department of Tourism in the Philippines

### **Indonesia:**

Registration as a social services organization with the Department of Social Welfare gives access to information, events and networking opportunities with other local NGOs active in Jakarta.

### **Lao PDR:**

The AdCom meeting is the opportunity to ensure coordination with all main Government actors and NGO partners





Together, protecting children.

# CHILDSAFE NETWORK



To involve local and international communities in protecting marginalized urban children and youth from all forms of abuse.



一緒に、子どもを守ろう!



Juntas, protegiendo niños.



Gemeinsam Kinder schützen



一起，保护儿童。



Ensemble, protégeons les enfants.

## SUMMARY

- ChildSafe now established for 10 years and operational in 10 countries (6 Departure Countries: France, Germany, Switzerland, USA, UK, Japan and 4 Arrival Countries: Cambodia, Laos, Thailand, Indonesia)
- 5,856 ChildSafe Members are certified to protect children from all form of abuse
- ChildSafe Members protected 4,531 Children and young people
- Child protection information, ChildSafe Traveler 7 Tips, reached 28 Million international travelers in 2014
- 11 ChildSafe hotlines responding to the needs of children, young people and families across Asia, 24 hours / 7 days
- Most Inspiring Responsible Tourism Initiative 2014 Wild Asia Responsible Tourism Awards

## STATISTICS

### ChildSafe Certified Members

Members	Cambodia	Thailand	Indonesia	Philippines	Laos	2014	2013
Hotel	108	7	-	1	-	116	104
Hotel staff	3,733	53	-	18		3,804	2,821
Travel Agency	24	3	-	-		27	24
Travel Agency staff	269	41	-	-		310	282
Driver (Remorque/TukTuk and Motor dup)	924	50	-	-		974	983
ChildSafe Community (Local Authority, CCWC, Parent, Seller, Police, etc.)	235	29	-	-	361	625	756
<b>Total</b>	<b>5,293</b>	<b>183</b>	<b>0</b>	<b>19</b>	<b>175</b>	<b>5,856</b>	<b>4,970</b>

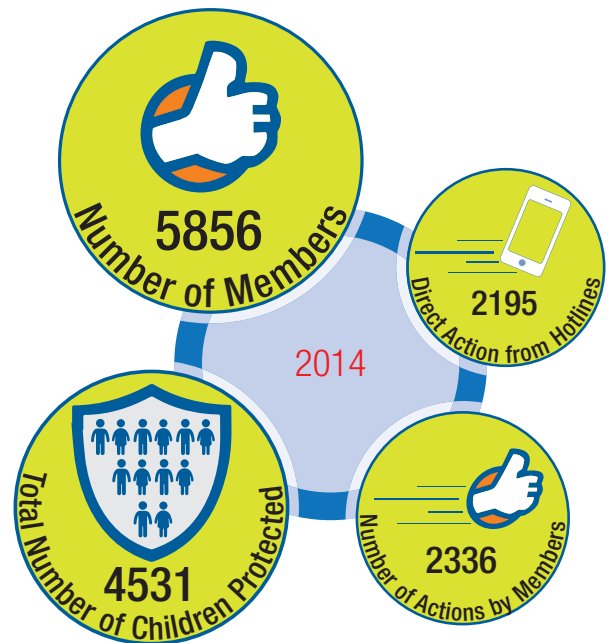
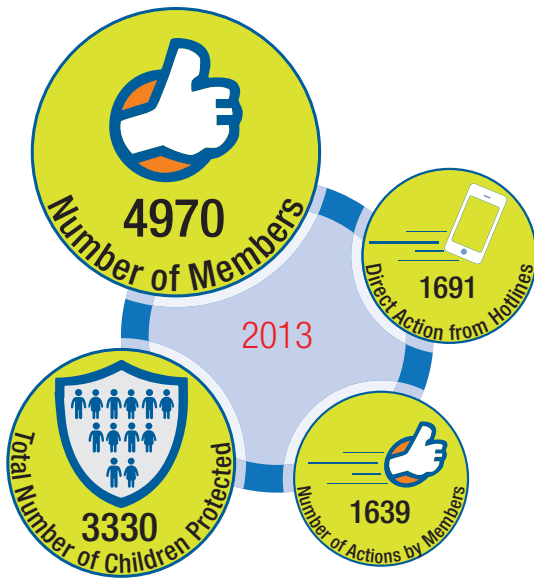
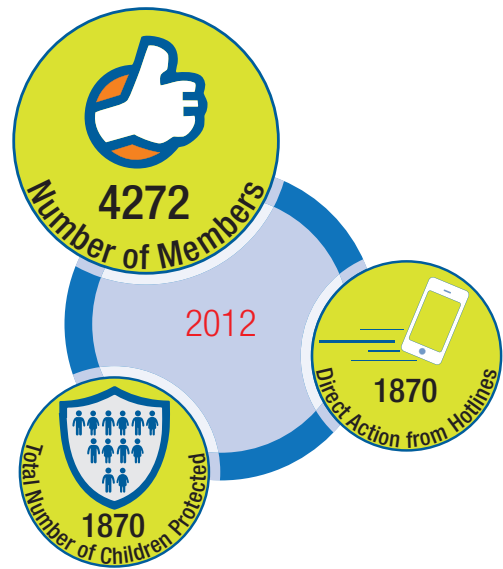
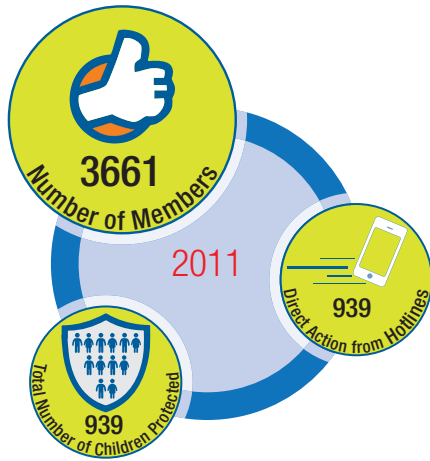
### Total ChildSafe trained persons

	Cambodia	Thailand	Indonesia	Philippines	Laos	2014	2013
CS Certified Members	5,293	183	0	19	361	5,856	4,970
CS participants (Communities)	18,447	0	300	0	4,577	23,324	3,287
CS Citizens	9,875	0	0	0	0	9,875	919
CS Travelers						28,095,893	3,328,004

### Hotlines calls

	Cambodia	Thailand	Laos	Total
Number of Call	2,193	68	19	2,280
Number of Case	2,108	68	19	2,195

*Note: the direct action taken by Members could not be measured before 2013 when a new tool was designed*



# NARRATIVE

**1. Quality:** ChildSafe Network operates as a best practice training and awareness program directly through the Friends Programs or its implementing partners.

## Strategic Plan 2014-2018

Charter and contracts are updated as required, fully implemented and respected

Standards of Procedures / IEC are updated as required and implemented throughout the Network

Visuals and tagline finalized and registered

## Results 2014

The Charter was developed and is in the process of approval

Contracts and policies for hotels and tour agencies were revised and shared with Implementing Partners M'Lop Tapang, Kaliyan Mith Siem Reap (Cambodia), Peuan Peuan (Thailand) and Bahay Tuluyan (Philippines)

The Guidebooks for ChildSafe Members was updated to include the newly developed monitoring tool "Actions Taken by Members" and was translated into Khmer and Thai

- The Guidebook for ChildSafe Citizen was developed and shared with all implementing countries.
- Work on the artwork (icons) is slow as all needs to be tested before finalization (launch Q1 2015)

A specific IEC was designed for Siem Reap to address the issue of "Milk Scam" by beggars with babies. Siem Reap Members were trained specifically on this topic

The elements of the training curriculum for communities that were added at the request of a donor were assessed and will be simplified (were perceived as too theoretical and the format too "institutional")

The IEC for the ChildSafe Community training was adapted for Laos (and translated), Thailand and initiated in Indonesia.

Campaigns were designed as a coordinated effort (in collaboration/support with the Ministry of Social Affairs in Cambodia, UNICEF and USAID) to address the issue of orphanages and child protection, including the development of:

- Campaign to donors (international)
- Campaign to communities (Cambodia)
- Citizen 7Tips

Initiate collaboration with the Phnom Penh Municipality to launch a campaign to address the issue of begging children by addressing the behavior of giving ("Think before giving")

ChildSafe logo registrations:

- Finalized in Cambodia
- Renewed in France
- Initiated in Thailand, Laos and Indonesia

Adjustments to the logo were carried out:

- ChildSafe Product collection logo
- Supporter logo

ChildSafe implementing teams are trained and operational

New material was designed to reflect the update in the ChildSafe structure:

- Orientation training updated
- Advance training in process

Monitoring evaluation of ChildSafe carried out regularly

Tool for measuring the action of Members was designed and piloted in Cambodia

Actions of other ChildSafe actors (participants, communities) are more complicated and initial discussions took place.

Tracking tools to measure ChildSafe Citizen campaign was developed

The monitoring of the training to Travelers (in person training) was reinforced by developing a stronger engagement (and not by a specific survey at this time)

Develop ChildSafe Business 7 Tips

A pilot project was started:

- Initial material was created
- Training was designed
- System for protection was established: child protection company representative (2 or 3 persons in the business that staff will report an issue to), and training for staff at higher risk of witnessing abuse
- To be finalized: the promotional aspect to “sell” to businesses

Ezecom Cambodia was certified as the first Business 7 member in October



**2. Sustainability:** ChildSafe functions as a social enterprise with solid structures (as an FI Program) and steady independent income that functions as a social enterprise with solid structures (as an FI Program) and a steady independent income

ChildSafe Coordination team is fully operational

The Coordination team was reinforced with a full-time person in Europe (Switzerland Office)

- Currently the International Coordinator is sharing information gathered
- Technical Advisors and Country Program Directors share informally
- Some Technical Advisors support the ChildSafe Program when traveling to Country Programs.

ChildSafe is a recognized international brand through public and professional recognition

The new ChildSafe website is not yet live, however:

- Structure was finalized
- The design was created
- The text is being finalized

ChildSafe received various international recognitions:

- Wild Asia Responsible Tourism Industry Award
- AGFund prize for child protection
- C10 Award for Child Protection

ChildSafe joined various international conferences / working groups:

- International Tourism Board – Berlin
- Better Volunteering workshop – UK
- Training in conjunction with Lumos – UK
- CSO Summit on combatting trafficking persons
- UNA-NCA Resource Fair for organizations fighting human trafficking

New videos were created and posted:

- One general presentation video
- One “Join The Movement” video

ChildSafe Ambassadors were identified:

- 16 University students in Cambodia
- 2 famous Cambodian actors (Sokea and San Sana)
- Deborah Quigley was asked to be the ChildSafe Child Protection Advocate, and represented ChildSafe at 2 events on fighting human trafficking

ChildSafe is recognized and supported by Governments in countries of operations

MoU were signed/renewed

- Ministry of Tourism of the Philippines
- Municipality of Phnom Penh
- Department of Tourism in Thailand
- Cambodia and Laos not yet

Collaboration with the tourism industry is developed and efficient.

#### **Collaboration with airports:**

- Siem Reap: on-going
- Discussion with JFK Airport (USA)
- Discussion with Geneva Airport (Switzerland)

#### **Collaboration with Travel Agencies:**

- Spanish Tour Agency, based in Cambodia, supported by assisting in translations and promotes 7 Tips (in Spanish) to their networks and clients in Spain and Cambodia.
- Buffalo Tours: distributed 7Tips in Chiang Mai (Thailand)
- 5 new travel agencies started collaboration in Switzerland

#### **Collaboration with Hotels:**

- Cambodia's leading hotel members continue to be strong supporters with materials to their customers, and proudly express their membership in the greater hotel association community
  - Cambodia Hotel Association: collaboration initiated
  - InterContinental Hotel: on-going support
  - Pavilion Group: on-going support
- Contacts established with potential new partners in Thailand and Laos

#### **Collaboration with guidebooks and online travel forums:**

Collaboration was maintained with Trip Advisor, Lonely Planet, Guide du Routard, Reise-Know-How etc.

Collaboration with wider corporate sector for promotion of ChildSafe messages

#### **Cross-branding advertisement:**

Artwork was created

No member/partner were approached this year

Adecco (Geneva HQ) contributed three visiting volunteers from Japan, New Zealand and India to support learning and feedback to campaigns and ChildSafe communications

The expansion will take place next year through the Business7 initiative (Ezecom and new partners)

Develop funding streams for ChildSafe, including consultancy, hotel fundraising, membership, private donor stream, etc.)

ChildSafe was promoted through presentations to International Schools (Cambodia mainly):

- 10 visits by us to national schools/Universities (RUPP,ISPP,ICAN, CIA, Northbridge)
- 20 visits from International/National schools / Universities to FI including Charleston USA, Hawaii, ICAN,NU Singapore, Bangkok University, Stamford)
- 2 interactive events with DISL Group (Universities/Think Tank) held, including focus group sessions with marketing involved
- 10 presentations to tour groups at Romdeng
- Deakin University Melbourne exploring links to FI/ChildSafe for strong advocacy program anti-orphanage volunteering

Design and sell a ChildSafe product line

After design and testing, the design direction was changed to a more conservative style.

Samples were created based on a full product line to be launched in 2015

All FI Programs understand and know about ChildSafe Network

Training on the new ChildSafe system was presented to Friends-International teams:

- Cambodia done in Q2
- Thailand done in Q3
- Indonesia done in Q2
- Laos: not yet due to lack of funding

Information / training about the ChildSafe Citizen campaign to teams in Cambodia (where the launch will take place initially in Q1 2015)

All FI staff & volunteers, trained and certified as ChildSafe Members

- The Introduction training was updated with the new organization of ChildSafe
- Basic Training and “Friends Introduction” with ChildSafe description delivered to all new staff

Certification of all Friends staff was not yet carried out due to the turn-over among trainers

Improve support of FISO to ChildSafe

Friends Switzerland developed its activities with a ChildSafe focus – presentation and material were shared



### 3. Replication: ChildSafe is implemented through a network of implementing partners globally

Collaboration with CYTI for effective expansion is on-going

Collaboration with CYTI was continued with:

- 23 implementing Partners total (13 non Friends affiliated)
- 2 new CYTI Members were identified and 1 became a new Implementing Partner (Bahay Tuluyan, Philippines)
- 1 Partner (DoMore) stopped its operations and ChildSafe was put on hold (Yogyakarta, Indonesia)

The ChildSafe Network is operational in 18 countries by 2017

ChildSafe is operational in 8 countries:

- Cambodia
- Thailand
- Lao PDR
- Indonesia
- Philippines
- France
- Germany
- Switzerland

Expansion in new areas in existing countries:

- Thailand (Phuket, Pattaya, Chang Mai)
- Cambodia (Kampong Cham)
- Laos (Luang Prabang)

Expansion in new countries: initial contacts were established in:

- Myanmar
- Vietnam
- Egypt

Active network maintained through meetings, workshops and information exchange.

Annual Sharing Meetings were organized for ChildSafe Members in Cambodia (Phnom Penh, Siem Reap and Sihanoukville) – an important time for Members to share, learn and be recognized/celebrated for their actions and involvement

Sharing Meeting for Hotels was not organized due to the staff turnover that reduced the interactions with Hotels this year

Expansion with activities driven from FISO offices expanding campaign reach and business, industry connections.

**Switzerland:** became very active and a leader for the European activities:

- Led workshop on Pity Charity (Geneva Women's Conference)
- 2 Travel Agencies became ChildSafe supporters (provide 7Tips to customers)
- Media support: Le Temps (print and online) and the International's Institute for Children's Rights newsletter
- Joined 2 international conferences ("Better Volunteering, Better Care" and training on de-institutionalization in London)

France: inactive in 2014

	<p>Germany: inactive in 2014</p> <p>USA: NYC team organized an awareness raising event at the JFK airport, leading to a potential deeper collaboration for a campaign in 2015</p>
<p>Enhance communication of members to share in achievements and encourage more active participation.</p>	<p>A ChildSafe Newsletter was designed and shared with 900 Members – with a good review, the initiative will be carried out in 2015</p> <p>Annual Members’ Sharing Meetings were organized but only in Cambodia at this time (replicated next year in all countries/areas)</p>
<p>ChildSafe 7 Tips for Business</p>	<p>Consultative work-plans were developed and successfully trialed during pilot. This containing steps to review all elements of a business that may affect children’s wellbeing. Work-plans designed with the flexibility of adaption to any business model.</p>
<p>ChildSafe Community Project developed and implemented in 7 countries by 2017</p>	<p>The ChildSafe Community Project started: training material is being designed and adapted to each area (this will be on-going as adaptations are required for each community):</p> <ul style="list-style-type: none"> <li>• Cambodia</li> <li>• Thailand</li> <li>• Lao PDR</li> <li>• Indonesia</li> <li>• Philippines, Myanmar and Vietnam could not be initiated this year due to lack of staff and Implementing Partners</li> </ul>
<p>ChildSafe Citizen Project developed and implemented in 7 countries by 2017</p>	<p>The ChildSafe Citizen campaign was designed initially for Cambodia:</p> <ul style="list-style-type: none"> <li>• The artwork is finalized</li> <li>• 16 youth ambassadors were trained</li> <li>• ChildSafe citizen Facebook page is active (8,546 following) with a “1 day-1 Tip” posting</li> <li>• The official launch was move to Q1 2015</li> </ul>
<p>Hotlines with intervention teams are operational in 15 locations by 2017</p>	<p>Hotlines are operational in 11 locations:</p> <ul style="list-style-type: none"> <li>• Phnom Penh (Mith Samlanh)</li> <li>• Siem Reap (Kaliyan Mith)</li> <li>• Sihanoukville (Mlop Tapang)</li> <li>• Bangkok (Peuan Peuan)</li> <li>• Aran (Peuan Peuan)</li> <li>• Vientiane (Peuan Mit)</li> <li>• Poipet (Damnok Toek)</li> <li>• Kampong Cham (DoSVY)</li> <li>• Battambang (Komar Rigkreay)</li> <li>• Neak Loeung (Damnok Toek)</li> <li>• Jakarta (Teman Baik)</li> </ul>

ChildSafe Traveler Campaign is operational in 10 departure countries and 7 arrival countries by 2017

Promotion of the hotline continued:

- 70 Tuk Tuk's promoting ChildSafe Hotline in Phnom Penh
- 10 Tuk Tuk's in Siem Reap
- 4 ChildSafe hotline Community billboards
- 7000 hotline card and 500 community posters promoting to the community and children in Cambodia.
- Training of and promotion to volunteers from the Ministry of Tourism (200 persons)

The Coordination with National Hotlines and other Hotlines was continued to ensure complementarity:

- 1300 in Thailand
- Collaboration with ChildHelpLine Cambodia continued

The materials for the international campaign (including the 7Tips) are now available in 10 languages (English, Dutch, Korean, German, Arabic, Chinese, Japanese, Spanish, French and Russian)

The Campaign is directly active in:

- 6 Departure Countries (France, Germany, Switzerland, USA, UK, Japan)
- 4 Arrival Countries (Cambodia, Laos, Thailand, Indonesia)

Collaboration was initiated with UNICEF-Myanmar for the development of a Myanmar-specific information package using the "Children Are Not Tourist Attractions" campaign (co-branding)

#### **Global:**

The campaign was promoted globally through partnerships in the travel industry:

- **Airlines:**

- Air Asia: monthly ad (in rotation)
- Cathay Pacific: one ad
- Thomas Cook: 3 months ad
- Angkor Air: discussion started for placement in January 2015
- SilkAir: the partnership is currently "asleep"

- **Guidebooks:**

- Guide du Routard
- Lonely Planet
- Reise-Know-How

- **Social Media:**

- Regular feature of the 7Tips on Twitter
- Vine videos
- Facebook: on-going activity (promoting the ChildSafe campaigns and supporting like-minded campaigns and partners)

#### **Cambodia:**

The presence was increased through:

- Increased distribution of the 7Tips (including at Siem Reap airport and in partner hotels)

- A push on the “Children Are Not Tourist Attractions” campaign
- Traveling exhibition in Siem Reap of the photo exhibition “THINK Before Giving to Begging Children” (replicated from the exhibition in Bangkok in 2013)
- Media coverage was increased with monthly ads in Asia Life

**Laos:**

- A review on most effective wording for Lao specific travelers was conducted
- The Lao specific 7Tips were reprinted in English. Other languages to follow.
- Work-plan developed for both campaign and ChildSafe network implementation across both cities

**Thailand:**

- A work-plan was developed in conjunction with the Department of Tourism. Volunteer staff of Tourism Assistance Centre received introductory training
- Development of 7 Tips commenced in collaboration with the Department of Tourism

**Europe:**

- The 7Tips were featured in an international magazine (Kreol Magazine)
- 7Tips were supported by 5 travel agents in Switzerland
- Mention in Swiss newspaper Le Temps

**Singapore:**

- Collaboration with SilkAir was slowed down this year

**Japan:**

- Trained 15 students from Kwasei Gakuin University

**China:**

- An initial team of volunteers shared information in Chinese and started working on ChildSafe 7Tips for China

**Korea:**

- The Siem Reap Korean business community expressed interest in supporting the 7Tips (now in Korean) and to translate the “Children Are Not Tourist Attractions” material

**4. Impact:** The ChildSafe Network impacts directly and effectively the lives of children and the behaviors of community, citizens and travelers

10 ChildSafe Implementing Partners by 2017.

Total: 23 Implementing Partners

6,000 ChildSafe Network Members are certified/recertified by 2017

Total: 5,856 (1,061 new) Certified Members

- Cambodia: 5,293 (770 new and 985 terminated)
- Thailand: 183
- Laos: 361 (186 new)
- Indonesia: No Members after the termination of Aceh activities
- Philippines: 19

The ChildSafe Participants Campaign reaches 50,000 (community people)

**Total: 23,324**

- Cambodia: 18,447
  - Mith Samlanh (Phnom Penh): 12,433 (57,236 services)
  - Kaliyan Mith (Siem Reap): 4,751
  - Mlop Tapang (Sihanoukville): 1,263
- Laos: 4,577
- Thailand: No activities
- Indonesia: 300

ChildSafe Business7 campaign with 10 companies

- Ezeecom was the first company trained and certified Business7
- Ezeecom nominated 2 Child Protection Company Representative and staff at higher risk of witnessing abuse (Ezeecom installation staff) were trained specifically.

ChildSafe Citizens campaign reaching 2,000,000 nationals

**Cambodia:**

**Total: 9,875** community people were exposed to the ChildSafe Citizen 7 Tips through either direct training and via social media

- 136 Cambodian staff from Mith Samlanh, FI, Kaliyan Mith Siem Reap, Friends Chom Chao
- 403 ChildSafe Hotel and travel agency staff
- 18 youth ambassador and youth ambassador were certified and agreed to implement awareness raising in the community
- 8,432 people followed ChildSafe Citizen on social media
- 886 people visited Health & Love website on ChildSafe Citizen page.

**Laos:** not yet started

**Thailand:** not yet started

**Indonesia:** one event for a total of 300

15,000 children and youth receive direct support from ChildSafe Network per year

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**Total: 4,531** children were reported as receiving support from ChildSafe system:

- Cambodia:
  - Direct support from ChildSafe members: 2,336
  - Direct support from Hotline: 2,108
- Thailand:
  - Direct support from Hotline: 68
- Laos:
  - Direct protected from Hotline: 19

International behavior change campaign in place in target countries reaching 4,000,000 travelers per year (Traveler)

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**Total: 28,095,000** travelers reached





To ensure that Friends-International is financially sustainable to reduce donor-dependency through the development of social business models





## SUMMARY

- Total annual sales for all FSB units across 3 countries reaching 3.1 million USD (+16%)
- Number of youth, caretakers and indirect beneficiaries growing in comparison to 2013
- Previously loss making FI Workshop producing garments and accessories turned profitable and moved closer to being integrated into local organization Mith Samlanh in the mid-term / Still some issues with the TREE restaurant in Vientiane/Laos
- 1 new TREE restaurant opened in October in Luang Prabang/Laos
- 3 new TREE restaurant projects started in Bangkok/Thailand (with Peuan Peuan), Bagan/Myanmar (with external partner Myanmar Youth Development Institute) and Addis Ababa/Ethiopia (with external partner Hope for Children Australia)
- 4 smaller vocational trainings targeting primarily local customers set up in Phnom Penh (moto repair, tailoring) and Siem Reap (moto repair, beauty salon)
- Numerous processes, data gathering reports and supporting tools in communications, sales and product development further developed
- '4th National Social Enterprise Conference of Cambodia' and 'Mohammad Yunus Socent Hub' event co-organized together with local partners, both attracting +400 participants

## STATISTICS

Friends Programs	Friends Social Businesses	Income 2014 (USD)	Income Increase	Net income 2014 (USD)	Net Income Increase / 2013
<b>Mith Samlanh (MS) - Cambodia</b>	Friends 'N' Stuff Street 13	294,238	15%	63,637	-41%
	Friends 'N' Stuff Russian Market	24,597	-36%	4,617	-79%
	Friends 'N' Stuff Romdeng	55,304	-1%	5,818	-54%
	Friends the Restaurant	819,794	20%	152,244	23%
	Romdeng Restaurant	619,973	16%	53,598	10%
	Best of Friends Cookbook	22,648	-30%	12,564	-61%
	Training Centre	55,978	-8%	1,528	-85%
	<b>TOTAL MS</b>	<b>1,892,532</b>	<b>8%</b>	<b>294,007</b>	<b>-28%</b>
<b>Kaliyan Mith (KM) - Cambodia</b>	Friends 'N' Stuff Marum	49,186	57%	10,866	34%
	Friends 'N' Stuff Kaliyan Mith	38,326	23%	-1,337	-133%
	Friends 'N' Stuff Art Center	46,968		16,644	
	Sewing Workshop	11,502	100%	944	100%
	Marum Restaurant	243,267	68%	-47,835	22%
	Phka Kravan	4,999	100%	4,286	100%
	Mechanics shop	5,300	100%	4,589	100%
	Training Center	948	-82%	948	121%
	<b>TOTAL KM</b>	<b>400,496</b>	<b>60%</b>	<b>-10,894</b>	<b>80%</b>

<b>Peuan Mit (PM) - Laos</b>	Makphet Restaurant	195,530	-10%	-90,635	-693%
	Khaiphaen Restaurant	10,597	0%	8,875	100%
	Mechanics	6,229	-21%	-1,621	69%
	Friends 'N' Stuff Makphet	39,394	-32%	-13,507	-192%
	Friends 'N' Stuff Downtown	6,438	100%	137	0%
	Friends 'N' Stuff Khaiphaen	975	100%	-792	0%
	Honeybees Cook Book	17,020	-28%	7,151	-24%
	<b>TOTAL PM</b>	<b>276,184</b>	<b>-10%</b>	<b>-90,392</b>	<b>-1327%</b>
<b>Peuan Peuan (PP) - Thailand</b>	Friends 'N' Stuff Soi 49	21,341	23%	6,581	80%
	Friends 'N' Stuff Phra Athit	1,816	100%	-413	0%
	<b>TOTAL PP</b>	<b>23,157</b>	<b>33%</b>	<b>6,168</b>	<b>69%</b>
<b>Head Quarters Phnom Penh</b>	FI Business	72,696	18%	423	103%
	FI Workshop	129,890	161%	19,912	149%
	FI Publishing	37,666	-51%	-14,598	-143%
	TREE Alliance	280,534	66%	141,676	119%
	FI Consulting	269	-90%	234	100%
	<b>TOTAL HQ</b>	<b>521,056</b>	<b>45%</b>	<b>147,647</b>	<b>217%</b>
<b>GRAND TOTAL</b>	<b>3,113,425</b>	<b>16%</b>	<b>346,536</b>	<b>-16%</b>	

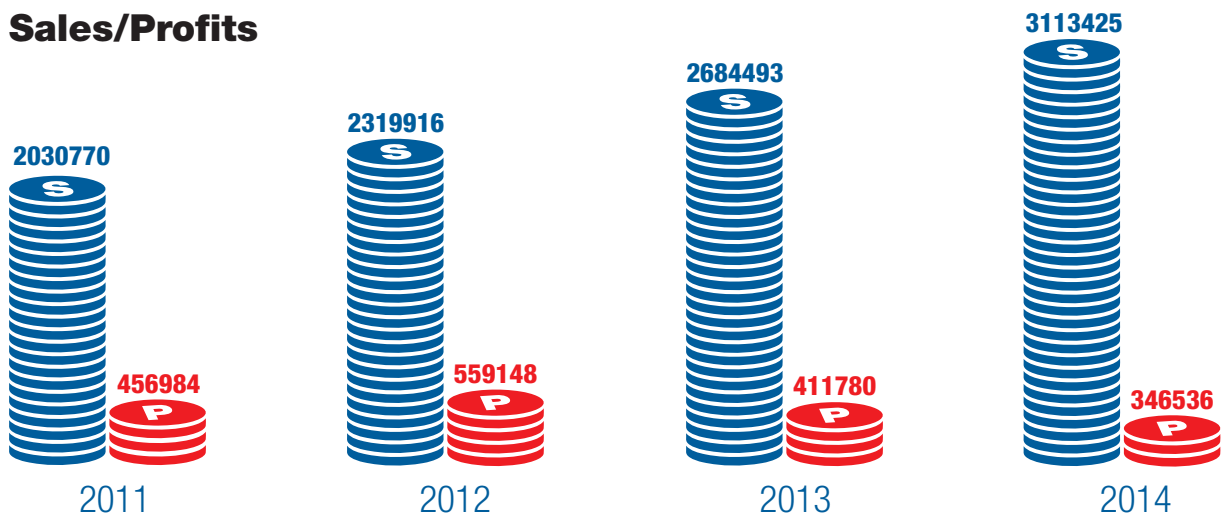
### Global number of beneficiaries supported for training:

	Cambodia (PP)	Cambodia (SR)	Cambodia (CC)	Lao PDR	Thailand (BKK)	Thailand (Aran/Poipet)	Indonesia	TOTAL	Increase versus 2013
<b>Number of youth</b>	530	215	12	83	1	13	3	<b>857</b>	+2%
<b>Number of adults</b>	136	78	0	9	24	24	12	<b>283</b>	+26%

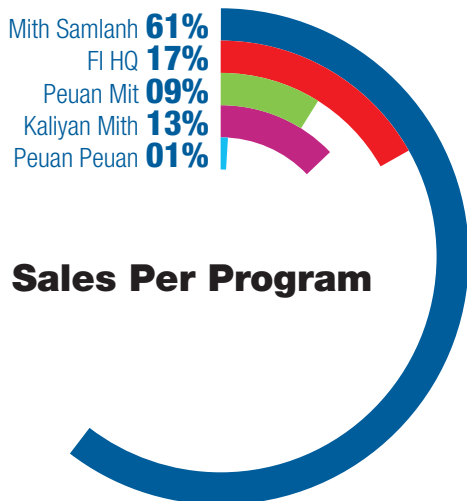
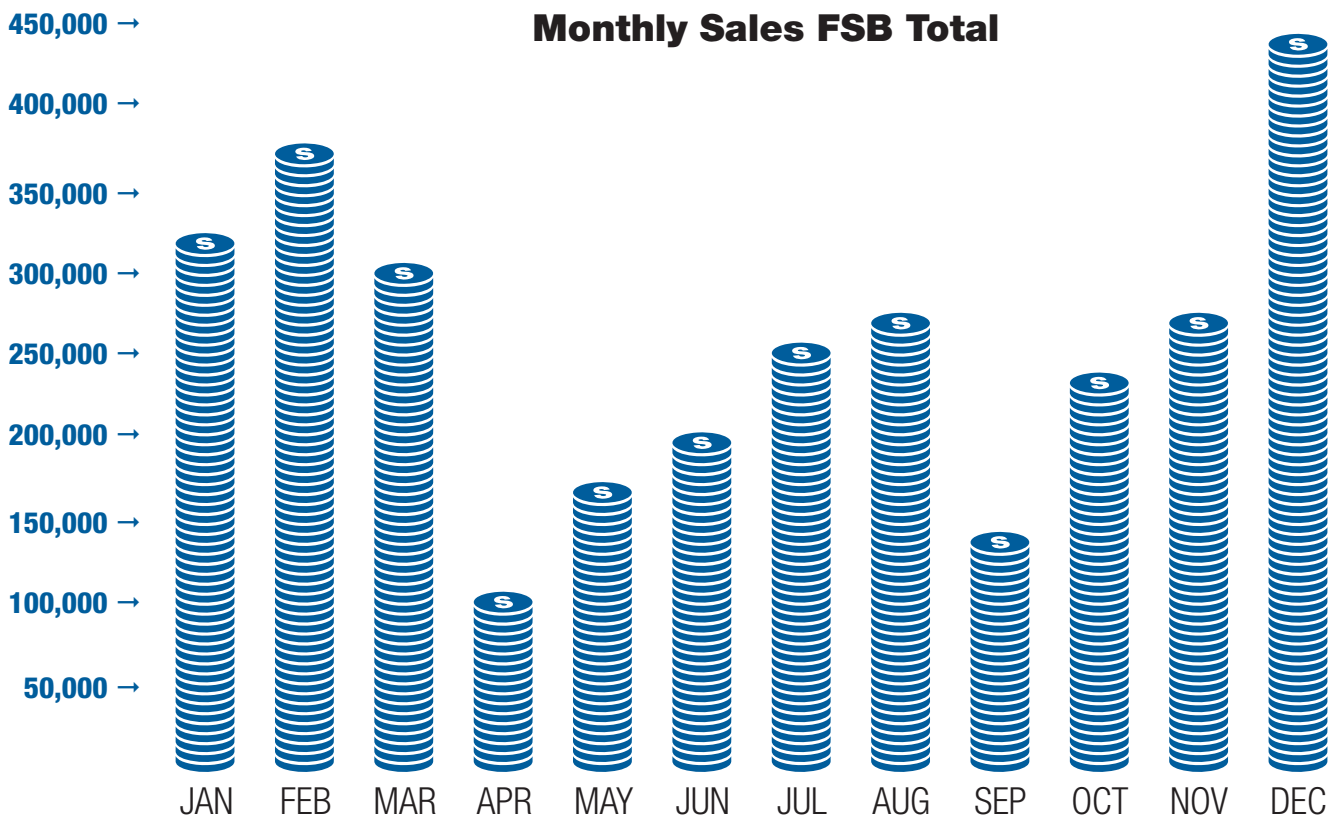
### Sustainability Ratio:

	HQ		Mith Samlanh		Friends Siem Reap		Friends Lao PDR		Friends Thailand		Friends Indonesia		FRIENDS TOTAL	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
<b>Standard sustainability ratio</b>	18%	16%	55%	56%	35%	27%	29%	46%	6%	5%	0%	0%	38%	38%
<b>Social business sustainability</b>	140%	114%	119%	128%	97%	82%	75%	103%	136%	127%	0%	0%	115%	118%
<b>Social program sustainability</b>	6%	2%	17%	22%	-2%	-9%	-16%	2%	2%	1%	0%	0%	7%	9%
<b>Donor dependency</b>	94%	98%	83%	78%	102%	109%	116%	98%	98%	99%	100%	100%	93%	91%

## Sales/Profits



## Monthly Sales FSB Total



### Sales Per Program



### Sales Per Business

# NARRATIVE

**1. Quality:** FSB develops social business that operate as good practice in terms of efficiency and transparency

## Strategic Plan 2014-2018

FSB Charter is updated as needed and principle clearly implemented in all FSB projects

SoP for vocational training businesses are updated regularly to maintain best practice

SoP for TREE Alliance are updated regularly to maintain best practices

SoP for TREE Alliance are updated regularly to maintain best practices

Guidebooks for Home Based Production and ME are updated regularly to maintain best practice

## Results 2014

Charter was reviewed without changes

With communications, transparent customer info about use of profits and impact is created

### Garage (shared in Takhmao, Kaliyan Mith and Peuan Mith):

- Customer service
- Operations
- Hygiene
- Professionalism
- Safety

### Nail Bar:

Focusing on improving customer service

### Beauty Shop:

- Nail bar assistant
- Customer service

### Sewing:

Being prepared

Monthly customer report and item sales report refined and rolled out across all locations

Financial business planning tool further refined (and used with various other smaller projects' business plans)

Standards of Procedures for Marketing and Sales were refined:

- Shop sales process
- Return policy
- Customer complaint management
- Social media communication

Started the set-up of the 'sales process' tool in preparation for online sales system

Customer surveys were refined

Guidebooks further developed but due to team changes still not finalized

Strategic plan designed and new products / projects are created

Each business unit's growth strategy was regularly discussed with the Technical Advisors responsible for respective projects

Started developing a Marketing & Sales strategy (including product development plan)

Multi-functional weekly meetings (FI and Mith Samianh) were established including:

- Marketing (for trends and customer's needs)
- Sales (for existing customers)
- Production (for feasibility and fit into curricula)
- Design (for implementation of ideas)
- Regular alignment with other programs were conducted via Skype

Measurement and monitoring tools are designed, updated and used

Monthly management reports were further improved (including graphs and visuals)

Regular 'social business review' meetings or calls were set up with all Programs

## 2. Sustainability: Friends-International functions as a financially sustainable social enterprise

Team is operational and able to respond to all business related needs of all Programs

All positions were filled as of end 2014; however, constant changes in team are inevitable

TREE team was reinforced with an experienced sales and communications expert as well as additional TREE resources to support set-up and turnaround of Lao restaurants but still faced high turn over

Proportion of staff from the Region: 33%

Increase of FSB sales continuous and profitability of all social business units is secured

- Total sales increased by 16% (to US\$ 3.113,425)
- Net income reduced by 16% from 2013 (US\$ 347,536)
- Profitability rate of 11%
- Reduction is primarily due to losses in Laos and the inclusion from 2014 of all the costs of the FSB Program Team – The FSB Program is now fully sustainable

### Restaurants:

- Combined sales of all restaurants up 17% to 1.9 million USD
- Profitability of Phnom Penh restaurants increased, losses in Siem Reap reduced but increased in Vientiane due to move of location and management issues

### Friends'N'Stuff Shops:

- Overall shop sales up 21% to USD 660k
- Profitability down 47% to USD 93k due to some losses in Laos and increase in FI consignments at Mith Samlanh shops

### Export:

- Export sales up 27% to USD 120k
- Set-up of an online system started to further grow export sales and move from reactive selling to active sales and stronger growth

### Vocational Training:

- Sales income generated in smaller (non-restaurant) VTs increased globally by 15% to USD 85k, pushed by opening of new decentralized training outlets
- Several VTs are close to break-even or slightly profit generating, others with continuous need of donor support

Friends Programs' financial sustainability is continuously improved aiming at covering 60% of social cost

- Increased the income from existing TREE partners to US\$280,534 (+66%)
- Profitability 51%
- This good result was due to an overall good restaurant sales growth and the payment of the start-up fees of 3 new partners

### Head Office:

- + 45% growth
- 18% financial sustainability (vs. 16% in 2013)
- Profitability increased by 217% to USD 147,647

FSB is fully financially sustainable through franchises, sales and other income generating activities

**Mith Samlanh:**

- +8% growth
- 55% financial sustainability (56% in 2013)
- The shops and the book sales did not perform as well as expected

**Kaliyan Mith Siem Reap:**

- +60% growth
- 35% financial sustainability (27% in 2013)

**Peuan Mit:**

- -10% growth
- 29% financial sustainability (46% in 2013)
- The restaurant's move and poor performance pushed the results down

**Peuan Peuan:**

- +33% growth (US\$23,157)
- 6% financial sustainability (stable: 5% in 2013)
- Shop is increasing visibility pushing the sales

**Temam Baik:**

Exchange on potential future Social Business were initiated with the Country Program Director

FI Business increased by +18%

**FI workshop:**

- +161% growth
- Profitability: 15%
- Due to the payment of a client in 2014 for a production made in 2013

**FI Publishing:**

- -51% decrease
- Due to an overall slowing of book market; the maturity of our books for part of the clientele; the team was not actively developing sales yet

**FI Consulting:**

- -90% decrease
- Due to few opportunities this year

**3. Replication:** FSB projects are integrated in all Friends Programs for the training of beneficiaries and support partners globally

Development of vocational trainings for youth which operate as sustainable social businesses

#### **Mith Samlanh:**

- **Mechanics:**
  - Overall improvement with the hiring of a Technical Advisor who
- strengthened the teacher's skills, improved the quality of service and updated motor repair curriculum
  - Opened a new VT garage in Takhmao
- **Sewing:** a new VT business was opened in a community (Andong)
- **Beauty:** the opportunity for a full Beauty Salon in Phnom Penh was further explored and initial funding secured

#### **Kaliyan Mith:**

- **Restaurant:** Marum Training Restaurant Profitability not reached but improved by 22% (from -62% to -48%)
- **Beauty:** a Beauty Salon (Phka Kravan) and the Training Garage opened with support from VT and Marketing

#### **Peuan Mit:**

- **Restaurants:**
  - Makphet Training Restaurant: income fell by 9.5% due to low earnings immediately post-relocation (additional expenses included renovations, increase in rent, additional equipment)
  - Khaiphaen Training Restaurant in Luang Prabang opened in October – the restaurant operated only as soft opening without a full priced menu
- **Friends'N'Stuff:**
  - Friends'N'Stuff Downtown shop as well as Friends'N'Stuff Khaiphaen shop were opened
  - Makphet Friends'N'Stuff Shop down 20% sales due to post-move effect

#### **Peuan Peuan:**

- **Restaurant:** the opening of a Training Restaurant was delayed due to funding gap (full funding achieved late 2014) and no suitable location was found in 2014 (opening will now take place in Q2 2015)
- **Friends'N'Stuff:**
  - Opening of a second Friends'N'Stuff shop (near Khao San area)
  - Friends'N'Stuff: +33% of sales in 2 shops but proportion of local products had to be reduced with the reduction of the local Home Based Training

#### **Temam Baik:**

- A research on the viability of a Training Restaurant was carried out as preparation for starting a project
- Other training business (e.g. services) are in early discussion



The TREE model is expanded to 14 establishments of different operational sizes

6 Training Restaurant are operational in 2014 (5 FI)

1 new TREE restaurant was opened: Khaiphaen in Luang Prabang opened in October

New agreements were signed for the opening of new Training Restaurant:

- Bangkok fully funded and TREE agreement signed with Peuan Peuan
- Addis Ababa, Ethiopia (Hope For Children)
- Bagan, Myanmar (Myanmar Youth Development Institute)

All restaurants moved to common marketing standards, including:

- Joint TREE communication (advertisements, newsletters) carried out
- Cross-marketing through dishes on menus rolled out to all restaurants
- Kids menus were started

The Income Generating Projects are franchised to 3 programs

The “franchising” was not yet carried out, however, a current project is a pilot to prove the possible sustainability of a “Home Based Production/Training + Shop” model

Services and income are expanded to include other support to CYTI Alliance Members and other external organizations / companies

Cooperation with CYTI was intensified with regular joined follow-ups on Egypt, Vietnam, Philippines, Myanmar, India and close collaboration on evaluation of potential new TREE Alliance Members together with CYTI Alliance

Technical support was provided to CYTI Partners (not TREE Alliance):

- Buddhism for Social Development Action (Cambodia)
- Linkage (Yangon, Myanmar) distant support carried out including joint TREE/ CYTI mission

A series of consultancies were carried out:

- Income generated through Royal University of Phnom Penh (RUPP) conference
- Income generated through RUPP lecture
- Support ICS to assess and improve their employment program and apprenticeship project

**4. Impact:** The Friends Social Business support the training and quality employment of young people and caretakers, allowing them to build their futures

1,500 youth enrolled in vocational training businesses.

Total **857** students in vocational training:

- Mith Samlanh: 530
- Kaliyan Mith Siem Reap: 215
- Chom Chao: 2
- Peuan Mit: 83
- Peuan Peuan Bangkok: 1
- Peuan Peuan Aran: 3
- Teman Baik: 3

600 caretakers participating Income Generating Projects

**566** caretakers in Home Based Training, Home Based Production or running their own business:

- Mith Samlanh: 334
- Kaliyan Mith: 97
- Kaliyan Mith Chom Chao: 4
- Peuan Mit: 40
- Peuan Peuan Bangkok: 31
- Peuan Peuan Aran: 48
- Teman Baik: 12

20 beneficiaries employed by FSB on a longer term in social businesses

13 people were employed by FI Workshop

The FI Workshop was relocated to Mith Samlanh as first step towards a closer collaboration/integration of sewing activities

# MONITORING, EVALUATION & RESEARCH



To ensure regular and effective monitoring and evaluation of Friends-International's work and training of teams to ensure that, with the support of quality research all projects become best practice models.

## SUMMARY

- 3PC Monitoring and evaluation guide, and case management database system developed and shared with partners
- Monitoring and evaluation database guidebook (Cambodia) completed
- Street children profiles/snapshots carried out in Cambodia, Thailand and Laos
- 2011 and 2012 Thailand Street Children profiles published
- Research into alcohol abuse carried out, leading to the implementation and of alcohol abuse support services
- 8 projects evaluated by beneficiaries
- Monitoring system shared and implemented at program level
- 8 KAP researches designed, 4 studies carried out

# NARRATIVE

**1. Quality:** Systems are in place to ensure that monitoring, evaluation and research can be carried out at best quality

## Strategic Plan 2014-2018

Standards of Procedures for Monitoring and tools are created and regularly updated

Standards of Procedures and tools for Evaluation are created and regularly updated

Standards of Procedures for Research are created and regularly updated

## Results 2014

### Monitoring System:

A new "Go Green" generic monitoring system was implemented at program level with all Friends programs at Country Program Directors' level, however implementation at project level is not yet comprehensive

### Technical Support Coordination:

A Technical Support Coordination Matrix designed with CYTI and International Coordinator for Technical Support to ensure that Programs receive the relevant support

### Data Collection:

Data guidebook gathering process has been established and has been tested by Mith Samlanh in Cambodia. The process has yet to be rolled out to other programs

### Database:

- A pilot database is now operational at Mith Samlanh and Kaliyan Mith for the ChildSafe project
- Relevant staff were trained on database and data collection
- The database system was reviewed for simplification to be used on tablets (pilot to be carried out for Hotlines Q1 2015)

### Data Analysis:

Statistical Package for the Social Sciences (SPSS) has been used for research purposes throughout the year in Cambodia and has proved to be an effective data collation tool. However further mechanisms outside of SPSS need to be explored regards data gathering, such as mobile applications

### Internal Evaluation and beneficiary Evaluation Tools:

Was developed and is to be tested Q1 2015 in Lao PDR

Internal evaluation tools remain in process

External evaluation tools have been drafted, and a brief training devised. The evaluation process reflects global reporting system of: Quality, Sustainability, Replicability/Scale, and Impact

Beneficiary evaluation tool completed, and tested during Q4. Will be rolled out to all programs in 2015

Research guidelines remain in process

Training of staff on Monitoring and Evaluation is created and selected staff able to run systematic evaluation

All Country Program Directors or Technical Advisors were provided with training in the use of generic monitoring systems during the Sharing Meeting in Q1

Communications with Country Programs:

- Improved with Laos, Siem Reap and Mith Samlanh (mainly due to the presence of a solid Technical Advisor)
- Thailand, Indonesia and 3PC to be developed further

Evaluation processes were either drafted, tested, or in drafting throughout the year. As a consequence ToT teams for evaluation will be established during 2015 with an emphasis on programs M&E officers

## **2. Sustainability:** Monitoring and Evaluation is an integral part of the functioning of Friends-International

An International support Team is operational and able to support and organize Monitoring, Evaluations and Research

- The International Coordinator is the only full-time person in the team
- Support is provided at country level by the Technical Advisors and the M&E Officers
- A volunteer helped for the Street Children Profile

Program Teams are able to carry out the monitoring, evaluation and research for their projects

Data guidebook was devised for Program Teams and process tested at Mith Samlanh during 2014.

SPSS proved to be an effective tool for data collation. The possibility for mobile applications for data gathering has begun to be explored, and will be established through a national research project in 2015

Program workers were equipped and supported on an ad-hoc basis throughout 2014 as research opportunities have presented themselves.

Logframes and strategic plans / work plans are in place for all Program and Projects

Global, program, and country logframes were completed in Q1

Strategic plans per program and country were defined during Q1 and revised over the year with a formal Mid-Term review (with the use of the new "Go Green" system)

A Resource Center is up and running allowing for teams and partners to find up to date information and data

Basic server based resource center remains in process. The majority of electronic data has been collected and continues.

The physical hard-copy library was reorganized. But data listing needs yet to be commenced

### **3. Replication /Scale:** Resources and information is made available to all projects and partners

CYTI Alliance Members are supported to develop their Monitoring and Evaluation systems

- Monitoring visits and evaluations are keyed into CYTI Partner plans.
- KAP study on drug use devised for Philippine organization EnFance

CYTI Alliance Members and other organizations receive Evaluation visits as per contractual agreement or per request

- Assessments were carried out with all new partners during the year.
- Evaluation took place when site/organizational visits took place

CYTI Alliance Members are supported to join or carry out research that are shared with the Friends-International network

The 2011 street child profile designed with CYTI Partners was published and globally available.

The Cambodian Street Children Network agreed that the Street Children Profile will now take place every 3 years (next 2017), with brief snapshots carried out in intervening years.

The 2012 and 2013 snapshots were collated and disseminated to all Cambodian Street Children Network member organizations

Cambodian Street Children Profile was carried out successfully in Q4, with all data collected and collated in preparation for analysis and dissemination during Q2 2015



**4. Impact:** All projects are regularly monitored and assessed and research is carried out to ensure that FI is a good practice organization

All Programs monitor their work on an on-going basis

Data gathering is continuing to become more consistent throughout programs, however the global guidebook on data gathering has yet to be formally disseminated as data system was being tested for reliability with Mith Samlanh in Cambodia

Staff appraisals carried out in all Friends programs

All Programs are evaluated by Friends teams

#### **Cambodia:**

- A comprehensive evaluation/assessment of reintegration across all 3PC partners was carried out in Q2-Q3, and a formal report drafted of the results.
- Home Based Training evaluation was finalized by Technical Advisor
- Micro-Enterprise evaluation was finalized by Technical Advisor
- 3PC mid-term review carried out

#### **Thailand:**

Significant discussions took place with various Government institutional processes during the year, however the socio political environment combined with the difficulty in renewing agreements made evaluation of government centers impossible.

#### **Laos:**

External evaluations on job placement and micro enterprise were not carried out during 2014 due to the emphasis placed on development of the Luang Prabang project and ChildSafe research (KAP studies)

#### **Indonesia:**

No formal quarterly report system is in place yet, but the data collection is regularly used during team meetings: comparisons between results achieved and targets are the basis for discussions on strategy.

Mid-term and annual workshops are carried out with the team to analyze and discuss the annual results and plan for 2015.

All Programs are evaluated by the beneficiaries

#### **Cambodia:**

- Mith Samlanh: Home Based Training, Peer Educator, Child Protection, and Drug Treatment/Greenhouse beneficiary evaluations carried out
- Siem Reap: Home Based Training, and TH (self-evaluation) carried out

#### **Laos:**

Not completed during 2014

#### **Thailand:**

- Beneficiary evaluations centered on income generation (also included CSO, Government and private enterprise) in Q3
- ChildSafe Member evaluations and shelter evaluations did not take place due to staff constraints

#### **Indonesia:**

Evaluations scheduled for Q4 have not taken place as targeted areas have been very disturbed by forced evictions and priorities have shifted to emergency support at the end of the year.

All Programs are regularly evaluated by external specialists

Action-oriented research is carried out, published and shared

External Evaluations scheduled for 2014 have not taken place due to funding limitations

#### **Cambodia:**

- A comprehensive assessment of Family Reintegration carried out and draft report created
- Street children profile and snapshot carried out in Q4
- KAP on alcohol abuse rewritten and published and 1 year evaluation finalized (Siem Reap)
- Phnom Penh Community assessment, mapping, and re-zoning carried out and implemented
- Drug snapshot survey carried out Q4 (Phnom Penh)
- Siem Reap Community Assessment mapping and rezoning implemented: 4 potential new outreach areas were assessed in S1 and one was selected as a new Community Case Management.
- Family reintegration research carried out as part of the overall assessment by 3PC in Q3-4
- KAP survey on alcohol abuse completed and disseminated. 6 month evaluation carried out (Siem Reap)
- "Map My World": mapping of people's level of understanding, access and possession of ID / birth certificates was carried out using tablets

#### **Laos:**

- KAP on Child Rights Vientiane carried out
- KAP on Child Rights Luang Prabang delayed due to authorizations
- Snapshot surveys on street children carried out in Q2 and Q4
- Street Children Profile completed and shared internally – waiting for finalization and publishing
- Street Children Profile 2012 published online
- Community Needs Survey carried out successfully and results disseminated

#### **Thailand:**

- 2011 Street Children Profile was published
- Bangkok Street Children Profile was carried out Q4
- Aran snapshot was carried out Q4
- Bangkok snapshot survey was carried out Q4
- Child and youth migration study carried out in Q4
- Child Protection and Child Development study are on hold until further discussion with UNICEF/Sansiri.

#### **Indonesia:**

- Initial needs assessments for Bali and Yogyakarta prepared (to be carried out in early 2015)
- Lack of resources (human and financial) did not allow for a Street Children Snapshot to be carried out
- Feasibility study for a training restaurant was carried out by the Boston Consulting Group and students from Universitas Indonesia. A draft business plan was created.

# COMMUNICATIONS / SOCIAL MARKETING



To ensure an efficient communication that effectively supports Friends-International, its projects and the marginalized urban children and youth.

## SUMMARY

- The global 'reach' of Friends more than doubled, to nearly 18 million, mirroring a significant increase in media coverage of our activities and campaigns and a rapidly growing presence on social media.
- Web traffic also saw a big surge: up 72% from 2013, with 111,200 visitors to our website in 2014.
- We broadened the range of communications tools at our disposal, creating exciting new shareable resources in new formats such as Vine and Prezi, and utilized Google Adwords in campaigns.
- We worked closely with the grants team to create tools and approaches to maximize the impact of this year's Skoll Challenge – as a result our online donations showed an increase of 85% over 2013.
- We supported our programs and support offices throughout our 20th Anniversary celebrations, events and activities, and assisted some of them to create and maintain new social media platforms to promote their activities, such as Teman Baik and Peuan Peuan Facebook pages.

# NARRATIVE

**1. Quality:** Friends' internal and external communications follow clear guidelines ensuring strong visibility while protecting the rights and dignity of our beneficiaries

## Strategic Plan 2014-2018

Communications / design guidelines and Standards of Procedures are updated to remain best practice models

Communication tools / material in place and fully operational

Guidebooks for communication designed for all teams / Programs

Relevant staff are trained in communications skills

Tools and strategies for efficient internal communication are in place allowing for teams to be informed

## Results 2014

A Yearly Communications Plan was designed detailing all upcoming events and activities

202 design requests were processed including 14 IEC material

Collaboration with FSB in developing branding and positioning was strengthened:

- Communications is part of FSB Marketing Guidelines development group
- Developed new Twitter a/c for TREE restaurants
- Supported FSB external social enterprise initiatives

- New design request form under development (Outlook email based)
- New technologies are now used (Vine, Prezi, infographics...)
- Created new presentations about Programs/Projects (new Friends-International, new ChildSafe, new campaign based...) and per types of audiences (school, university, corporate, general public...)
- New Facebook pages and Twitter accounts (TREE, Thailand, etc.)
- New website (campaign micro-site)
- New animation / posters / material for campaign

- The Online Communications strategy is being regularly updated to follow trends in particular around social media.
- Developing specific guidelines for FSB.

- Training for new & changed position staff members of IT/Design was undertaken.
- Designer training for IT staff was carried out
- Staff participate in ToT training
- On-going technical support from volunteers based in HQ

Weekly meetings and work with new staff in Siem Reap and Vientiane were organized and continued work was carried out with existing communications teams in Thailand.

Communications collaborated with FSB to support program staff whose job requires enhanced communications skills on FI to be trained (e.g. shop staff)

Support increased to allow Country Program Directors and Team Leaders to actively share information from Social Media channels with teams.

The internal communication tool (Yammer) was terminated after changes in the software and because of lack of following: the Communications Team developed other social media tools and emails to ensure the teams keep being informed.

Indonesia, Thailand and Phnom Penh teams are using Twitter / Facebook -others not and need to receive more support for their social media use.

Upgrade of the Friends Network hardware is necessary: initial plan has been created and broken down by category (two phase implementation) and cost details have been obtained. External funding will be necessary.

Information needs from teams were met by improved sharing of information and specific request / presentation, including weekly bulletin updates mailed out to Teams (50 issues) and maintained support through Skype/email that were established for all teams.

Communication to Board and FISO is efficient and allows them to provide strong support

FISO information exchange was strongly established:

- FISOs received regular information through bulletins (50 issues), Facebook, specific supports, presentations, etc.
- FI shared (and supported the creation of) information from the FISOs, including Friends France 'Fan de Friends', promotion of Friends Suisse web and Facebook sites, US fundraising event

The FI Board continued to have access to on-going information and was regularly informed (through the bulletin and regular updates)

Strategies for efficient external communication (social marketing) are designed and regularly updated

New approaches to information sharing were developed:

- Infographics: several infographics created (EverydayHeroes, Tree Alliance).
- Interactive image: one interactive image was placed on blog
- Prezi: various Prezi presentations were created including history of Friends, Drug Program
- Movies: Prezi-style history movie was created, 10 Vine videos were created for ChildSafe tips and ChildSafe Campaigns
- Responsive design newsletter was created
- Several Google Adwords campaigns created (FI website, ChildSafe, Marum), and more to come.

Supported and liaised for special international events:

- Supported materials for NYC events
- Skoll Challenge material was created (videos/site content/social media posts)

Supported and liaised with local events:

- Supported the Mith Samlanh Acoustic Picnic (January)
- Donor 20 Years Anniversary event (November)
- Public 20 Years Anniversary event (December)
- Mith Samlanh beneficiary 20 Years Anniversary event (December)
- Supported Kaliyan Mith and Teman Baik for their 20 Years Anniversary events

Strategies and communication for fund-raising efforts are implemented

Weekly updates were mailed out to key donors and supporters (50 issues)

Social media 'weeks' featuring Program activities were launched:

- Linked to our #EverydayHeroes campaign for each program
- One social media week on each program was achieved
- Social media during Skoll campaign was linked to donation calls

Government is informed on a regular basis and sees Friends-International and its projects as positive partners

- Mith Samlanh was supported in liaising with authorities over events such as MoU and 20 Years Event (March).
- Friends Thailand was supported in communication issues with media
- Friends Thailand supported in communication with authorities regarding the new ChildSafe Program rollout

Communication's efficiency monitored to continuously improve quality

The Communication Team and Design Team were assessed regularly and most updates were posted within 24 hours of receipt.

## **2. Sustainability:** Friends' internal communication is on-going, transparent and efficient

Communication / social marketing team is fully operational

The team consists of 7 persons. Discussion on expansion and link with other teams (FSB design) was discussed.

A database of donors and Friends of Friends is in place allowing us to reach 25,000 people

The database has currently 22,208 contacts (after clean-up)  
The database is updated regularly and all Team Leaders / Country Program Directors / International Coordinators were reminded to share.



**3. Replication:** Friends communication is efficient and reactive using all means of traditional and social media available and builds a strong and large support community (“Friends of Friends”) that actively supports the organization, its projects and advocates on children’s issues

Material for communication / design is designed and used by Programs

New videos were created:

- 2 ChildSafe videos: ‘Join the movement’ and ‘Behind the scenes’
- FI20 timeline video
- 20 years event slideshow film
- Drug program video
- 2 staff social work videos
- 20 staff/student videos for 20 Years event.
- 13 short ‘mobile’ videos for social media.
- Romdeng promo video
- #Everydayheroes Bangkok video
- Rathana ‘orphanages’ video
- 10 Vine videos (7 for the 7 tips)
- Total 16 new videos were uploaded on YouTube
- All Powerpoint presentations were revised and updated (internal and external presentations)
- Customized PowerPoints were created, tailored to specific groups e.g. schools

20 years anniversary resources were created, including: special logos, banners, email signatures, templates, videos, slideshows

Website:

- Translation of the Friends-International website in German was started.
- The ChildSafe micro-site is being translated in 5 languages
- The new full ChildSafe website project was started and is underway
- The CYTI Alliance website project was started

Continued to improve support and sharing with the Mith Samlanh Facebook: 40 stories in total

Local coverage was further developed:

- New Thai/English Friends’N’Stuff Facebook page for Bangkok
- New Luang Prabang restaurant page on Facebook
- New Friends’N’Stuff Laos Facebook page.
- New Friends Thailand Facebook page
- New Yayasan Teman Baik Facebook page
- New Yayasan Teman Baik Twitter account
- 12 Donor/supporter visits facilitated.
- TV/Radio/Film coverage – 34 (inc. Brandpunt, France 24, EIHCS, Actuality TV, Singapore TV) this is a 100% increase in coverage in comparison to 2013
- Magazine/Press/Online articles – 59 (inc. Guardian, Bloomberg, Reuters, Newsweek, Le Temps)



- Video collaboration – 8 (Eline Wonders (Netherlands), EIHCS (Belgium), Kwansai Gakuin (Japan), Sussex Uni (UK), Nicky Lancaster (United Nations x2), Association Tortuga (France), EZECCOM)
- 2 video debates & 1 feature video, Skoll World Forum
- Books – 1 (Danish secondary school textbook, 'Verden Handler')
- 2 external staff blogs – Social Work Week
- 2 guest blogs (ADECCO)

Stories from all Programs were posted and shared on social media. Most weeks all programs share at least one story.

"Friends of Friends" network established that actively support Friends-International

- Created TREE Twitter account.
- Updated TREE website.
- Support for creation of additional Facebook page for new restaurant (Luang Prabang)
- Created a Google Adwords campaign for Marum
- 20 staff videos for 20 Years project created.
- 2 staff videos created for Social Work week.
- 10 mini vids on staff/activities created for FI Facebook
- 10 mini vids on staff/activities created for Mith Samlanh Facebook

Support CYTI partner for their visibility

- Worked with partners through CYTI to meet their media needs/share on social media.
- Shared posts from M'Lop Tapang, Tushinde, Casa Asti, FACE and others.
- Assisting partner One Sky Foundation (Thailand) to develop their website

**4. Impact:** Social marketing strategies and campaigns to improve understanding of FI, its Programs and its approaches are designed and operational, aiming at influencing behaviors and the way of thinking of the general public, communities and society towards marginalized urban children / youth

Global audience of Friends-International and its Programs is increased

Total reach approx. 17.9 million (8.6 million in 2013)

- 1.6 million of this is our own direct audience – websites/social media channels, lower than last year however Facebook made changes to its primary algorithms which lowered numbers
- Overall increase may be attributable to greater TV/radio/video coverage of our activities during 2013, which saw 100% increase in these areas
- The 16 million is roughly 50/50 split between TV/Radio and Print/Online

The data base currently has 22,208 contacts

31 mail-outs to global contact group – including newsletters, Skoll Challenge, events info, etc.

The visibility of websites is increased

**Blog:** yearly average per month: 1,031 (21% down on 2013, with technical issues with blog – off line during November, high spam issues, etc. – now resolved)

**Website:** yearly average per month: 9,266

- Trend is increasing - December: 11,369
- 72% increase in traffic overall from 2013 (2014 = 111,200 visitors total)

The visibility through social media is increased

**Twitter:** target exceeded - currently 4,566 followers (FI, ChildSafe, Tree, Teman Baik, Sebastien Marot) 42% increase on last year.

**Facebook:** target exceeded - 38,086 “likes” (142% increase on 2013 figure)

**YouTube:** yearly average: 482 (5% overall increase on 2013, with 5,608 total views)

**Apps for ChildSafe:** further discussed and following advice from experts at Skoll decided not to create a stand-alone app at this point as our new website will provide this level of cross platform functionality.

Support Programs to impact the local general public and local stakeholders

Expanded collaborations/links with schools/universities nationally/internationally:

- Kwansei Gakuin University (Japan) movie shoot February
- Sussex University (England) movie shoot June
- Project Skillseed (Singapore) facilitated 3 visits
- Video interview and school textbook article (Verden Handler) for Denmark in May
- 10 visits by us to national schools/Universities (RUPP,ISPP,ICAN, CIA, Northbridge)
- 20 visits from International/National schools / Universities to FI including Charleston USA, Hawaii, ICAN,NU Singapore, Bangkok University, Stamford)
- Support Royal University Phnom Penh social enterprise activities (March)
- 2 interactive events with DISL Group (Universities/Think Tank) held, including focus group sessions with marketing involved.

- 10 presentations to tour groups at Romdeng
- Continue to be 'preferred organization' with ISPP in Phnom Penh
- ICAN school Phnom Penh initiating fundraising drive for FI after presentation to them.
- Deakin University Melbourne exploring links to FI/ChildSafe for strong advocacy program anti-orphanage volunteering

Continued to explore the potential of linking private fundraising with the FI social media/supporters base:

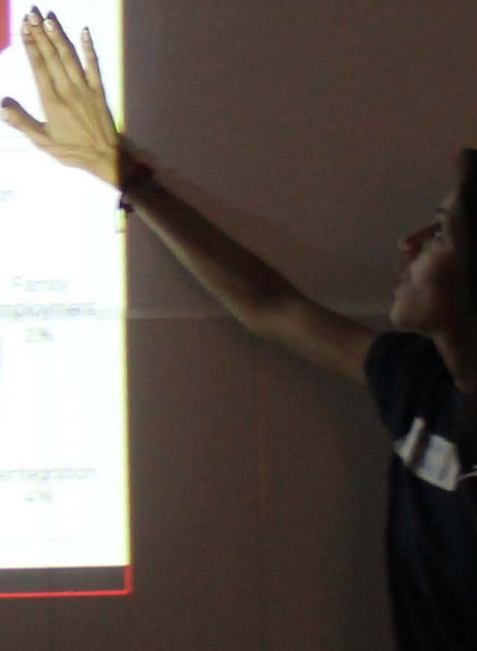
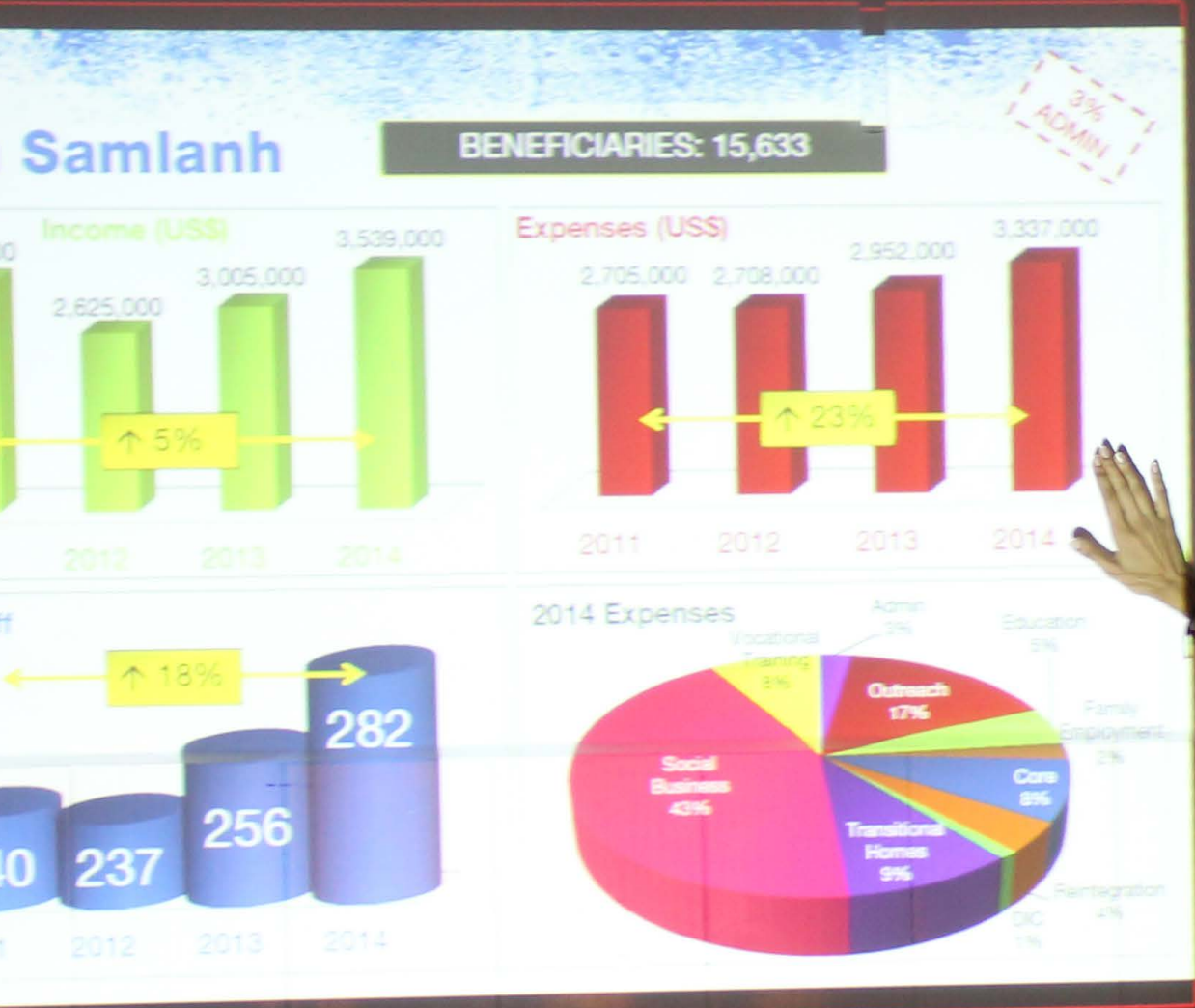
- Fundraising platform was developed (still in trial)
- New donation page was created
- Specific Skoll Challenge materials were created for Social Media to drive donations.
- Friends 'N' Food challenge was created for the Skoll Challenge and was extended (placed on the donation page)
- #Everydayheroes focus adapted to be more 'personal'
- 10 reports from country programs (including financial, Annual Report, Street Children) uploaded to the resources page on the website.

In collaboration with Programs, influence and present Friends to wider international audiences

Continued support for ChildSafe Citizen campaign and associated ChildSafe Campaigns:

- Worked closely with ChildSafe to develop materials, launch campaign and support social media site on ChildSafe Citizen Campaign
- Worked with ChildSafe on developing the CitizenTips format
- ChildSafe Citizen Facebook page has 8,407 followers (988% increase on 2013)
- Facilitated Singapore TV feature on Siem Reap baby milk scam campaign
- Presented work of ChildSafe at ITB in Singapore, prior to award presentation
- Worked with ChildSafe on two major campaigns (national/international) for 2015

# FINANCE & ADMINISTRATION



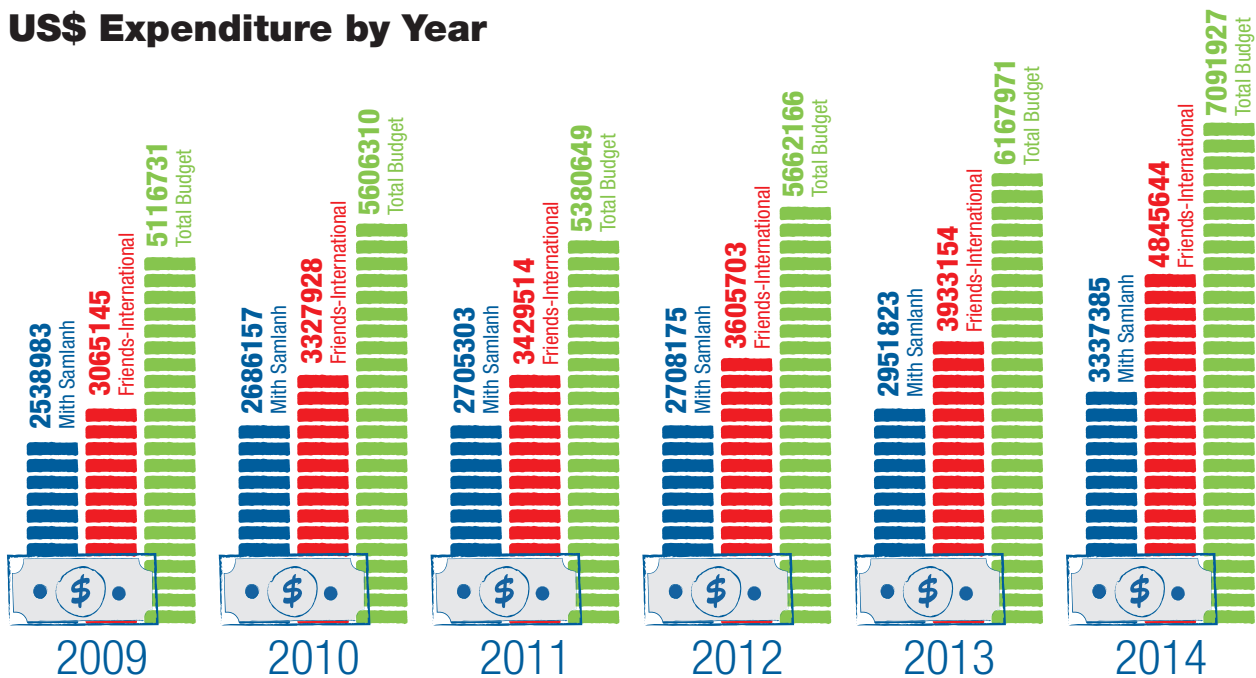
To support and strengthen all financial systems in all FI programs in accordance with International GAAP (Generally Accepted Accounting Principles), and ensure complete transparency, accountability and compliance

## SUMMARY

- 9 CYTI partners supported to strengthen financial systems and management
- All Friends programs 2014 audited financial statements and annual financial reports available on FI website
- Total expenditure increased by 14% to \$7,100,000
- Total income increased by 12% to \$7,343,000
- Sales revenue increase by 13% to \$2,564,000 and net profit reduced by 3% to \$346,000
- Financial sustainability maintained at 38%
- Administrative costs amounted to 4%

## STATISTICS

### US\$ Expenditure by Year



# NARRATIVE

**1. Quality:** FI Standards of Procedures are established in accordance with the highest international standards and GAAP and to reflect all aspects of Friends-International Programs

## Strategic Plan 2014-2018

Updated, user-friendly, comprehensive Finance/Admin Policy & Procedures (FAPP), guidebooks and forms are written and translated in all local languages and distributed

Policy Manual recognized as good practice by all major donors and auditors.

On-going quality control

## Results 2014

Finance/Admin Policy was presented to:

- HQ, Friends Phnom Penh, Mith Samlanh, Kaliyan Mith Siem Reap, Peuan Peuan, Peuan Mit
- Yet to present to Teman Baik
- More chapters to be added

Handbook for non-finance staff was not finalized due to other competing priorities

Donors continue to receive the policy when requested. In 2014:

- UNICEF Cambodia carried out an on-site spot check and FI received a very good report
- GFATM / NCHADS on-site assessment. No formal report, and no significant weaknesses found
- AusAID due diligence at Mith Samlanh, including review of policies. Final result very good. AusAID requested specific Fraud Policy

Carried out monthly checks of:

- Payroll for all FI Programs
- Reconciliations of all Balance Sheet items
- Program & Business Reports; providing analysis and highlights
- QuickBooks data-entry checks
- External donor report checks and validations
- Cashflow and liquidity of programs and social businesses

Supported programs with donor assessments, due diligence checks etc. of financial management

**2. Sustainability:** FI Finance/Admin Teams function effectively and are able to provide Finance and senior non-Finance Program staff with receive effective and efficient support to function with high capacity and with minimum risks through Risk Management

Finance/Admin support team are established at HQ with the support of IC Finance and International Finance TA

- HQ, PM, Mith Samlanh, Teman Baik finance teams remained very strong and relatively self-functioning.
- Kaliyan Mith Siem Reap team still needs support to improve.
- Peuan Peuan Bangkok/ Aran faced challenges in staffing for most of 2014 and needs to be rebuilt with a new strategy in 2015

Local Finance/Admin Teams are fully functional

- HQ finance teams were strengthened for financial management.
- International finance support team not yet in place.

Internal Controls are reviewed regularly and periodically to identify weaknesses and risks and reduce/eliminate error and fraud

- Supporting documents and processes improved, even more so when small fraud incidences arose.
- Efforts focused on ensuring supporting documents reflect truth and the reality of ground situations.
- Monitoring and Coordination trips in 2014:
  - Kaliyan Mith Siem Reap
  - PM (Lao PDR)
  - Peuan Peuan Bangkok, HQ and Mith Samlanh were also monitored and coordinated on site.
  - Policy presentations and trainings took place for all programs

Training and support carried out once per year for all relevant staff

Relevant finance and program staff regularly receive support and training as and when needed



**3. Replication:** CYTI Partners / TREE Partners are supported to improve financial accounting and systems procedures

CYTI Partners have in place all-encompassing Financial/Admin policies and tools

Financial SoPs written for restaurant accounting to be used as a training guide and as reference post-training

**Cambodia:**

- **Komar Rikreay**

Support provided for the recruitment of a stronger Finance Manager. The new recruit received a lot of training and technical support. Further support still needed.

- **M'Lop Tapang**

On-site support provided to review and revise accounting system from 2015; QuickBooks set-up for improved output for reporting, new monthly reporting formats, vouchers, and forms, improved annual budgeting processes. Overall, excellent progress with M'Lop Tapang and all recommendations received positively.

**Buddhism for Social Development Action 5** Buddhism for Social Development Action finance staff received orientation with FI finance for 1 day, learning processes, QuickBooks systems, policies, processes, reporting etc. Finance policy, reporting formats all shared with Buddhism for Social Development Action. Received positive feedback and appreciation.

- **Other**

Spot checks carried out for Komar Rikreay, OEC, Phare Ponleu Selpak, Joam Hean Anagod. Remote spot checks carried out monthly on all partners. 2 instances of fraud found. 1 partner contract terminated as a result.

**Egypt:**

- **FACE**

No significant support requested in 2014, however, some expected in 2015

**Indonesia:**

- **DoMore**

Support provided in donor financial reporting.

**Kenya:**

- **Tushinde**

Desk review carried out of accounting and admin systems, type of financing, finance policy etc. Many areas in which support can be provided if required/requested

- **Simama Project**

Reviewed current accounting system and processes, advice provided for bookkeeping by non-accountants, and support that can be offered by FI

- Systems are in place and staff are trained, however no written procedures have been finalized.
- An SoP for Gift Vouchers was written / supported for FSB

## 4. Impact:

Administration costs are monitored on a monthly basis: administration costs amounting to above 10% are analyzed, evaluated and reduced / administration costs below 5% are considered for effectiveness of team, potential weak areas, under-staffed teams etc.

- 2014 Admin costs were:

	2014	2013
HQ	5%	5%
KM SRP	3%	3%
MS	3%	2%
PM	3%	3%
PP BKK	6%	6%
PP Aran	4%	8%
TB	9%	7%

- All Admin costs have remained below the 10% maximum, however 4 programs are lower than the 5% minimum

In 2014 programs were assessed for finance team capacity, workload and program/ business growth. The following changes were made:

- **Kaliyan Mith Siem Reap**

The 3-staff-finance team had 2 new additional positions and staff added, after consistently late reports.

- **Peuan Mit**

The 3-staff-team had 1 Cashier added in the new Luang Prabang project. The Vientiane finance team was assessed at year end and decision made to hire 1 additional staff after consistently late reports and large workloads

- **Mith Samlanh**

The finance team continues to be Coordinated by 1 person with 1 volunteer and 3 staff for Program and 3 staff for Social Businesses. Mith Samlanh finance doesn't need to hire more staff and reports are timely.

Annual audited financial statements are complete by 31 March and distributed to Board of Directors and Donors and auditor recommendations are acted upon and used to improve systems and controls

All audit field work for every program was completed on time.

All recommendations from auditors are reviewed and considered. Where applicable improvements are made in each program

Project specific audits are carried out on a timely basis

The following specific audits were carried out:

- **GFATM:** audit finalized and good report issued
- **Dan Church Aid:** audit finalized and good report issued
- **EU:** audit finalized and good report issued

Annual Financial Reports are written, based on audited figures for distribution to Board and Donors

Audit reports have all been distributed to all donors, Board and on our website.

New budgets submitted to donors are solid and in line with donors' expectations and FI's high standards

All programs updated their annual budgets with changing needs and new secured funding.

All new proposal budgets are being supported and checked by IC Finance for all programs and Cambodian partners

# HUMAN RESOURCES



To support all Friends-International programs to implement human resource management in accordance with the law, with the greatest respect of persons and with the best results for the organization.

## SUMMARY

- Growth in staff in all programs, significant growth of the Laos team and Mith Samlanh, total increase of 76 more staff this year, total of 613 staff (last year 536)
- Big efforts on hiring across all programs, total of 218 staff recruited, 35% of the current team joined us in 2014
- Moving teams towards the outcome based focus with new structures in Bangkok and Mith Samlanh, and implementing an outcome based Job Description format
- Strong focus on building management teams and a creation of middle management level in all programs, with tools to support the managers (new performance appraisal, management grid, talent pipeline)
- Building strong HR support teams in all programs, 2 programs got their HR/Admin managers to join the top management of the team
- Targeting STAR staff initialized in all programs

## STATISTICS

Data/country program	# Staff	# Volunteers	# training hours / person	# staff left voluntarily	# staff contract stop / not renewed	# staff recruited	Voluntary Turnover	Total Turnover	Turnover 2013	# internal promotions	Sick leave/
Kaliyan Mith SR	128	3	3.6	19	4	45	14.02%	17%	22%	6	1.4
Mith Samlanh	282	10	2	42	28	80	14%	24%	21%	15	0.8
HQ KM PP	94	16	3	22	7	36	23%	30%	18%	20	1.5
Cambodia	504	29	2.8	83	39	161	16%	24%	20%	41	1.2
Thailand	24	3	2.3	11	3	17	45%	58%	33%	9	0.7
Laos	77	2	7	7	3	37	9%	12%	13.5%	4	0.5
Indonesia	8	0	22	0	1	3	0%	12%	57%	1	2
<b>TOTAL</b>	<b>613</b>	<b>35</b>	<b>8.5</b>	<b>101</b>	<b>46</b>	<b>218</b>	<b>16%</b>	<b>23%</b>	<b>30%</b>	<b>55</b>	<b>1.1</b>

# NARRATIVE

## 1. Quality: FI Standards of procedures are established in accordance with the highest international standards

### Strategic Plan 2014-2018

Standards are finalized and regularly updated and implemented in all countries

Systems for benefits is implemented

Staff representatives elected in all countries based on local regulations

Individual Training Plans are established to ensure quality of training to all staff

### Results 2014

- Internal Regulations (IR) were updated:
- Staff in emergency situations contacts
- Compulsory Health Insurance for foreigners
- IR simplified and articles duplicating with the Finance & Admin Policy taken out

Lowest understanding of IR was noticed at Mith Samlanh

Reinforced the capacity of Technical Advisors (TA) and International Coordinators to support teams:

- “What is a TA” workshop carried out. Findings to be acted upon by the new International Coordinator
- New job descriptions are being designed to expand their role and mandate
- A TA Coordination Matrix was designed to improve support and regularity of support to programs- to be rolled out next year

HR software started to be designed but needs to be finalized (70% done)

- Performance appraisal process and forms were designed (to be rolled out)
- staff work plan template designed (to be rolled out)

Protection system for the teams:

- A new “Healthy Child Fund” was designed and implemented in Cambodia
- The current staff insurance was assessed: still having a problem with out-patient not being covered for the staff and staff do spend a lot of money on medical checks. Options are being explored.
- Provident Fund was further explored for Mith Samlanh as a pilot with some issues in funding and questions regarding end of employment conditions.

Developed recognition system for staff to promote the Friends values:

- Regular staff recognitions for years of service
- Team recognition during the annual dinner party

- Elections took place
- Work started to develop more fully this role

A new Management Grid was finalized and ready to be implemented in the programs.

The entire Staff Training curriculum is being redesigned and simplified to increase efficiency

Overall personnel chart structure is adapted to follow needs and evolution of the organization and ensure maximum efficiency and cost control

- An effort was put to develop the skills of Middle Managers: trainings were organized for managers in Mith Samlanh, Kaliyan Mith Siem Reap and Peuan Peuan to enable them to better manage their teams (to be reinforced further and expanded to other Programs)
- Individual coaching organized with all Mith Samlanh managers and Kaliyan Mith Siem Reap managers (provided by the FI International Coordinator).
- Ongoing support was provided to FI managers.

Team structures and organizations were revised:

- Mith Samlanh reorganized the entire zoning of its activities and reviewed the team organization and structure to respond to this reorganization
- Team structures were revised to reflect the impacts we want to have (vs. activities only) which led to renaming of teams and the reorganization of the teams in Thailand and Indonesia.

## 2. Sustainability: Teams are satisfied with their work environment with limited turn over

HR teams are operational both in the international support role and at Program level

- The role of the TAs attached to the Country Program Director was expanded to provide more support
- The local teams were reinforced to provide support at local level:
  - Thailand: HR/Admin Assistant
  - Laos: HR/Admin Manager with extended responsibilities
  - Siem Reap: HR/Admin manager with extended responsibilities and Admin Assistant added to the team
  - HQ: a new HR/Admin Officer and Admin Assistant
  - Mith Samlanh: HR/Admin Manager with extended responsibilities and new Admin Assistant and a new Receptionist
  - Indonesia: expansion of responsibilities

Standards are adapted to all countries' legislations and regularly updated

Increased support to Programs for an efficient implementation of the HR Policies and Internal Regulations:

- Communication with the programs improved a lot, although communication with Thailand and Laos somewhat difficult due to the level of English
- Visits done in Siem Reap and Bangkok
- Most of the support time was provided to Mith Samlanh due to the complexity of the program

Establish team feedback system

The results of a staff survey was finalized

Team of trainers is able to provide necessary training and support to all Programs staff

- The turnover of staff in all Programs creates problems in maintaining a regular pool of trainers able to provide the basic training to all teams
- 4 new trainers were added to the central training pool
- Train The Trainers was initiated with a volunteer with good testing results.

Create organizational chart for all Program with Talent Pipeline and High Performance retention

- A Talent Pipeline Tool was created and ready to be implemented in 2015
- Programs (Kaliyan Mith Siem Reap, Mith Samlanh, Peuan Peuan) were supported to identify high performers and initial steps for the STAR system was initiated

Introduction and "Friends-ification" training allow to maintain the culture of the organizations

- The 20 Years was an opportunity to create material about the history of Friends (slide show, presentations...) and to present to teams
- Process for staff orientation was revised and standardization started with all programs

Regular coordination meetings are organized

- 3 sharing meetings took place (6 planned) in HQ
- Sharing meetings in other programs do happen regularly,
- The structure of the meeting was not reviewed and the link to the new monitoring system was not established yet.



Management meetings are regular and efficient

- Bi-monthly meetings with the Country Program Directors was implemented and relevant TAs and ICs were invited to join
- The internal communication tool Yammer was piloted and abandoned due to lack of following by the teams

Annual sharing meeting takes place

- Annual Sharing Meeting took place on 14-15 March
- Specific HR Meeting took place at this time to discuss HR matters with Program Directors and International Coordinators
- An Annual Staff Dinner was organized for teams' recognition with success

Initiatives to improve the work environment are in place

In HQ:

- TA floor is working out: increased communication and coordination.
- CYTI Cambodia floor - google calendar of activities established for better coordination of support to partners.
- Meeting Rooms: names established for better organization and boards installed in all rooms.

### **3. Replication:** Best case practices are targeted and ready to be implemented with other programs or partners

HR assessment tool is developed and ready to be used for CYTI Partners

- Work started with gathering existing assessment tools and adapt (not finalized)
- Supported partners in establishing Child Protection Policies (including in the Internal Regulation, contracts, etc.)
- Supported partners for hiring

**4. Impact:** All personnel (including volunteers) are hired, trained and monitored to support them to provide the best output possible

Hiring system in place in all countries and teams fully staffed and stable

Alumni database: a LinkedIn FI page was started aiming at activating former and current staff to share our vacancies with initial good results (150 followers initially).

Intern program to reduce time in hiring junior staff: the project was drafted with FI and Mith Samlanh. FI hosted interns from RUPP (5), Peuan Peuan hosted 3 interns this year.

Job announcement: a new style closer to the Friends' spirit was designed and implemented in all programs: proved more effective as we receive less applications but of higher standards and more in line with our culture.

Regional talents were promoted:

- Aran Program Manager was promoted to CYTI Asia position
- 2 Cambodians replaced foreigners in the CYTI Cambodia position
- Challenges: level of English and confidence in dealing with other nationalities

All teams are trained based on Individual Training Plan (ITP)

- ITP for Middle Management: extra training designed and provided to Mith Samlanh, Kaliyan Mith Siem Reap and Peuan Peuan
- Star Staff were identified in Mith Samlanh, Kaliyan Mith Siem Reap and Peuan Peuan and ITP + career plans were designed
- Mith Samlanh continued regular training sessions
- Big drop in formal training this year but increase in mentoring
- Refresher training must be carried out more regularly
- We are close to 100% of staff receiving orientation training (still issues with the hospitality staff where a small number have not received the Basic Orientation Training yet)

Monitoring and evaluation of staff standardized in all programs

Monthly HR reports were received from all Programs. Regular discussions with the Programs were organized to discuss solutions to on-going staffing challenges.

Job Descriptions: a new style was designed focused on expected outcomes and responsibilities and simplified to allow more rapid adaptations and design.

Links with volunteer organization established to allow for regular intake of volunteers to support needs of teams

- 25 local and foreign volunteers were recruited this year to support programs and build capacity of teams. This is a significant reduction from last year (48) showing understanding of resource investment required and increased strategic placement of volunteers (less "jumping on opportunities")
- All volunteers started with clear responsibilities and an assigned supervisor. However, only a few produced a report (to be pushed next year)

# INTERNATIONAL COORDINATION



To ensure that all projects are implemented as best practices in a sustainable developmental approach and that all components (Friends Programs, CYTI Alliance, ChildSafe Network, FSB, ME&R, Communications, Finance/Administration and Human Resources) collaborate and share efficiently in order to widen the impact of Friends-International

# NARRATIVE

## 1. Quality: All Programs function at good practice levels and in good coordination

### Strategic Plan 2014-2018

Charter of Friends is designed and shared

Monitoring / evaluation of all Programs is on-going to ensure good practice (+ data collection)

The Standards of Procedures of all Programs are in place and revised regularly to maintain the highest level of quality

Training and support of Executive Director, International Coordinators, Country Program Directors and other key personnel allows for improved implementation

Coordination between Programs is efficient and allows for cross fertilization

### Results 2014

The Friends-International Charter was checked and no change was made this year

The Friends-International Statutes and Internal Regulations were not revised this year

Data collection in all Programs was further improved and checked at the Mid-Term review: despite some adjustments, the overall data is now more accurate and comparable between Programs

The pilot database is implemented at Mith Samlanh for ChildSafe – the team worked on developing a device-based data collection methodology and a device-based case management system – a pilot is being prepared for the hotline initially

System for regular (2 weeks) meetings with the Country Program Directors continued and additional meetings were organized with the Technical Advisors attached to the Country Programs

Mid-term reviews were carried out with all Programs

Field visits were not carried out sufficiently in Programs outside of Phnom Penh and Chom Chao

Standards were revised with a focus on:

- Employment and training
- Child Protection
- Family reintegration/Foster Care

Positive Power and Influence training provided by ESSN to International Coordinators, Executive Director and key Technical Advisors

Mentorship with Gunther Fleischer was continued on Human Resources

Remote support by Board Member Denis Marot to finalization the Management Grid used for training and monitoring.

International Grants and Country Program Director Indonesia joined the Skoll World Forum

Focus was put on developing the skills for middle management

The rearrangement of the new office was continued with added meeting rooms and various reorganizations of the teams.

Team reported that the collaboration overall improve especially among the Technical Advisors

One Sharing Meeting between all Programs and Countries took place in Phnom Penh on 14-15 March before the Annual Board Meeting

The Quality of the work is recognized locally and internationally

Regular (every 2 weeks) Management Meetings were organized allowing for sharing and discussions on issues and common decision making

Friends-International received various accolades for its work:

- C10: award for child protection
- Wild Asia Award for Most Inspiring Responsible Tourism Initiative (ChildSafe)
- AGFund First Prize for Child Protection (ChildSafe)

Friends-International, with Mith Samlanh, celebrated its 20 Year Anniversary with a series of events:

- Donor 20 Years Anniversary event (November)
- Public 20 Years Anniversary event (December)
- Mith Samlanh beneficiary 20 Years Anniversary event (December)
- Social media / logo / website...

Research / Evaluations on marginalized children were carried out:

- 8 Beneficiaries evaluations
- 4 surveys / mapping
- 3 Street Children Profiles carried out
- 8 KAP research designed and 4 studies carried out
- 4 snapshot surveys were carried out
- 4 research finalized and shared

CYTI started meetings of its Advisory Committee to allow for independent certification and recognition.

## 2. Sustainability: Friends-International is a sustainable organization both in structure and in funding

The Friends Board and registration are operational

The Board met by Skype on 5 occasions and in person for the Annual Board Meeting in March in Phnom Penh

Board Meeting took place on 16 and 17 March

The Friends Board faced some changes:

- 1 new Member joined
- 1 Member had to resign as became salaried for the Friends International Support Office (FISO)
- The structure of the Board was modified

The current Board is comprised of: Winston McColgan (Chairperson), Wilfried Schneider (Vice-Chair), Len Coster (Treasurer), Denis Marot (Secretary), Birgit Assman, Vivian Gee, Michael Gilmore

Friends-International Support Office are established in 8 countries and able to support Friends for funding, representation and some project activities

FISO are operational in France and Germany.

The Swiss office was further developed with the finalization of its structure, the full-time employment of one person (former FISO Director, now Friends-Switzerland Program Manager) in charge of developing the ChildSafe Campaign in Switzerland and supporting its development in Europe as well as an active representation and support role for the Alternative Care work.

The Friends USA office was maintained operational by our US-based Board Member Len Coster, but no team was yet put in place. Meanwhile with the support of the NYC Grants Manager, a Fundraising Board was set up in NYC that met regularly and organized a first event hosted by Khe-Yo restaurant on 28 October

The NYC Grants manager was terminated as a full time employee but remains as a volunteer while the structure is being revised

Further contacts were established in Singapore and an initial presence through the Singapore Hub was maintained.

Teams are operational and able to provide best quality services to children / youth and families

Changes in the IC positions:

- Departure of the IC for Programs (not replaced)
- Departure of the IC for Grants (being replaced)
- Creation of the position of IC for Technical Support (coordinating and supporting all Technical Advisors work)

Various TA positions were operational: Administration/Support to Country Program Directors (x6), social work (x8), TREE (x6) – but the team faced some turnover and many are new team members.

A new Friends-Switzerland Program Manager was established as a local Friends Program in Europe. The Program will support the development of ChildSafe, CYTI in Europe and the work on Alternative Care.

All Project Manager positions were stable. The transfer of responsibility from the Interim Director to the new Program Director was initiated and will be finalized in mid-2015

Funding is secured to allow for programs to function

The USA-based grants manager position was not successful in securing core-funding and the position could not be supported anymore. A new strategy to develop private funding sources was being designed.

The role of Technical Advisors to the Country Program Managers in supporting fundraising was further reinforced and this improved the overall production and quality of proposals.

Small reduction in the number of proposals written over the year (98 vs. 116 in 2012 and 106 in 2013) but an increased success rate (47% vs. 36% in 2012 and 46% in 2013) with a total of \$3,607,579 approved.

**Country Programs:** the funding gap was reduced throughout:

- Overall gap: 6% (vs. 17% in 2012 and 10% in 2013)
- Phnom Penh and HQ: 1% (vs. 6%)
- Mith Samlanh: 15% (vs. 33% in 2012 and 18% in 2013)
- Siem Reap: 0% (vs. 11% in 2012 and 5% in 2013)
- Laos: 3% (vs. 11% in 2012 and 3% in 2013)
- Thailand: 1% (vs. 12% in 2012 and 7% in 2013)
- Indonesia: 66% (vs. 79% in 2012 and 0% in 2013)

**ChildSafe:** ChildSafe continued to do well especially thanks to increased international recognition. Still funding limitation in 2014 reduced some activities (training) while other sources allowed for strong developments (Campaigns)

**CYTI Alliance:** core funding was secured allowing for a reinforcement of the team with a South East Asia Coordinator and increased travels for assessments and support.

In Cambodia, solid funding (3PC, Family+ and Drugs) allowed for the development of the team and its capacity as well as the reach of the Alliance.

Social Business and other income initiatives allow Program sustainability and for bridging funding to Programs in need

Social businesses: +16% income but -16% in net income:

- an increase in costs (inflation, salaries, travels)
- serious income issues with the Lao Projects (restaurant and shops)
- there was an increase in the TREE franchise income with 3 new partners
- a reduction in the sales of cookbooks
- some investments

Consultancies with CYTI and FSB providing services to organizations and donors continued this year and reached 11,954 US\$, representing around 15% sustainability.

More initiatives towards private donors were initiated, but more needs to be done and a new position is being designed to support such campaigns:

- #everydayheroes campaign
- Collaboration with Skoll (Crowdrise)

Government collaboration is effective

**Cambodia:**

- Renewal of MoU with MoSVY and MoFA: all files were presented and are being processed.
- The MoU for 3PC with UNICEF and MoSVY is operational



- MoU with the Ministry of Labor and Vocational Training: discussions continued
- The MoU with the Ministry of Tourism is still pending (refusal to pay bribes)
- MoUs with the Ministry of Education, Ministry of Health are operational

#### **Laos:**

- The MoU with the Ministry of Social Welfare is operational
- Started process for the renewal and expansion of the MoU with the Ministry of Social Welfare to expand activities to Luang Prabang and to include more ChildSafe activities (MoT)
- The collaboration with the Vientiane Capital is operational
- MoU with MoT will be replaced by a collaboration through the main MoU

#### **Thailand:**

- Disruptions over the year because of the political situation
- MoU with MoT was initiated for ChildSafe
- The collaboration with the Bangkok Metropolitan Administration was maintained
- The collaboration with the MOSDHS is on-going
- Agreement was expanded to allow for work on child protection in the Government shelters.

#### **Indonesia:**

- The local registration as Yayasan was finalized
- Yayasan Teman Baik was added to the registry of social services organizations at the Dinsos DKI Jakarta in June

#### **Myanmar:**

- The MoU is still processed
- A Local Representative was hired to support the process and the MoU has gained speed

Friends-International is a recognized organization on the international scene

Friends-International was present at various fora to present its work and to be part of high level discussions / strategy design:

- Skoll World Forum, April (panelist)
- World Economic Forum – Manila, Philippines – 21-23 May (panelist)
- Friends was co-organizer of the Social Enterprise Conference in Cambodia with the Royal University of Phnom Penh, University of Western Sidney and ICS – 25 October (various presentations)
- Social Enterprise World Forum, Seoul, Korea (2 representatives)
- WISE conference on education
- Presentation to US Congressional staff in Washington DC and the Congressional Coalition on Adoption Institute on Alternative Care
- Coordination with Better Care Network, NYC
- Violence Against Children launch, Phnom Penh, October
- Friends-International co-organized (with RUPP, FI, ICS, University of Western Sydney) the 4th National Social Enterprise Conference of Cambodia 2014 (October) pushing the agenda of social enterprise models of development.



Friends-International is a recognized organization on the international scene

- Co-organized (with Danone Communities, 1001 Fontaines and RUPP) the RUPP Social Business Hub 2014, (March)
- Member of the Interagency Guidelines on Reintegration steering committee that is coordinated by Family for Every Child
- Member of the interagency initiative “Better Care, Better Volunteering”. Attended the interagency workshop in London in July
- Attended the Lumos training on de-institutionalization in London in August which brought together NGOs, foundations and Government representatives.
- Led workshop on Pity Charity, Women’s Conference, Geneva
- Co-organized and panelist at the RUPP Social Business Hub with Mohammed Yunus
- Presenter at Social Enterprise by Young Startups, The Hub Singapore and INSEAD, Siem Reap
- Co-organized the Context North South Exchange Workshop, August
- RUPP Social Enterprise Lecture, November 2014 (led workshop and lecture as part of RUPP’s development studies program)
- ChildSafe presentation at the Responsible Tourism Award Ceremony at the ITB event in Singapore
- Child Protection and Disability Mainstreaming Committee that meets once per month (Cambodia)

Risk management policy designed and regularly updated

A Risk Management Matrix was created and discussed during the Board Meeting and updated

A fortnightly Management meeting took place: issues are immediately addressed and strategies for response are designed.

Registration of name and logos (Friends, ChildSafe, TREE Alliance) in countries was initiated: Cambodia, Indonesia, Laos and France

**3. Replication:** The Friends Programs have effective cross fertilization systems and strong networks with partners

Cross fertilization between Programs / countries / topics

- The regular meetings between the Executive Director and the Country Program Directors allowed for an increased sharing of good practices
- The Family+ and 3PC programs pushed the Alternative Care agenda in all Programs, including with partners (Egypt, Kenya, Thailand...)
- The new International Coordinator for Technical Support is instrumental in facilitating sharing between teams and Programs

Friends-International is present in 15 countries either directly or through partnerships

Friends-International is active in 11 countries

- 4 countries with direct Programs
- 7 countries through partnerships only

**Cambodia:**

- Total partners: 20 (including Friends Programs)
- The network is carried by the Kaliyan Mith Phnom Penh initiatives: 3PC (9 partners), Drugs (3 Partners) and Family+ (7 Partners) and by extension CYTI
- The network was further expanded by the addition of the Partners' own network (total 25 additional partners)

**Laos:**

- The project expanded to Luang Prabang: the training restaurant opened and activities have started albeit slowly while waiting for the final authorizations
- The expansion of ChildSafe in other provinces was not yet fully approved but are part of the new expanded MoU being prepared

**Thailand:**

- 4 new partnerships established (8 total)
- New provinces explored (Trat, Rayon, Chiang Mai)

**Indonesia:** the project is expanding fast in Jakarta

**Philippines:**

- 2 new Partnerships established
- Collaboration with Ministry of Tourism continued for ChildSafe with a signed agreement
- Exploration in 2 new area (Puerto Galera and Iloilo Provinces)

**Myanmar:**

- Following a visit of a high level delegation from Myanmar to Cambodia, The Executive Director joined a workshop on Alternative Care as a panelist with the Government and UNICEF that led to a revision of the policies on Alternative Care in Myanmar, including a moratorium on orphanages
- 2 TREE Partners were added in Yangon and in Bagan

**Egypt:**

- The regional representative for Africa, based in Egypt resigned. Alternatives to support the network are being explored.
- 4 partners are active

**Honduras:** 2 Partners are active – the distance makes the collaboration less effective

**Mexico:** a new partner was identified but no collaboration yet established – work in this country will be re-initiated based on funding availability

**USA:**

- The support office was not yet re-established
- A new Advisory Board is taking shape in NYC
- New contacts were initiated to start a Program with the city of New York

**Africa:**

- Partnership established in Kenya
- Initial work started in Ethiopia (TREE)

**Europe:**

- A Swiss Operations Office is operational. French and German support office operational
- Contacts were established with European NGOs (Ateliers d’Auteuil, Toit A Moi)

2 social businesses are run as Franchises

The TREE Alliance franchise was expanded with new contracts in Myanmar, Ethiopia and the opening of a new restaurant in Luang Prabang and the full funding for a new restaurant in Bangkok

The franchising of the Shop and Home based model is being developed slowly with a work in building a cohesive marketing for all outlets

Support the development of the Friends social business model

- Friends-International co-organized (with RUPP, FI, ICS, University of Western Sydney) the 4th National Social Enterprise Conference of Cambodia 2014 (October) pushing the agenda of social enterprise models of development.
- Led workshops and lectures in following activities
- Co-organized (with Danone Communities, 1001 Fontaines and RUPP) the RUPP Social Business Hub 2014, (March)
- Panelist with Pr. Mohammad Yunus
- Co-organized the Social Enterprise Bootcamp by Young Startups, The Hub Singapore and INSEAD, Siem Reap
- Keynote speaker

Co-organized the Context North South Exchange Workshop (August)

Social Enterprise World Forum, Seoul, October 2014

Joined the Skoll World Forum - speaker

Joined the World Economic Forum East Asia - speaker

#### 4. Impact: Friends is effectively building sustainable futures for children/youth families and communities

Child Protection is embedded into all Friends-International services and a recognized FI specialty

Friends-International continued to push to be a leading Child Protection Agency:

- Child Protection and training to all teams on Child Protection Policies continued to be pushed in all Programs
- ChildSafe was expanded to include ChildSafe Communities and ChildSafe Citizen to expand child protection by the wider community
- The Partnership Programme for the Protection of Children (3PC) in Cambodia is a recognized efficient child protection network coordinated by Friends-International
- Was selected by DFAT to become a partner in its “Child Protection Panel”, assessing DFAT partner for their Child Protection Policies

**Youth employment:** is a key strategic program development

A key element of the development of Friends:

- Teams were reorganized around that objective specifically
- The TA team is being developed to provide more support
- New vocational training businesses were opened
- Direct placement and internships were developed
- Material and curriculum were further developed

**Family-based care:** supporting children to live in a family-based environment and reduce the number of children living unnecessarily in institutions

The Alternative Care specialty was developed:

- Programs developed the different angles of the work: reintegration into direct families, extended families and foster care
- Support was provided to partners running long term shelters to reintegrate children and evolve towards community-based protection services
- Campaigns are being prepared (launch early 2015) towards donors (Don't Create More Orphans) and the communities (Orphanages Tear Families Apart)

**Education:** Support children to register in school and stay in school

The total number of children supported to receive an education continued to expand within the Friends Programs and through the partnerships

An effort was made in all Programs to carry out an **“Annual School Registration Push”**: 2 months before the start of the school year the teams, in coordination with local authorities, support families in communities to ensure they (re)register children into public school. In the process support needs are identified

**Build Sustainability:** adults / communities / behavior change

The Programs expanded their services to caretakers with:

- Expansion of vocational training:
  - Access of vocational trainings by adults
  - New vocational trainings (silk screen for fathers, noodle shop to start)
- Employment opportunities are being expanded:
  - Micro-enterprise pushed forward
  - Direct placement explored
  - Cooperatives

### **Cambodia:**

- 3PC continued to expand its reach through collaboration with an accent on Alternative Care. The links with local Government structures (Commune Committee for Women & Children) were reinforced throughout. The Ministry of Social Affairs is regularly informed and invited to join meetings.
- The Alternative Care model developed by Friends was developed further with efforts to explore various options (ex. different models of Foster Care)
- The Family+ Project includes 3 NGOs but the experience was shared within the Projects part of the 3PC, expanding the reach of the initiative in Cambodia
- Friends Program in other countries received information about the experiences and will expand their Alternative Care services as required (ex. Foster care in Laos)
- Basic Standards for Shelters were shared within the Friends Network of Programs

### **Thailand:**

- Continuation of the work with the Royal Thai Government to improve the system for the repatriation of migrant children
- Agreement and start of activities for the implementation of ChildSafe in collaboration with the MoT
- Agreement to start in 2015 the development of Child Protection Policies in Government shelters across the country

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**W**

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 World Education  
 World Learning  
 World Vision Cambodia  
 World Vision Lao PDR

17 Triggers

**Thank you to all our volunteers!**  
**Thank you to all our ChildSafe Partners!**

**Apologies if we have forgotten anyone! We are still  
 very thankful!**