

# Friends-International *Global Technical Report* 2015



Friends-International powers the following programs:



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## Friends-International

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## 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. We save their lives and build their futures.
- **ChildSafe Alliance (formerly CYTI/CSA 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 Movement:** 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.

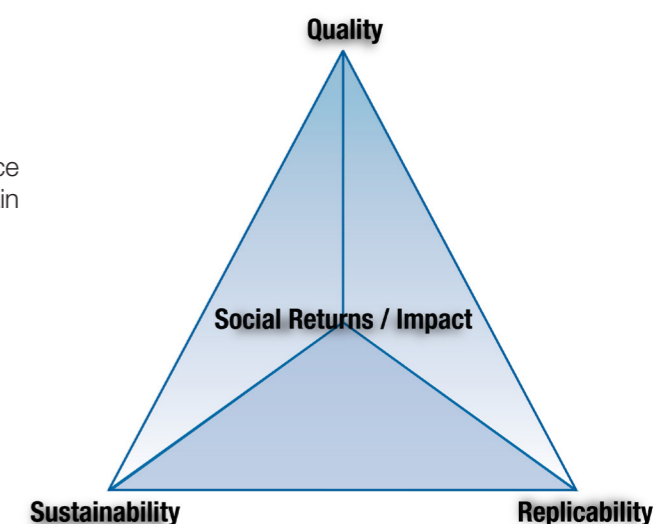
In addition, the following programs provide support to the above programs:

- **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 2015, 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 / Luang Prabang)
- Thailand: Peuan Peuan (Bangkok / Aranyaprathet)

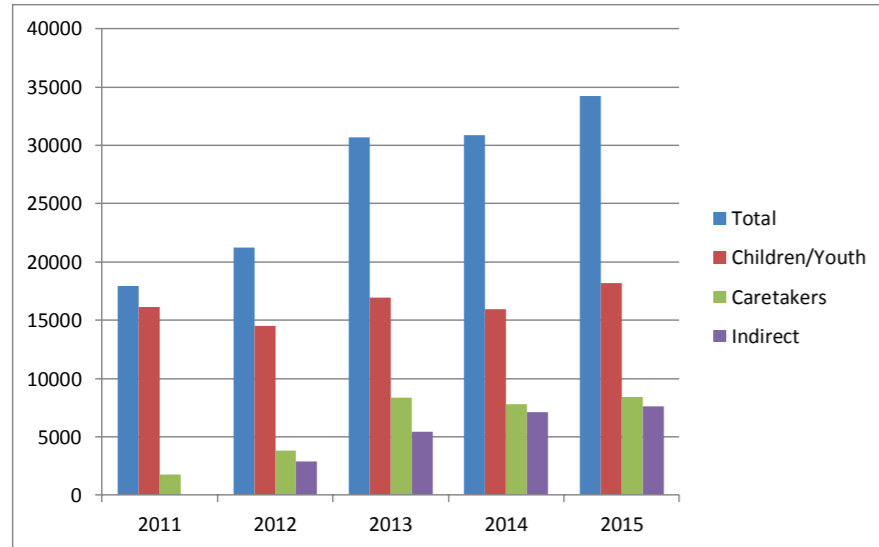
## SUMMARY:

- Our reach was further increased: 34,211 individuals reached with a total of 3,251,199 service events
- Impact increased: 994 students in Vocational Training (14% increase) and 420 youth in employment (164% increase); 805 children integrated into a family based environment (148% increase); 1,418 children reintegrated into public school (20% increase) and 3900 children supported to stay in public school (13% increase)
- Child Protection: Friends-International is establishing Child Protection Policies and training staff in all Thai Government shelters
- Finalization of zoning and reorganization of teams led to a continuous expansion of reach to new target groups in all Programs (sex workers, construction workers, youth in prison/conflict with the law...)
- Employment of youth and caretakers was pushed with various new projects, including the Futures Offices (employment offices for marginalized youth) and new training businesses.
- Family support and family-based reintegration remained an important project with the development of Foster Care. Group Homes as an alternative to residential care for youth were also developed.

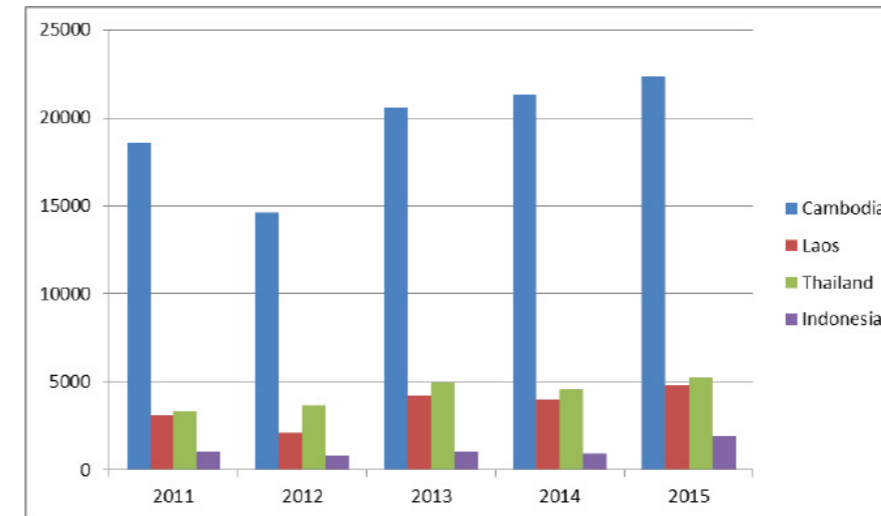
## STATISTICS

|   | Mith Samlanh Cambodia | Kaliyan Mith Siem Reap Cambodia | Friends Chom Chao Cambodia | Peuan Mit Vientiane Lao PDR | Peuan Peuan Bangkok Thailand | Peuan Peuan Aran Thailand | Temam Baik Jakarta Indonesia | TOTAL            | TOTAL 2014       |
|---|-----------------------|---------------------------------|----------------------------|-----------------------------|------------------------------|---------------------------|------------------------------|------------------|------------------|
| <b>Total Children and Youth</b>                               | 9,753                 | 2,750                           | 481                        | 2,514                       | 1,077                        | 723                       | 935                          | <b>18,233</b>    | 15,953           |
| <b>Total Caretakers</b>                                       | 4,650                 | 1,437                           | 150                        | 890                         | 428                          | 330                       | 509                          | <b>8,394</b>     | 7,799            |
| <b>Total Indirect Beneficiaries</b>                           | 1,841                 | 987                             | 327                        | 1,223                       | 1,026                        | 1,680                     | 500                          | <b>7,584</b>     | 7,120            |
| <b>Total Beneficiaries</b>                                    | <b>16,244</b>         | <b>5,174</b>                    | <b>958</b>                 | <b>4,627</b>                | <b>2,531</b>                 | <b>2,733</b>              | <b>1,944</b>                 | <b>34,211</b>    | <b>30,872</b>    |
| <b>Total Services</b>   | <b>2,806,383</b>      | <b>293,496</b>                  | <b>44,422</b>              | <b>59,763</b>               | <b>6,839</b>                 | <b>34,864</b>             | <b>5,432</b>                 | <b>3,251,199</b> | <b>2,550,330</b> |
| <b>Children in Friends remedial schools</b>                   | 423                   | 371                             | 0                          | 0                           | 1                            | 0                         | 0                            | <b>795</b>       | 789              |
| <b>Children reintegrated to public school</b>                 | 862                   | 215                             | 42                         | 159                         | 37                           | 98                        | 5                            | <b>1,418</b>     | 1,142            |
| <b>Children supported to remain in public school</b>          | 2,053                 | 780                             | 75                         | 509                         | 302                          | 140                       | 41                           | <b>3,900</b>     | 3,377            |
| <b>Youth in vocational training</b>                           | 639                   | 234                             | 4                          | 105                         | 1                            | 4                         | 7                            | <b>994</b>       | 857              |
| <b>Youth placed in employment</b>                             | 229                   | 127                             | 3                          | 21                          | 0                            | 23                        | 17                           | <b>420</b>       | 270              |
| <b>Family members supported for training / apprenticeship</b> | 199                   | 8                               | 9                          | 35                          | 105                          | 0                         | 5                            | <b>361</b>       | 283              |
| <b>Family members supported for employment</b>                | 151                   | 87                              | 9                          | 9                           | 4                            | 14                        | 22                           | <b>296</b>       | 283              |
| <b>Children provided safe lodging</b>                         | 343                   | 161                             | 0                          | 138                         | 0                            | 4                         | 0                            | <b>646</b>       | 722              |
| <b>Children/youth reintegrated in family</b>                  | 220                   | 215                             | 1                          | 12                          | 23                           | 13                        | 0                            | <b>484</b>       | 259              |
| <b>Children placed in foster care</b>                         | 41                    | 17                              | 0                          | 1                           | 2                            | 3                         | 0                            | <b>64</b>        | 50               |
| <b>Youth supported in group homes</b>                         | 54                    | 63                              | 0                          | 13                          | 0                            | 0                         | 0                            | <b>130</b>       | 81               |
| <b>Youth supported independent living</b>                     | 50                    | 75                              | 0                          | 2                           | 0                            | 0                         | 0                            | <b>127</b>       | NA               |
| <b>Families receiving emergency support</b>                   | 534                   | 6                               | 5                          | 7                           | 17                           | 28                        | 44                           | <b>641</b>       | 619              |
| <b>Children / youth in voluntary detox</b>                    | 193                   | 0                               | 0                          | 0                           | 0                            | 0                         | 0                            | <b>193</b>       | 134              |
| <b>Drug related services</b>                                  | 363,282               | 6,220                           | 16,326                     | 4,242                       | 0                            | 0                         | 0                            | <b>390,070</b>   | 324,060          |
| <b>Health related services</b>                                | 139,105               | 17,718                          | 9,357                      | 13,548                      | 731                          | 3,056                     | 121                          | <b>183,636</b>   | 135,107          |
| <b>Life skills services</b>                                   | 860,784               | 19,707                          | 18,572                     | 16,922                      | 1,694                        | 20,267                    | 4,965                        | <b>942,911</b>   | 904,086          |
| <b>Non Formal Education</b>                                   | 121,090               | 47,559                          | 0                          | 8,668                       | 632                          | 1,189                     | 205                          | <b>179,343</b>   | 171,603          |
| <b>Condoms distributed</b>                                    | 849,570               | 16,594                          | 52,748                     | 2,880                       | 1,030                        | 1,620                     | 0                            | <b>924,442</b>   | 373,050          |
| <b>Clean syringes distributed / hygiene</b>                   | 393,456               | -                               | -                          | -                           | -                            | -                         | -                            | <b>393,456</b>   | 253,221          |

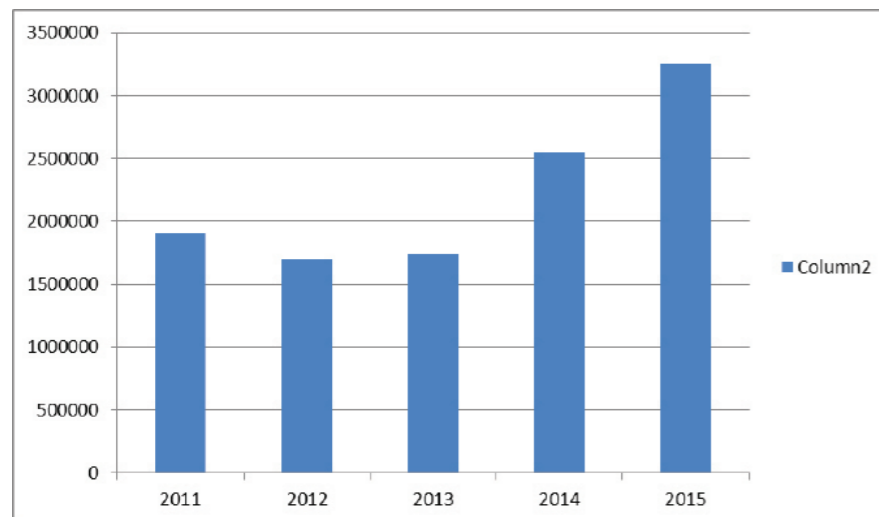
Number of Individuals Reached By Year



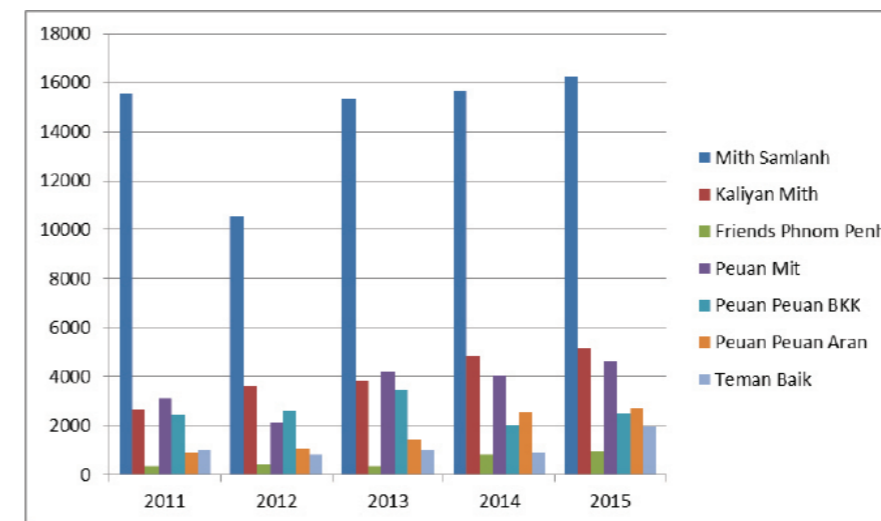
Number of Individuals Reached per country



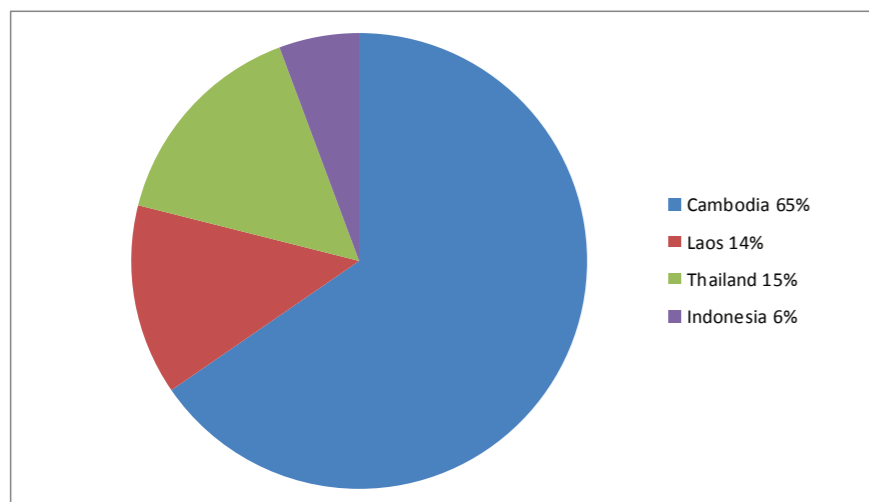
Number of Service Events By Year



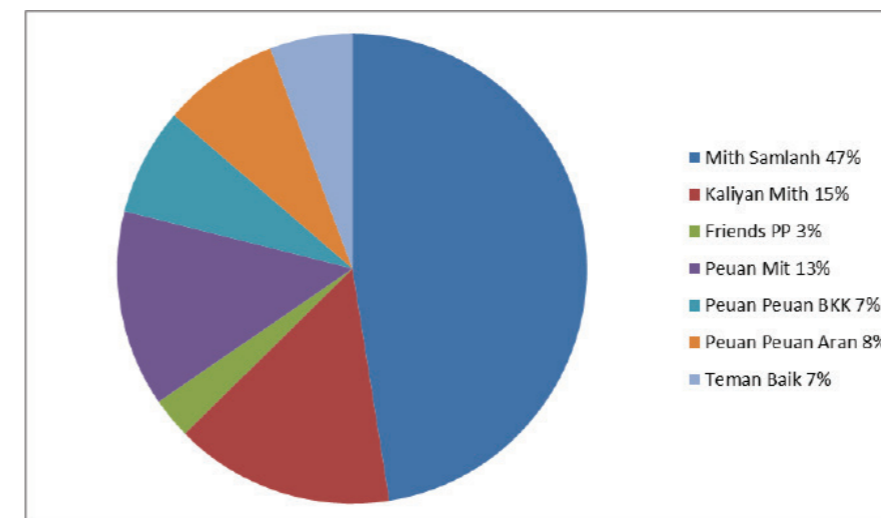
Number of beneficiaries per Program



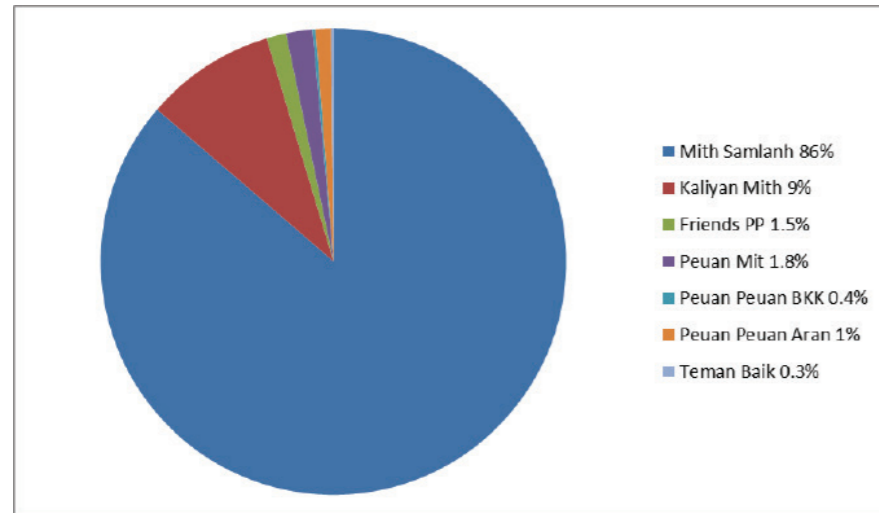
Number Of Individuals Reached Per Country in %



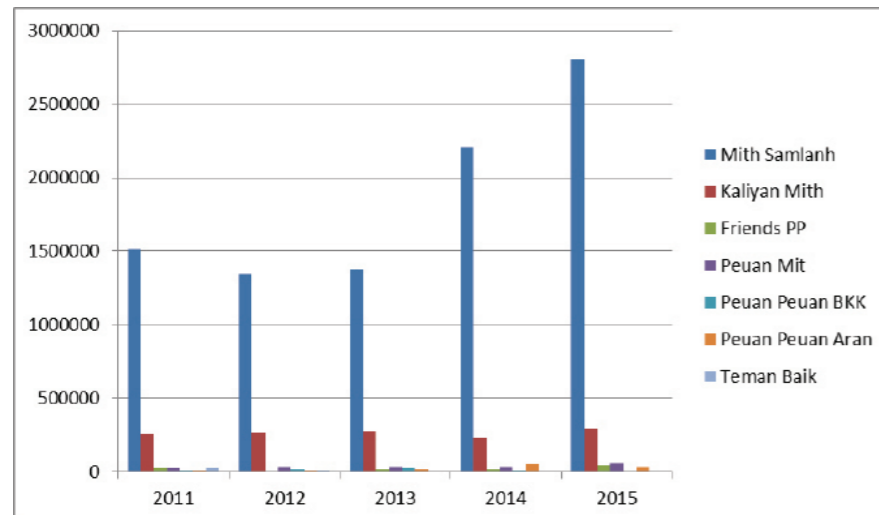
% Beneficiaries per Program



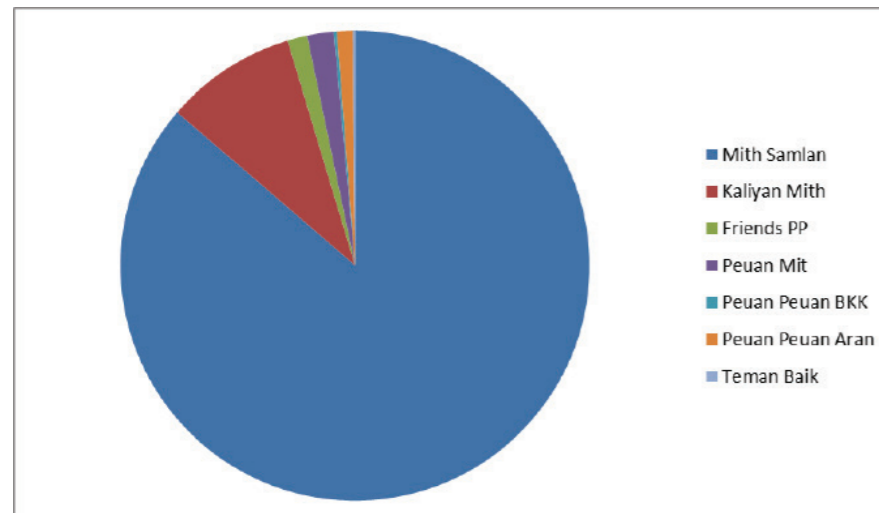
Services Per Program (%)



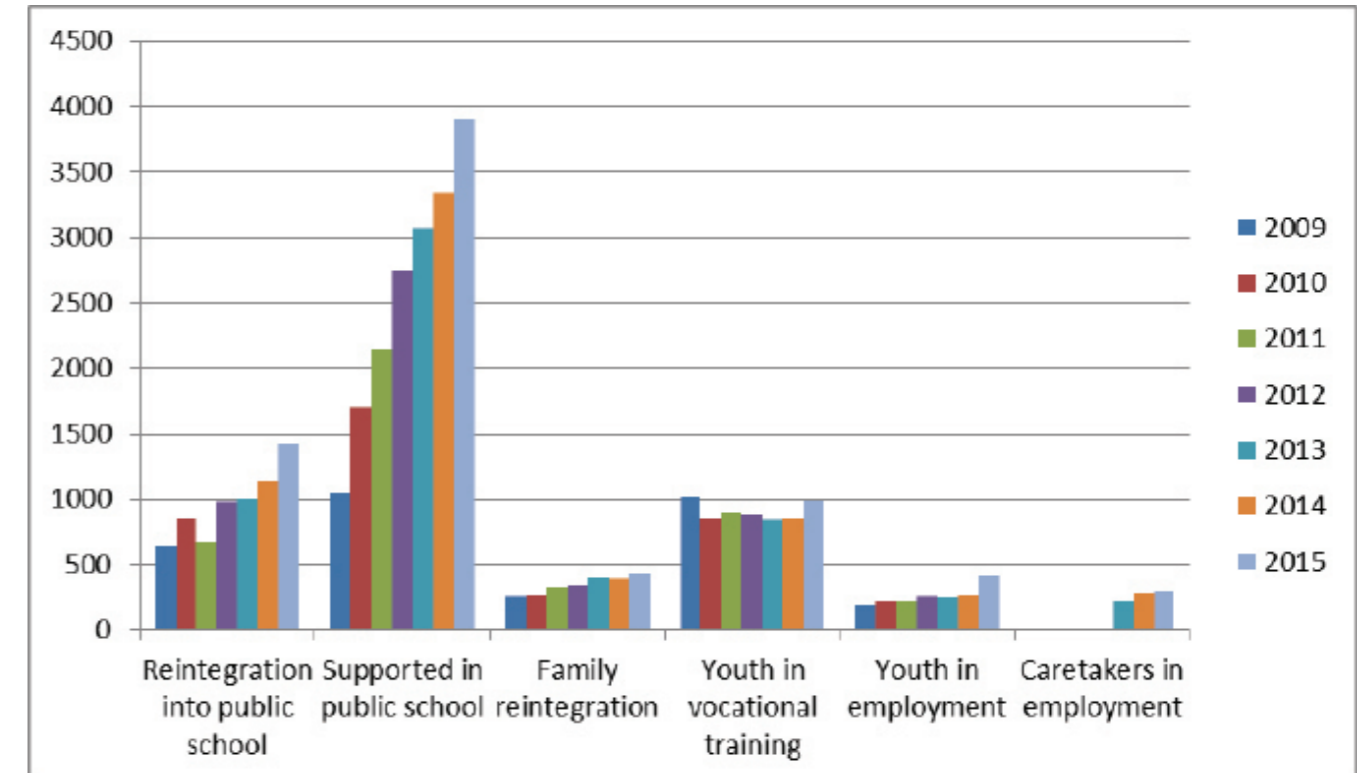
Number Of Services Per Program Per Year



Service per Program %



Number Of Individuals By Category Of Service



## NARRATIVE

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

#### 2015-2019 Strategic Plan

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

All Administrative Tools, Standards of Procedures (SOP) / Guidebooks and relevant Materials are developed, implemented and revised regularly

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

#### Result 2015

**Service Provision Technical Support Team** is operational with:

- Social Work Technical Coordinator (including Child Protection)
- Family Support Technical Coordinator
- Vocational Training / Employment Technical Coordinator + team of 5
- TREE (Training Restaurants for Employment and Entrepreneurship): 1 coordinator and team of 5
- Home Based Training: 1 Technical Coordinator
- Social Business: team of 8
- ChildSafe: team of 2

**Administrative Technical Support Team** is operational with:

- Finance: team of 2 for international
- Human Resources: team of 2 for international
- Communications: team of 7
- Monitoring, Evaluation and Research: 1 person
- Grants: team of 3

The following 7 Tips were prepared:

- Financial Management
- Budget Development
- Budget Management

These 7 tips will form the basis of the trainings in 2016

7 Tips for Human Resources were created for Managers and for Staff – will be implemented in 2016

7 Tips for Communications were designed and are being finalized for training and implementation in 2016

Guidebook for Reintegration was revised and improved.

Guidebook for Foster Care was revised and improved.

Guidebook for Independent Living was finalized.

Guidebook for Group Homes was finalized.

Guidebook for Employment and training material is being finalized to be used in the Futures Offices.

Guidebook for Entrepreneurship and training material is being finalized to be used in the Futures Offices.

Guidebook for Apprenticeship was finalized and IEC developed.

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

All Program staff receive training as per Individual Training Plans

Guidebook for Home Based Training and screen printing curricula are in progress (to be finalized early 2016).

Curriculum for Mechanics was finalized and shared.

Guidebook on Child Participation and Child Rights IEC were finalized.

7 Tips and Training for Technical Coordinators (TCO) was carried out based on the evaluation of the TCos.

7 Tips and Training for Outreach was finalized based on the Outreach evaluation.

Residential Care Institution's children coordinated reintegration system.

New English teaching curriculum is being developed at Mith Samlanh to be replicated in other Programs.

Reviewed and improved SOP's for Sewing shop

The Restaurant (TREE) SOP for service was updated with the support of our Partner Stick and Sushi.

The customer service SOP will be incorporated into the English Curriculum.

**Data Collection:** improved and harmonized in all Programs

#### By Beneficiaries:

- Mith Samlanh: Peer Education evaluation
- Kaliyan Mith Siem Reap: Home-Based Training, Drop-In Center (DIC)
- Peuan Peuan: Safe migration (in process)
- Peuan Mit: initiated evaluations of Makphet, of Job Placement, of KM36 (finalized in 2016).
- Teman Baik: youth employment evaluation initiated

#### Internal:

- Mith Samlanh: Evaluation of Foster Care and Transitional Homes services for children with disability, Outreach
- Kaliyan Mith Siem Reap: Foster Care, Alcohol Group, Outreach, Job Placement, 3 years of placement from Prison, follow-up of reintegration from diversion, Transitional Home, follow-up of children who left the Transitional Homes
- Peuan Peuan: evaluation of the repatriation/reintegration of 40 children
- Peuan Mit: Evaluation of Home Based Training by Technical Coordinator finalized. Evaluation of Transitional Home by Technical Coordinator finalized.

#### External:

- All Programs: financial audits finalized
- Mith Samlanh / Kaliyan Mith: finalization of the evaluation of the Family Reintegration (part of 3PC) and sharing of findings

**Individual Training Plans** (ITP) were reviewed and introduced in the appraisal forms

**Basic Training:** provided to all new teams members, including Child Protection and Friends values

#### Case Management:

- All teams received on-going training / support on the Case Management system



- Siem Reap: Psycho-social support to 2 staff

**Family Reintegration/Family Support:**

- Lao PDR: training to 4 staff
- Siem Reap: Alternative Care to 9 staff, Parent Support Group to 23 staff
- Teman Baik: 2 staff trained

**Employment:**

- Lao PDR: Business/Entrepreneurship training provided by American-Lao College
- Siem Reap: job placement refresh training provided to 14 staff, Small Business
- Mith Samlanh: job placement, internship, entrepreneurship (increased at the end of the year for the preparation of the opening of the Futures Offices)

**Education:**

- Siem Reap: Non-Formal Education (NFE), Library, pre-school
- Mith Samlanh: training to all teachers and vocational training teachers on pedagogy and education tools

**Transitional Homes:** training provided to Mith Samlanh and Kaliyan Mith teams on care for disabled children, creativity, learning to learn

**Drugs:**

- Kaliyan Mith Siem Reap: basic training
- Mith Samlanh: basic training, drug rehabilitation, advance training
- Ante Natal Care: provided to all Case Managers in Lao PDR

**Trainers of Trainers:**

- Lao PDR: 2 new Trainers trained
- Thailand: 1 new Trainer trained, 5 refresh training
- Teman Baik: 5 staff trained

**Research:** training provided to staff of Mith Samlanh and Kaliyan Mith Siem Reap by Columbia University

**Management:** training on management provided to all Program Managers and Assistants (team management, data collection, logframe, finance policy, Setting Objectives & Creating Work Plans,...)

**Human Resources:**

- Mith Samlanh: new appraisal form
- Lao PDR: training provided by HR Coordinator on job descriptions, advertising
- Thailand: Job descriptions, HR management

**Communications:** photo taking training

**Restaurant Teams:**

- Training on food/drink costing, Excel, recipe design and menu development
- Khanun, Bangkok: training of new team

**Child Protection:**

- All new staff received the training
- Staff in all countries received refresh training

- Child Protection in Emergency: training to Kaliyan Mith Siem Reap staff
- Harmful sexual behavior: training to staff in Cambodia

**First Aid:** training provided in Lao PDR, Siem Reap, Mith Samlanh

**English:** lessons in all Programs

**Computer:** training initiated or designed in all Programs

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

Support Plan for Mith Samlanh designed and collaboration agreement signed

Training and support Matrix created with CYTI/CSA to define training needs and match with Technical Coordinators / Trainers

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

All Friends Programs are managed by local teams

**Teman Baik:** a local Director was selected and is now in charge of the Program

**Friends Phnom Penh:** a local Director was selected and is now in charge of the Program

All other Programs remain managed by local teams with the support of Technical Coordinators as needed.

Collaboration with national authorities are active and efficient in all Programs

**Cambodia:**

- Memorandum of Understanding (MoU) with Ministry of Social Affairs (MoSVY) signed
- Joint Friends-International/Mith Samlanh MoU with Ministry of Labour and Vocational Training signed
- Collaboration with Phnom Penh and Siem Reap Municipalities reinforced
- Collaboration with Ministry of Education, Youth and Sports to contribute to its Strategic Plan
- Collaboration with police for the diversion system
- Collaboration with the MoSVY through 3PC (all aspects of Child Protection, reintegration of children in family-based care, foster care, residential centers...)
- Collaboration with prison authorities

**Thailand:**

- Ministry of Labor: all documents prepared for a 2016 renewal
- Ministry of Social Development: all documents were submitted
- Bangkok Metropolitan Administration: collaboration is on-going but no MoU was yet signed
- Registration with "Putting Order On Beggars in Bangkok" Committee in final stages

- Participation in various Committees including Anti-Trafficking in Persons, National Strategic Plan for Street Children, Sub-Committee for National Child Protection Committee, Street Children Network

**Lao PDR:**

- By design Peuan Peuan is a Friends Lao PDR / Ministry of Social Welfare collaborative project in close collaboration with the Vientiane Capitol.
- 2 Advisory Committee Meetings were held (that included the Ministry of Foreign Affairs, Ministry of Interior, Ministry of Education, Ministry of Women's Affairs and local authorities)
- Department of Tourism: collaboration without formal agreement (ChildSafe information distributed in the airport)

**Indonesia:** collaboration developed with local authorities including police

**Cambodia:**

- The main network remains the 3PC, facilitated by Friends-International and the participation of Mith Samlanh and Kaliyan Mith with 10 other Implementing Partners and 42 Network NGOs as well as local authorities.
- Networking meetings included: CSCN, Foster Care Sub Committee, OVC, NAA, NCHADS, NGO CRC, HACC, NEP, MEDICAM, 3PC, Family +, Dept of health municipality level, Municipality Taskforce on Street People, Municipality and Ministry of Planning meetings to support urban poor in Phnom Penh, HR working group, etc.

**Thailand:** CRC Coalition, Street Children Network, CEOP, District Community Network, Anti Human Trafficking, Migrant Working Group.

**Lao PDR:** Reintegration Case Management Meeting, Juvenile Justice, Education, Adoption.

**Indonesia:** Children In Conflict With the Law, formulation of the SDG, Child Protection

**Cambodia:**

- Due to changes in the teams, direct activities (parties and events) were on hold this year
- Collaboration with the corporate sector continued and is being reinforced through the ChildSafe Movement
- Collaboration being explored with Fossil to develop collaboration beyond funding (design, shop layout, etc.)

**Thailand:**

- Collaboration and links were continued with IKEA for the restaurant
- Collaboration is being developed with Bank Of America

**Indonesia:**

- Contacts established with 22 companies
- Strong relationship established with GSK
- Potential partnership with Go-Jek and SGS being explored

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

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%

**Overall:**

- Standard sustainability: 36% (38% in 2014)
- Social program sustainability: 4% (7% in 2014)

**Head Office:**

- Standard sustainability: 17% (18% in 2014)
- Social program sustainability: -1% (6% in 2014)

**Mith Samlanh:**

- Standard sustainability: 50% (55% in 2014)
- Social program sustainability: 12% (17% in 2014)

**Kaliyan Mith Siem Reap:**

- Standard sustainability 41% (35% in 2014)
- Social program sustainability: -3% (-2% in 2014)

**Friends Phnom Penh:**

- N/A: no Training Business started yet

**Friends Thailand (Peuan Peuan):**

- Standard sustainability: 3% (6% in 2014)
- Social program sustainability: -4% (2% in 2014)

**Friends Lao PDR (Peuan Mit):**

- Standard sustainability: 50% (29% in 2014)
- Social program sustainability: 3% (-16% in 2014)

**Friends Indonesia (Teman Baik):**

- N/A: no Business Training started yet

**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

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

**Child Protection Policy:**

- Key project in Thailand:
  - The project completed the training of the first 8 pilot centers (out of 24), trained 448 government staff (both managerial and operational)
  - 24 Child Protection Officers were appointed to protect children in the Government Shelters and train staff
  - The Government (Department of Children and Youth), MoSDHS, endorsed the Child Protection Policy on 16th September.
- Key component in Cambodia through the Partnership Programme for the Protection of Children (3PC):
  - A Partnership between the Ministry of Social Affairs (MoSVY), UNICEF and Friends-International.
  - FI is coordinating 9 Partner NGOs across 7 provinces, and 4 Technical Partners

- Partners are working together on issues including reintegration of children from orphanages and other Residential Care Institutions, alternative care, violence against children, emergency situations, child protection policies, drugs and alcohol, sex work and sexual exploitation, children in conflict with the law, migration, school reintegration, employment, disability
- Common campaigns were launched and re-launched: Children Are Not Tourist Attractions, Orphanages Tear Families Apart and Don't Create More Orphans
- The Keeping Families Together (Orphanages Tear Families Apart) and assessment in Siem Reap Province showed that 56% of respondents heard, had been trained and participated in the campaign (through radio spot, promotional material, etc.)
- Child Protection in Emergency: 2 trainings provided and a network with Peuan Peuan partners was organized.

#### Implementation:

- Child Protection Officers (CPO) are operational in all Programs. Very efficient experience in Siem Reap with 1 new Child Protection Officer and 2 Support Officers. Over the past 6 months the Child Protection response work has rapidly expanded: outreach and the hotline are systematically reporting all Child Protection issues to the CPOs who then take a lead on taking action, dealing with 4 or 5 Child Protection cases a week.
- ChildSafe Hotlines and response mechanisms:
  - Friends Phnom Penh: 2,676 calls, with 1,783 immediate interventions and 893 phone counselings
  - Kaliyan Mith Siem Reap: 312 calls, with 35 immediate interventions
  - Peuan Mit: 68 calls, 34 immediate interventions
  - Peuan Peuan: 1,155 calls with 34 immediate interventions in Bangkok and 391 in Aran with 29 immediate interventions

**Training of staff:** all staff in all Programs were trained on Child Protection (initial training or refresher training)

#### Direct protection:

- Direct support to families in emergency situations:
  - Mith Samlanh: 4 families affected by fire
  - Kaliyan Mith: 6 families affected by storm and fire
  - Peuan Mit: 7 families
  - Peuan Peuan: 25 families in Aran
  - Teman Baik: 44 families affected by evictions
- ChildSafe: the project was reinforced to improve the direct intervention of the ChildSafe Agents to protect children and to improve reporting. As a result, this year the number of actions taken by the Agents improved significantly (+49.6% from 2014)

**Violence against children:** Is integrated into all Programs' work

- The teams supported the UNICEF Campaign on Violence Against Children: support for launch events, workshops, children representatives, social media support.
- Additional campaigns and training were provided through the Community ChildSafe training, which includes all forms of violence (physical, emotional and sexual)

**Drugs / Alcohol:** Prevention, harm reduction, detoxification, rehabilitation for children, youth and caretakers is integrated in all Programs as needed and recognized

#### Prevention:

- Continued very actively in Cambodia on the streets and communities
- Siem Reap: Kaliyan Mith initiated work in the Government's Drug Rehabilitation Center, providing life skills education, initiated sports activities and open a library for 151 children
- Shared in Laos and Thailand

#### Harm Reduction:

- Mith Samlanh: remained the key Harm Reduction provider in Cambodia:
  - 849,570 condoms distributed and 393,456 Harm Reduction packages
  - 222 drug users received HIV testing and counseling. 67 received specific medical support
- Kaliyan Mith Siem Reap: continued its work for drug users providing 16,326 services to 346 users, providing 52,748 condoms and referring 2,689 users for testing, Methadone and Harm Reduction services
- Siem Reap: provided services to 238 occasional drug users and provided basic Harm Reduction for glue sniffers

#### Detoxification:

- Mith Samlanh remains the only provider of symptomatic treatment in Cambodia. Other Programs (and Partners) refer cases to Mith Samlanh.
- Referral to Green House increased 36% from 2014 with 193 youth referred.
- The Detoxification Center (Green House) was assessed and systems and protocols further improved.

#### Rehabilitation:

- 31 new drug users were referred for Methadone Maintenance Therapy to stabilize their lives (with total 60 in treatment) and 3 joined vocational training at Mith Samlanh
- 53 youth completed social rehabilitation and were referred to the Training Center and/or reintegrated into their families.

#### Support Groups:

- Drug Support Group: 2 groups are running in Phnom Penh
- Alcohol Support Groups:
  - 1 alcohol group active in Siem Reap and 3 in Phnom Penh
  - An average of 20 individuals participated per meeting. Among those, around 10-15 report not having drunk alcohol for over 1 week
  - The model is going to be replicated in other Programs as well as with Partners

#### HIV / AIDS / STIs:

Prevention, care and support for children, youth and caretakers is integrated in all Programs

**Prevention:** the Information, Education & Communication (IEC) material was reviewed and education is part of the Life Skills in all Programs, with a special focus on Drug Users and Sex Workers.

#### Testing / Counseling:

- new HTC testing was initiated, which allows for faster and regular testing:
  - 222 drug users tested
  - 75 non-drug users tested

- 67 medical support
  - STI screening is being improved: 119 tests
- Treatment:** access to medical care and support was maintained in all Programs

**Support Groups:** 5 HIV/AIDS Support Groups are operational in Cambodia

### Health / Hygiene /

**Nutrition:** as a key issue among communities, this topic is integrated into all Program activities

- Mith Samlanh:** a nutrition project was initiated to be replicated in other Projects, which included:
- Training of 20 staff on Nutrition and Hygiene
  - A special event organized with peer educators in 1 area on “Hygiene toward good health”.
  - A series of trainings conducted on hygiene and nutrition in Central Phnom Penh
  - Implementation of new nutrition games with the children and youth in communities related to different types of healthy foods and drinks.
  - Good collaboration with local authorities: worked closely with the authorities to find a solution regarding the rubbish collection in Russey Keo communities
  - Direct hygiene / cleaning events were organized in 2 communities

### CSEC / Sex Work / Sexual Exploitation / Sexual

**Violence:** as a core issue faced by children, youth and caretakers, this topic is developed throughout the Programs’ services

#### Protection & Support:

- Mith Samlanh: expanded its services to Sex Workers based on the mapping. Mith Samlanh developed a Night Bus to provide services to the street-based sex workers in Phnom Penh, including beauty material (inspired by Peuan Mit). The model will be improved and expanded in 2016.
- Kaliyan Mith: The outreach was expanded to reach street-base sex workers. Many come to receive services at the new Drop-In Center.
- Peuan Mit: The project working with sex workers was started in January and work with street-based sex workers was developed over the year with increased condom distribution.

**Child Labor:** an important issue in various areas of intervention, it is developed in the Programs

#### Campaigns:

- The campaign was maintained through the 7Tips to Travelers and to Citizens in all countries
- The Begging Children / Children Selling Goods angles were pushed more specifically through the “THINK Before Giving To Begging Children” and the “Milk Scam” (Siem Reap specific) campaigns

#### Street Working Children:

- Included in all Programs
- The teams identify children working on the streets and identify their families. Families are then supported to reduce the causes (mainly economic and/or health) for children having to work
- A total of 8,394 caretakers received support, many of these having a direct impact on working children.
- Aran: initial snapshot surveys on working children were conducted in August (279 working children) and December (243 working children)

**Children In Conflict With the Law:** an intervention in many Programs as prevention (diversion), work in prison and reintegration

**Diversion:** the Diversion program continued in Cambodia (Phnom Penh and Siem Reap) and started in Lao PDR

- Phnom Penh:
  - 20 police and CCWC officials were trained and on-going informal collaboration was maintained
  - 156 children/youth were referred to Mith Samlanh
- Siem Reap:
  - 23 children/youth referred to the Program from 13 Police stations: 6 immediately reintegrated to their families, 7 staying in NGOs and in school or training, 10 left immediately
  - Numbers keep on dropping: a re-linking with Police is necessary (2016)
  - Out of 15 youth diverted in 2013, 10 are in school, 2 in vocational training, 1 employed, 1 back on the streets and 1 unoccupied.
  - Out of 10 children diverted in 2014, 4 are in school, 3 in families, 1 back on the streets and 2 situations are unknown.
- Vientiane: average 5 cases per month referred to Peuan Mit

#### Work in Prison:

- Mith Samlanh:
  - Operates in 2 prisons
  - 14 youth had case management files opened in 2015
- Kaliyan Mith:
  - Supported 234 children youth (15-17 yrs) in prison: Non-Formal Education, Life Skills education, medical treatment: 48 new case managements opened, 108 supported for family reintegration upon release
  - Initiated work in the Government’s Rehabilitation Center (from June): provided education, sport activities and set up a library to 151 children.
- Peuan Peuan:
  - Operates in Ban Metha (boys), Bang Na and Nahkon Pathum (girls)
  - Provided job readiness training to 136 youth
- Peuan Mit:
  - Operates in 4 prisons and 2 Government shelters

#### Reintegration:

- Mith Samlanh:
  - 5 youth were released from prison and joined the vocational training
  - 131 youth were followed up
- Kaliyan Mith: 108 children / youth released and supported for family reintegration (2 referred to the Transitional Home)
- Peuan Peuan: 8 youth released with 7 Case Managements
- Peuan Mit: 24 youth released from prisons were supported for reintegration and followed-up



**Migration / Trafficking:**

a specialty on internal and international migration that is developed and recognized

**Prevention:**

- Cambodia: distribution of and training on ChildSafe Migration
- Thailand:
  - Bangkok: services and information are provided to migrants already arrived aiming at ensuring their security in Bangkok: 217 Safe Migration Tips distributed (3 languages), 6 19 hotline cards, 321 services
  - Aran: services and information are provided to migrants on the way and would-be migrants: 1,139 smart travel and safe migration cards distributed

**Support:**

- Thailand: services to migrants operational in 3 centers including life skills education, counseling, recreational activities, non-formal education, hygiene
  - Ban Phumvet: 23 Case Managements,
  - Ban Kredtrakarn: 30 Case Managements
  - Ban Raitipung: 87 cases

**Repatriation / Reintegration:** the current repatriation system between Cambodia and Thailand is weakened. Friends-International tried to reorganize the system for the migrant populations and is designing a proposed collaboration between the Royal Thai Government and the Royal Government of Cambodia with the support of Friends Thailand and 3PC in Cambodia.

- Peuan Peuan: 191 people were supported for repatriation (from 6 shelters) and reintegration: among them 140 “official” cases (106 children prepared for repatriation and 34 effectively repatriated)
- Mith Samlanh: 2 boys were referred to Mith Samlanh for family tracing, and were successfully reintegrated back into their family
- Kaliyan Mith: 5 children referred by Peuan Peuan and the Ministry in Poipet and Case Managements were opened
- Peuan Mit: 19 repatriated migrants were supported

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

**Family Preservation:**

- Cambodia: support to the Keeping Families Together Campaign (pushed by 3PC)
- Mith Samlanh: prevented 42 children from being abandoned through family support (22 families)
- Emergency support was provided to families in all Programs aiming, among others, at reducing the risks of abandonment

**Transitional Homes:**

- Mith Samlanh: 21% reduction in number of children staying in Transitional Homes
- Kaliyan Mith Siem Reap:
  - Average 48 children per day
  - Average duration of stay: 6 months.
- Peuan Mit:
  - Average stay used to be 3 years and this year the majority of new cases were reintegrated within 1 year.

**Orphanages / Residential Care Institutions:** An important topic addressed in Cambodia that is expanding in the other countries of operation

**Family-based reintegration:** there has been an overall increase of family-based reintegration due to:

- Push in reintegration processes (Peuan Mit)
- Increase in number of children referred by the police for reintegration (Peuan Mit, Kaliyan Mith, Mith Samlanh)
- Increase in the number of children from Residential Care Institutions closed by the Government (Mith Samlanh, Kaliyan Mith)

**Foster Care:**

- Mith Samlanh: The model’s process was further clarified for Cambodia and shared among 3PC Partners
- Peuan Mit: the number of foster care families was increased to 10

**Independent Living / Group Homes:**

- Although the program is quite expensive to run, it is an excellent alternative for the Transitional Home program and it is a better setting for youth studying in vocational training.
- Mith Samlanh: . The number of youth in group homes increased to 54 (+74% from 2014)
- Kaliyan Mith: rapid increase in these options: 36 students started living in group homes, at the same time 40 students got a job and moved into independent living (total 75 youth in independent living)
- Peuan Mit: This project has been on-going for a few years to allow for students from distant suburbs to attend training: 13 youth lived in group homes and 2 lived independently

**Support Reintegration of Children from Residential Care Institutions:** Friends-International with 3PC has developed a Reintegration system that outlines the collaboration and the responsibilities of Government, Government services and NGOs.

**Support Orphanages to evolve their model (Cambodia):** Friends-International with 3PC has created a definition of types of Residential Care Institution(s) (RCI) to clarify the field and simplify the process of evolving models. Unfortunately, the proposed definitions have as yet not been fully taken on board by the Government. More work is necessary to develop these definitions in order to accommodate better the Government’s policy.

**Support Emergency Closure (Cambodia):**

- Report: Friends-International established a system to facilitate reports about alleged abuses in RCI. Friends-International gathers information on a specific, agreed upon form, that is shared with the MoSVY (with the support of UNICEF) for them to carry out the investigation and make the executive decision regarding the RCI’s closure or not.
- Closure:
  - Mith Samlanh: worked together with DoSVY in Phnom Penh and Kandal to complete case files and to conduct family assessment and tracing for 87 (F: 31) children from different centers.
  - Kaliyan Mith: worked with DoSVY in the reintegration of 147 children from 6 orphanages (2 closed by the Ministry, 2 closed by themselves, 2 in the process of being closed). Kaliyan Mith directly managed the reintegration of 89 children.

**Education / NFE / School Reintegration / Culture / Sport:** ensuring that children return to public school and remain in school to finish their studies at the highest level possible

**Behavior Change:** Friends-International with the support of its Partners, UNICEF and the Ministry of Social Affairs launched 2 campaigns:

- Aiming at Donors: “Don’t Create More Orphans” – encouraging donors to stop their support to orphanages and support family-based care instead
- Aiming at Communities in Cambodia: “Orphanages Tear Families Apart” – encouraging communities to seek support and advice before giving their children to orphanages. This is supported by the Hotline and by a training of local authorities and key community people in Siem Reap (pilot)

#### **Early Childhood Education:**

The work on early childhood was spearheaded by Kaliyan Mith Siem Reap with a specialized Technical Coordinator supporting the classes and training the teacher to be a trainer. She was able to support the Mith Samlanh team in developing their quality and services further.

#### **Non Formal Education:**

- Mith Samlanh: NFE effective in new area (Chbar Ampov)
- Peuan Mit: the Mobile School started activities again this year, resuming non-formal education and library activities in communities (reached 1,037 children)

#### **Remedial Education:**

- Mith Samlanh: classes operational in 3 Centers
- Kaliyan Mith: classes operational in 3 Centers

#### **School Reintegration:**

- Reintegration from Remedial Schools: continued and increased in all Programs running such classes
- School Reintegration Campaigns: effective in all Programs

#### **Support Classes:**

- The difference between Remedial Classes and Support Classes was clarified in all Programs with the redefinition of the proper curriculum and methodologies for each.
- Classes now opened in Mith Samlanh, Kaliyan Mith and Peuan Mit.

#### **Culture:**

- Arts activities are integrated into all Programs. However, this should be further developed and coordinated for better results
- Mith Samlanh: Club Friends was rebuilt allowing for activities to resume

#### **Sports:**

- Integrated into the curriculum and activities of all Programs
- Mith Samlanh:
  - Club Friends was reopened
  - The children participated successfully in national junior competitions and won medals. 2 youths were preselected to join training with the national junior teams

#### **Training of Partners:**

Mith Samlanh provided training on the use of the NFE Tool Box: 51 teachers, 21 Directors, 466 teachers received follow-up on the implementation of the Tool Box

**Vocational Training / Employment:** a key and growing part of the Programs to allow youth and caretakers to get gainful and dignified employment

**Futures Offices:** the concept for the employment offices for marginalized youth and caretakers (“Futures Offices”) was finalized and funding secured for an opening in 2016 at Mith Samlanh and with our Partner M’lop Tapang as a first phase.

#### **Vocational Training:**

- The expansion of Vocational Training Businesses continued:
- Thailand: Khanun Restaurant in Bangkok being finalized. 33 youth referred to access vocational training.
- Aran: only through referral at this stage (3 cases)
- Phnom Penh: new Training Businesses were opened / developed: Nail Bar, mobile electricity repair team, sewing workshop, motorcycle repair shop were opened/expanded this year directly in the suburbs in line with the decentralization strategy
- Siem Reap:
  - 110 students per day on average in 5 vocational trainings and 2 in apprenticeship.
  - Trainings are now all operating as Training Businesses and include Marum Training Restaurant, sewing workshop, beauty salon, motorcycle repair shop and barber.
  - Trainings including Beauty, Barber and Sewing had to be moved because of a sudden increase in rents in Siem Reap. A new Sewing Workshop was opened and transitory shops for beauty and barber were opened at the River Center and the space is being refurbished
  - A new training for caretakers (Noodle Shop) was designed but could not start due to the need to move and to upgrade the new space in the River Center
- Vientiane:
  - Makphet training restaurant and the motorcycle repair shops continued to operate.
  - The motorcycle repair shop was reviewed by the Technical Coordinator and the spatial organization and training were improved.
- Luang Prabang: the Khaiphean training restaurant is operating although informally as the Program still needs to get a specific MoU for the Luang Prabang activities. Despite this administrative situation, the training is effective for 33 students
- Jakarta: links for referral to vocational training were established with NGOs and Government partners

#### **Employment:**

- Teams were reinforced to provide placement (Indonesia, Cambodia and Laos) with increased results
- The direct employment of youth (especially the more “stable” youth from Communities) was developed and is a core part of the new Futures Spaces (youth employment offices to start early 2016)
- Mith Samlanh: the teams were reorganized to better respond to the employment needs in each area of intervention (in accordance with the decentralization policy) and in preparation for the opening of the Futures Spaces (employment centers)
- Kaliyan Mith: the team was reorganized to provide better services for employment: this year saw an increase in the number of youth (24 youth)

directly placed (without going through the vocational training). The team is also getting ready to establish the Futures Spaces (employment centers)

- Peuan Mit: the team designed exit-strategies for caretakers who have been involved in the Home Based Training for a long time and increase their employment opportunities.
- Teman Baik: a push for the direct placement was initiated for youth and caretakers, with a total of 21 people placed in employment
- Peuan Peuan:
  - Bangkok: first case of Apprenticeship for youth and 2 caretakers placed
  - Aran: 23 youth placed (16 in casinos) and 6 caretakers

#### **Entrepreneurship:**

- The training to teams was developed to increase the quality and variety of options for business support provided to youth and caretakers
- The importance of also supporting the development of existing business was stressed and pushed
- Mith Samlanh: the tools were designed for the opening of the Futures Spaces. A total of 69 caretakers and youth were supported to start or improve their business.
- Kaliyan Mith: the tools were designed for the opening of the Futures Spaces and the team were able to grow that work: 20 youth and 22 caretakers
- Peuan Mit: the team continued to support caretakers and youth to develop their businesses (69 small businesses developed)
- Peuan Peuan: slow start of that project with 1 small business supported in Bangkok and 8 in Aran
- Teman Baik: developed this year with a specialized person which allowed for 19 families to receive support. Some businesses have grown significantly: one business started with selling second hand clothes and expanded to selling second hand TVs and the family was able to move into a bigger house as a result.

**Disability:** as an issue that is increasing everywhere, the Programs develop strategies to better respond to the specific needs of these children and youth

- Training was provided at Mith Samlanh to support teams to better care for disabled children in their care
- Coordination is being developed with Partners (especially within 3PC) to find more referral systems and services

**Case Management:** a key tool that is integrated into all Programs

The Case Management system was revised to make it more simple – the system was also tested so that the new forms can be ready early 2016

Collaboration with designers to develop a tablet-based version of the Case Management was initiated.

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

**MoU:** the renewal was signed with the Ministry of Social Affairs (MoSAVY)

#### **Outreach:**

- The division of greater Phnom Penh into intervention areas was finalized and refined

- 1 new area, Takhmao, was identified, mapped and activities started reaching 1,180 individuals
- The new organization of teams in all new Zones was finalized and the overall impact was increased (+4% from 2014)
- The teams in each zone developed their relations with the youth, children and their families as well as local authorities and local stakeholders.
- The Bus started providing services at night with a focus on street-based sex workers, providing counseling, information, condoms and referral for health services.

#### **Alcohol Project:**

- 2 pilot projects are being carried out (Takhmao, Russey Keo)
- An average of 20 participants joined each session
- Initial success is significant: reduction in alcohol consumption, reduction in domestic violence and violence against children

#### **Drugs:**

- Mith Samlanh remains the only organization in Cambodia providing a holistic service to drug users, and the first and most active organization providing Harm Reduction Material to drug users (injectors and non-injectors)
- +36% increase in clean syringe distribution, +17% in drug related services and +282% in condom distribution

#### **NFE / Culture / Sports:**

- Club Friends was re-built (after having been destroyed by a storm) and is operational again for sports and cultural activities
- Non-Formal Education classes were initiated in some construction sites in Chbar Ampov

#### **Vocational Training:**

- 2 community Vocational Training Businesses opened (Nail Bar and Sewing)
- The mechanics training in the main Training Center was upgraded for the motorcycle repair/maintenance module and business component (services to the public) expanded and improved
- 2 others are in preparation (Mobile Electricity Repair, Sales inside the Shops)

#### **Employment:**

Good achievement for social and professional reintegration:

- Job placement increased by 82%
- School reintegration increased by 65%
- Family reintegration increased by 43%
- Detox/rehab increased by 56%
- 65 children reintegrated after orphanage closure

#### **Youth Empowerment:**

- Youth Centers: 7 main events (shows, campaigns) were organized including for International Children's Day, World Day Against Child Labor, World AIDS Day, hygiene campaigns...
- Training Center/Transitional Homes: 4 main events organized by the youth in the Training Center including: HIV/AIDS and STD, "Together Supporting



- Our Community To Be Free Of Drugs”, Gender Awareness, Cooking event
- 5 Peer Educators were invited to participate and contribute to the Chbar Ampeou Khan Strategic Planning Meeting

#### **Nutrition / Hygiene Project:**

Mith Samlanh developed a strong Nutrition / Hygiene project that included:

- Teams implementing new nutrition games with children and youth in communities related to different types of healthy foods and drinks. The results are good so far, with children and youth very motivated and engaged in the new activities.
- A special event organized in the Russey Keo zone with the topics “Hygiene toward good health”. The event was organized in collaboration with peer educators, youth and caretakers. Approximately 80 children/youth and caretakers joined the event. The aim of the event was to raise awareness about hygiene and nutrition using fun activities. Some of the activities included role play on washing hands, role play on community hygiene, singing, dancing, and Q&A sessions.
- Mith Samlanh conducted a series of trainings on hygiene and nutrition in Central Phnom Penh with a total of 84 participants including commune leaders, CCWC, chiefs of village and Sangkat Councils.
- In a community in Russey Keo zone, the Teams worked closely with the authorities to find a solution regarding the issue of rubbish collection. As a result, after many meetings between Mith Samlanh, local authorities and community members, a rubbish collector was hired to collect all the garbage and bring it to the main road where it can then be collected by the local garbage truck.

#### **Friends Phnom Penh**

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

Although the main activities remained the work with drug users and HIV, the Program rapidly expanded its services to become a holistic community-based project this year.

**Drugs:** 16, 326 services were provided to 346 drug users

#### **Support to Families:**

- 2,162 caretakers received some support (+28% from 2014)
- 9 were supported for training (Home Based and Business Skills) and 9 were placed into employment

#### **Education:**

117 children were supported for their education (+37% from 2014)

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

Child Protection Policies & Procedures were reinforced with a new Child Protection Officer team (3 CPOs). By end of 2015 the new team worked very efficiently (in particular on reporting process), resulting in much higher quantity of reports received and actions taken.

#### **Outreach:**

- Zones and team fully assessed.
- Restructuring of teams to respond to the reorganization of work is in process.
- 1 new area was initiated (Trapeng Seh) with a priority with unemployed youth and drug users

#### **Alcohol Support Group:**

- Siem Reap is running the initial Support Group at Friends-International
- A total of 36 alcoholics attended the weekly meeting (average 8-12 pax)
- 6 persons totally stopped drinking
- 12 case managements were opened, 6 support with Income Generation Activities.

#### **Reintegration:**

- Supported the Government for family reintegration and alternative care placement of children from closed orphanages. 51 children (19 females) were supported from orphanages (joint work with DoSAVY).
- Kaliyan Mith Siem Reap, Cambodia reintegrated/supported a total of 370 (158 female) children/youth (+39% from 2014)

#### **Foster Care:**

- Foster Care opened up to new referral partners, and reached full capacity (15) for first time since project start - 3 additional care-takers had to be hired.
- A total of 17 babies (11 female) are currently placed in short term foster care (6 new in 2015) all referred

**School Reintegration:** the team was reinforced and management changed, data was cleaned up, data collection was strengthened, selection of students for new remedial classes much more targeted, follow-up process for students reintegrated in Public School was clarified and strengthened.

**Beauty training salon** had to shut down in October and was relocated at Kaliyan Mith River Center (in central Siem Reap). Renovations are in process and reopening is aimed at mid-2016.

#### **Youth Employment:**

The push for employment continued: 127 found employment (+21% from 2014)

- 74 graduates were placed in employment
- 18 graduates were supported to start a small business
- 18 students were supported for employment before graduation
- 5 youth directly placed into employment
- 1 youth directly support to start a small business
- 18 former graduates were supported to evolve their employment

**New Center:** The Home Based Training, the screen printing workshop, the preschool, the sewing training and the production workshops moved from Kaliyan Mith River Center to a new center in Taksen Tbong (on outskirts of Siem Reap).

#### **ChildSafe:**

- ChildSafe Citizen campaign was launched:
  - 8,000 materials distributed (mainly during Khmer New Year in Angkor Wat and during Water Festival)
  - 655 people (care takers, children, youth, local authority, etc.) were reached through group discussions and trainings
- ChildSafe THINK Campaign: photo mobile exhibition is on-going and was supported by multiple local businesses (Kaya Café at the Old Market, 7 businesses in Kandal village, Long’s Bar in the Lane) reaching an estimated 7,700 visitors



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

**MoU:** process for Luang Prabang was changed several times and is still pending, putting a halt to all services.

**Outreach:**

- Initiated (from January) and significantly expanded its work to sex workers on the streets, providing 'saving lives' services including counseling, condoms and emergency services. Medical treatment for STIs is slowly increasing.
- The Mobile School resumed activities reaching 1,037 children in the communities (especially the ones outside of Vientiane city)

**Family+:**

- Peuan Mit continued its project for alternative housing for youth with Group Homes (13 youth in training) and Independent Living (2 cases)
- 890 caretakers were supported for psycho-social and/or economic needs including Home Based Training. 9 caretakers were supported to access employment (7 self-employed, 2 in employment).

**ChildSafe:**

- ChildSafe Agents increased with the first training of street-based Agents (27 tuktuks) and community-based Agents (13 Home Based family members)
- The Hotline is effective and received 68 calls (+72% from 2014) and 34 cases were handled
- ChildSafe for Travelers gathered momentum:
  - New revised 7Tips for Travelers were distributed at the border and Tourist Information kiosks
  - Trainings for the tourism industry started.

**Government Shelters:** the Government requested an increased intervention of the Program in 4 prisons and 2 of their shelters. Services were further developed to provide relevant actions.

**Restaurants:**

- Makphet sales picked up with a 35% increase compared to 2014 thanks to the (transitory) direct management by the TREE Alliance with a full time Technical Coordinator, alongside active marketing to tourists and the expatriate populations.
- Khaiphaen is performing well: despite the MoU issue and not being able to function fully and carry out promotion, it became #1 rated on Trip Advisor

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

**Child Protection Project In Government Centers:**

- A big push was made: the project completed the training of the first 8 pilot centers (out of 24), trained 448 government staff (both managerial and operational)
- 24 Child Protection Officers were appointed to protect children and train staff in the Government Shelters
- The Government (Department of Children and Youth), MoSDHS, endorsed the CPP on 16th September.

**Training Restaurant (Khanun):**

- The project is running (very) late due to some unforeseen issues with the building
- The project also faced an important staff turnover that blocked rapid advances

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

**Migration:** Thailand is a key migration project

- Friends Thailand became a key actor for migration supporting the links between the Thai and the Cambodia Government (with the support of Friends Phnom Penh)
- **Prevention and Support:** intervention at departure (in Aran) and on the streets of Bangkok: outreach, distribution of information leaflets with hotline information (2,296 smart travel, safe migration and hotline cards distributed) and training of ChildSafe Agents
- **Support in Government Shelters:** Peuan Peuan team is operational in 6 main shelters for migrants (Ban Phumvet, Ban Kredtrakam, Ban Raitipung, Ban Pranee, Ban Mit Mai Tri and Ban Meta) providing services to all migrants (including Non-Formal Education, and opened 149 specific Case Managements.
- **Support for repatriation / reintegration:** 191 children and 158 caretakers were prepared for repatriation and reintegration

The Management is now entirely local with the support of a Technical Coordinator attached to the new Country Program Director.

**Outreach:**

- The plan to open a Drop-In Center in Blok M was postponed due to issues finding a suitable location and staffing
- Reinforced links with local police, health services,

**Employment youth:**

- Strong development of youth employment with 586 job preparedness training provided
- An Employment Information wall was created in 1 community as the initial phase of a Futures Office (Employment Office)
- 17 youth were supported for employment (12 still employed)
- 7 youth were referred for vocational training and 17 in apprenticeship

**Employment / support to caretakers:**

- Strong development of employment and entrepreneurship for caretakers with 66 cases of support:
- 22 families for employment:
  - 19 for development of their family business (15 selling food / coffee, 1 textile printing, 1 vegetable seller, 2 phone card seller)
  - 4 placed in employment
- 44 emergency supports (after evictions)
- Organized information sessions in the communities with Social Security Officials to provide information about how to access social security services
- 24 families supported to get legal documents to access school, employment and social services.

**ChildSafe:**

- Program was developed with an initial 17 Agents trained in 3 areas.
- Citizen Tips were developed (to be launched early 2016)
- Community trainings were initiated through parents' meetings in 3 communities (582 people)
- ChildSafe Business campaign was also initiated with 20 staff from Bank Of America trained

Collaboration with CYTI/CSA Partners / Network partners is efficient

**Cambodia:**

- Mith Samlanh, Kaliyan Mith Siem Reap and Kaliyan Mith Chom Chao are part and active members of the 3PC network
- Mith Samlanh and Kaliyan Mith Siem Reap join the Director's Meeting

**Thailand**

- The Thailand team supported the CYTI / CSA Coordinator for his work in Thailand (based in the Peuan Peuan Office)
- Supported training of Partners for ChildSafe and Child Protection in Emergency

**Lao PDR:** Collaboration with ChildSafe Implementers is on hold – however, the work continues with the trained Trainers as individuals

**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 34,211 children, youth and caretakers.
- +10% from 2014
- **Mith Samlanh** Phnom Penh, Cambodia Program reached a total of 16,244 individuals
- +4% from 2014 due to the finalization of the re-zoning and the development of the activities in all the areas.
- **Kaliyan Mith Siem Reap**, Cambodia Program reached a total of 5,174 individuals
- +6% from 2014 as the Program went through a re-zoning exercise.
- **Friends Phnom Penh**, Cambodia Program reached a total of 958 individuals
- +13% from 2014 due the expansion of services and area covered
- **Peuan Mit**, Laos Program reached a total of 4,627 individuals
- +13% from 2014 due to the resumption of the Mobile School activities and the expansion of areas of intervention
- **Peuan Peuan**, Thailand Program reached a total of 5,264 individuals
- +13% from 2014:
  - Bangkok: +19% due to the stabilization of the situation in Bangkok
  - Aran: +7% this increase is built on the momentum and experience gained last year during the mass repatriation
- Teman Baik, Jakarta, Indonesia reached a total of 1,944 individuals
- +52% from 2014 due to continuous development of the Jakarta activities

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

A total of 3,251,199 services were provided (+21% from 2014)

- **Mith Samlanh**, Phnom Penh, Cambodia provided a total of 2,806,383 services

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

- +21% from 2014 as a direct consequence of the new zoning and the work carried out by the teams in these new areas of activities
- **Kaliyan Mith Siem Reap**, Cambodia provided a total of 293,496 services
- +22% from 2014 due to positive consequences of the rezoning
- **Friends Phnom Penh**, Cambodia, provided a total of 44,422 services
- +58% from 2014 due to the expansion of the area and an improved reporting
- **Peuan Mit**, Laos, provided a total of 59,763 services
- +47% from 2013 due to the resumption of the Mobile School services and the expansion of areas
- **Peuan Peuan**, Thailand provided a total of 41,703 services
- -29% from 2014:
  - Bangkok: -34% due to staff turnover and more 1 on 1 sessions
  - Aran: -16% as in 2014 there was a sudden increase during the “Cambodian migration crisis”
- **Teman Baik**, Indonesia provided a total of 5,432 services
- -12% from 2014 due to the development of new zone and 1 on 1 sessions

- A total of 548 children/youth were reintegrated into a family-based setting and 257 independently
- +52% from 2014
- **Mith Samlanh**, Phnom Penh, Cambodia reintegrated/supported a total of 365 children/youth:
  - 220 in their families
  - 41 in foster care (8 disabled children)
  - 54 in group homes
  - 50 in independent living
- +40% from 2014
- **Kaliyan Mith Siem Reap**, Cambodia reintegrated/supported a total of 370 (158) children/youth:
  - 215 in their families
  - 17 in foster care (1 disabled child)
  - 63 in group homes
  - 75 in independent living
- +39% from 2014
- **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 28 children:
  - 12 in their families
  - 1 in foster care
  - 2 in group homes

- 13 in independent living
- +75% from 2014
- **Peuan Peuan**, Thailand, reintegrated a total of 41 children:
  - Bangkok: 23 in their families and 2 in foster care
  - Aran: 13 in their families and 3 in foster care (on the Cambodian side)
- +82% from 2014 due to the request by Government to support the reintegration of children from their centers

**Teman Baik**, Indonesia: No reintegration at this time.

- A total of 646 children/youth were lodged in the Friends Transitional Homes
- -10% from 2014
- **Mith Samlanh**, Phnom Penh, Cambodia housed a total of 343 children/youth
- -21% from 2013 due to the development of groups homes and independent living.

Friends Phnom Penh does not run a shelter

- **Kaliyan Mith**, Siem Reap, Cambodia housed a total of 161 children/youth
- -5% from 2014 due to a small reduction of youth from prison.
- **Peuan Mit**, Laos housed a total of 138 children/youth
- +22% from 2014 due to increased referrals from Municipal Departments and an increase of short-term visitors referred by the police or just being released from prisons.
- **Peuan Peuan**, Thailand, housed a total of 4 children
- Housing is only for short time emergency situations
- **Teman Baik** did not house any child during that period

- A total of 1,418 children were reintegrated into public school
- +19% from 2014 due to the continuous effort in early integration through community campaigns and support
- **Mith Samlanh**, Phnom Penh, Cambodia reintegrated a total of 862 children
- +39% from 2014 due to a big push in integration / reintegration campaigns
- **Kaliyan Mith Siem Reap**, Cambodia reintegrated a total of 215 children
- -26% from 2014 due to the changes in the locations of the schools and the increase in direct reintegration
- **Friends Phnom Penh**, Cambodia reintegrated a total of 42 children
- +38% from 2014 due to the team's expansion of activities
- **Peuan Mit**, Laos reintegrated a total of 159 children
- +9% from 2014

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

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

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

1,500 youth in vocational training

- **Peuan Peuan**, Thailand reintegrated a total of 135 children
- -5% from 2014
- **Teman Baik**, Indonesia reintegrated a total of 5 children
- -54% from 2014 as reintegration is not a main issue (compared to supporting to remain in school)

- A total of 3,900 children were supported to remain in school
- +13% from 2014, due to the regular increase in number of children integrated into school
- **Mith Samlanh** supported a total of 2,053 children to remain in school
- +7% from 2013
- **Kaliyan Mith**, Siem Reap, Cambodia supported 780 children to remain in school
- +14% from 2014 due the support to more children from previous years.
- **Friends Phnom Penh** supported 75 children to remain in school
- +36% from 2014 due to the expansion of the work areas
- **Peuan Mit**, Laos supported 509 children to remain in school
- +11% from 2014
- **Peuan Peuan**, Thailand, supported 442 children to remain in school
- +48% from 2014
  - +72% in Bangkok due to the more quiet conditions and the expansion of the work
  - Stable in Aran
- **Teman Baik**, Indonesia supported 41 children to remain in school
- -39% due to the increased capacity of parents to care for their children's education

- A total of 994 youth in vocational training
- +14% from 2014 – despite an increase, this figure is still under expectations due to the delay in opening of the Bangkok training restaurant
- **Mith Samlanh**, Phnom Penh, Cambodia trained 639 youth
- +17% from 2014 due to a push in promotion of the training in the new communities
- **Kaliyan Mith**, Siem Reap, Cambodia trained 234 youth
- +8% from 2014 due to the running of the new Training Businesses
- **Friends Phnom Penh**, Cambodia trained 4 youth
- All students were referred to partner training facilities
- **Peuan Mit**, Laos, trained 105 83 youth
- +21% from 2014 due to the increased work in new communities
- **Peuan Peuan**, Thailand, trained 23 youth
- Stable from 2014

- None in Bangkok due to the late opening of the new training restaurant
- +46 in Aran – all referred to partner services
- **Temam Baik**, Indonesia trained 7 youth
- +57% from 2014 - all referred to partner services

500 youth placed in employment per year on average

- A total of 420 youth were supported to access employment
- +36% from 2014
- **Mith Samlanh**, Phnom Penh, Cambodia, supported 229 youth
- +45% from 2014 due to an improved placement system
- **Kaliyan Mith Siem Reap**, Cambodia, supported 127 youth
- +21% from 2014 due to expansion of the trainings and the resulting graduates
- **Friends Phnom Penh**, Cambodia, supported 3 youth
- **Peuan Mit**, Laos, supported 21 youth
- +23% from 2014 due to an improved placement system
- **Peuan Peuan**, Thailand, supported 23 youth
  - None in Bangkok due to the lack of staffing on the issue
  - Stable in Aran
- **Temam Baik**, Indonesia, supported 17 youth
- +94% due to the creation of a very active team

500 family members supported for income generation per year on average

- A total of 361 parents / caretakers were supported for training and 296 were supported to access employment
- +14% from 2014 due to an continuous increase of services to parents
- **Mith Samlanh**, Phnom Penh, supported 199 parents in training and 151 for employment
- +4% from 2014
- **Kaliyan Mith**, Siem Reap, Cambodia, supported 8 parents / caretakers for training and 87 for employment
- +14% from 2014 due to the continuation of the push towards families
- **Friends Phnom Penh**, Cambodia supported 9 parents / caretakers for training and 9 for employment
- This is a strong start as the team developed its community based work
- **Peuan Mit**, Laos, supported 35 parents / caretakers for training and 9 for employment
- Stable from 2014
- **Peuan Peuan**, Thailand supported 105 parents / caretakers for training and 18 for employment
- +36% from 2014:
  - Bangkok: +71% due to the increased number of caretakers detained in one of the centers where the team works.

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

- Aran: -41% due to work on Case Management and Follow-Up of cases previously opened in 2014, to ensure their sustainability.
- **Temam Baik**, Indonesia, supported 5 parents / caretakers for training and 22 for employment
- +55% from 2014 due to reinforcement of the Employment team
- A total of 942,911 Life Skills education services were provided to children and youth
- +4% from 2014
- **Mith Samlanh**, Phnom Penh, Cambodia provided 860,784 life skills services
- Stable (+2% from 2014)
- **Kaliyan Mith Siem Reap**, Cambodia provided 19,707 life skills services
- Stable (-2% from 2014)
- **Friends Phnom Penh**, Cambodia, provided 18,572 life skills services
- +22% from 2014 due to the expansion of the community-based services
- **Peuan Mit**, Laos provided 16,922 life skills services
- +58% due to resumption of the Mobile School activities
- **Peuan Peuan**, Thailand, provided 21,961 life skills services
- +25% from 2014:
  - Bangkok: -32% due to staff turnover
  - Aran: +31% due to an increase in migrants
- **Temam Baik**, Indonesia provided 4,965 life skills services
- +78% from 2014 due to the expansion of the activities in the communities





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

In Cambodia, the ChildSafe Alliance is supporting and coordinating a specific partnership project in collaboration with the Ministry of Social Affairs (MoSVY) and UNICEF: the Partnership Programme for the Protection of Children (3PC)



## SUMMARY

- CYTI/CSA Alliance reached 99,708 individuals (65,497 excluding Friends Programs)
- 13 new organizations have joined CYTI/CSA Alliance
- 3 National programs conducted in partnership with Partners (3PC, Family+ and Drugs)
- Consultancy service ensured 22% self-sustainability of the program
- The Africa Hub is operational with a new Coordinator in place

## STATISTICS

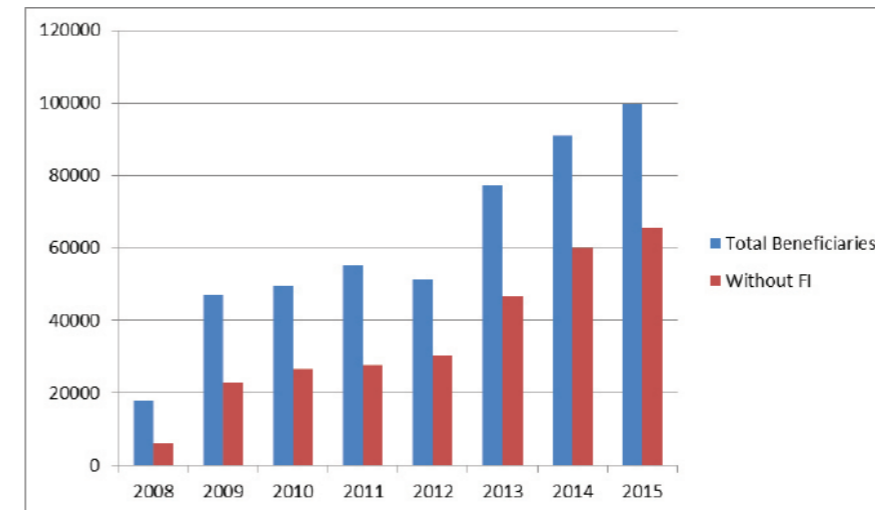
|                    | PARTNERS  | AFFILIATES | 2015      | 2014 |
|--------------------|-----------|------------|-----------|------|
| <b>Cambodia</b>    | 8         | 12         | <b>20</b> | 20   |
| <b>Thailand</b>    | 6         | 3          | <b>9</b>  | 8    |
| <b>Laos</b>        | 1         | 0          | <b>1</b>  | 8    |
| <b>Indonesia</b>   | 1         | 0          | <b>1</b>  | 2    |
| <b>Philippines</b> | 2         | 0          | <b>2</b>  | 3    |
| <b>Vietnam</b>     | 1         | 1          | <b>2</b>  | 1    |
| <b>Egypt</b>       | 4         | 0          | <b>4</b>  | 4    |
| <b>Myanmar</b>     | 2         | 0          | <b>2</b>  | 1    |
| <b>Kenya</b>       | 1         | 0          | <b>1</b>  | 1    |
| <b>Ethiopia</b>    | 1         | 0          | <b>1</b>  | 1    |
| <b>Honduras</b>    | 2         | 0          | <b>2</b>  | 2    |
| <b>India</b>       | <b>0</b>  | <b>1</b>   | <b>1</b>  | 0    |
| <b>TOTAL</b>       | <b>29</b> | <b>17</b>  | <b>46</b> | 51   |

|                                       | # of individual children | # of adults | # indirect beneficiaries | Total # of individuals | # of services | # of children in remedial schools | # of children supported to integrate to public school | # of children supported to remain in public school | # of youth in vocational training | # of youth supported for employment | # of children reintegrated into families |
|---------------------------------------|--------------------------|-------------|--------------------------|------------------------|---------------|-----------------------------------|---|--|-----------------------------------|-------------------------------------|--|
| <b>Cambodia</b>                       | 14,224                   | 4,683       | 4,852                    | 23,759                 | 147,558       | 2,883                             | 1,534   | 4,055  | 388                               | 262                                 | 392                                      |
| <b>Thailand</b>                       | 11,132                   | 1,236       | 3,711                    | 16,079                 | 1,962,005     | 783                               | 172   | 685  | 1,262                             | 92                                  | 967                                      |
| <b>Philippines</b>                    | 6,668                    | 1,287       | 2,223                    | 10,178                 | 125,742       | 60                                | 20  | 1,392  | 4                                 | 0                                   | 18                                       |
| <b>Vietnam</b>                        | 1,028                    | 89          | 343                      | 1,460                  | 0             | 0                                 | 0   | 0  | 775                               | 889                                 | 0  |
| <b>Myanmar</b>                        | 8                        | 2           | 3                        | 13                     | 0             | 0                                 | 0   | 4  | 4                                 | 1                                   | 0  |
| <b>India</b>                          | 2,707                    | 1,787       | 0                        | 4,494                  | 0             | 0                                 | 0   | 562  | 14                                | 59                                  | 69                                       |
| <b>Egypt</b>                          | 3,803                    | 527         | 1,268                    | 5,597                  | 891,450       | 650                               | 153   | 445  | 159                               | 54                                  | 72                                       |
| <b>Kenya</b>                          | 286                      | 159         | 0                        | 445                    | 0             | 97                                | 0   | 0  | 0                                 | 0                                   | 2  |
| <b>Honduras</b>                       | 2,412                    | 804         | 257                      | 3,473                  | 120,745       | 21                                | 20  | 1,750  | 0                                 | 10                                  | 4  |
| <b>TOTAL CYTI/CSA (excl. Friends)</b> | 42,268                   | 10,574      | 12,655                   | 65,497                 | 3,247,500     | 4,494                             | 1,899   | 8,893  | 2,606                             | 1,367                               | 1,524                                    |
| <b>Friends Programs</b>               | 18,233                   | 8,394       | 7,584                    | 34,211                 | 3,251,199     | 795                               | 1,418   | 3,900  | 994                               | 420                                 | 754                                      |
| <b>GRAND TOTAL</b>                    | 60,501                   | 18,968      | 20,239                   | 99,708                 | 6,498,699     | 5,289                             | 3,317   | 12,793   | 3,600                             | 1,787                               | 2,278                                    |
| <b>2015</b>                           | 55,268                   | 20,046      | 15,599                   | 90,913                 | 5,033,671     | 3,953                             | 3,032   | 8,786  | 2,752                             | 590                                 | 2,077                                    |

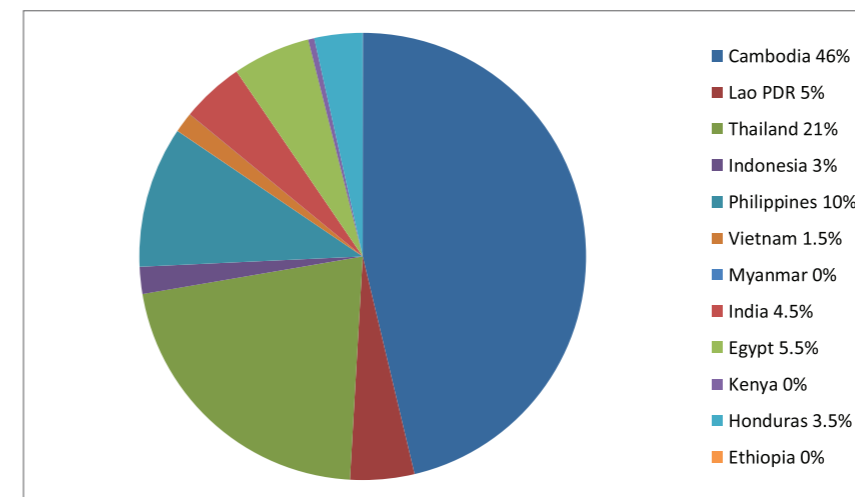
Number of CYTI/CSA Members/Partners



Number of CYTI/CSA Beneficiaries



% Beneficiaries per country



## NARRATIVE

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

#### 2015-2019 Strategic Plan

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

**SoP:** Clear communications standards are defined and in place throughout the Alliance

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

**SoP:** CP in place and operational among all CYTI/CSA Alliance Partners

**SoP:** SoP and Tools for services are adapted and implemented by partners for all types of operational services

#### Result 2015

**Charter:** review by the team carried out with feedback from Partners. Now waiting for the finalization of the branding.

**Contracts:** feedback from the team received and shared – now awaiting for approval

Work was carried out with the team and Advisory Committee to rebrand the Program:

- Change the name (from CYTI/CSA Alliance to ChildSafe Alliance – to simplify and streamline the overall branding)
- Create a new logo in line with the new branding strategy

Communication SoP for the Alliance: awaiting the new logo to be finalized

Communication tools were developed:

- 3PC website
- 3PC team shirts
- 3PC Facebook page: was updated / maintained

7 Tips for Finance: finalized but not yet shared with partners

7 Tips for Human Resources: finalized not yet shared

7 Tips for Organizational Governance: drafted

7 tips for Child Protection in place

#### Employment:

- SoP for Employment: reviewed and finalized (linked to the Futures Offices)
- Apprenticeship guidebook: drafted

#### Data / Case Management:

- A simplified Case Management System was designed and tested – ready to roll out in 2016
- Worked with companies to develop a version for mobile device – still in process

#### Parenting Skills:

- SoP Parenting Skills: being designed
- Parenting Skills Project piloted in Siem Reap

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

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

**Monitoring:** CYTI/CSA Members and Affiliates are regularly monitored to assess their progress, their needs and their respect of the CYTI/CSA Charter

#### Family+:

- Foster care guidebooks finalized
- Reintegration guidebook finalized – Adapted for 3PC Partner Komar Rikreay
- Independent living guidebook designed

#### Alcohol / Drugs:

- SoP on How to Run a Support Group drafted
- Guidebooks and training for drugs reviewed with new elements (testing)

25 Workplans were reviewed with established partners (excluding Friends Programs)

13 new Alliance Partners have a workplan in place:

- **Cambodia (3PC):**
  - With Implementing partners: M'lup Russey, Children in Families
  - With Technical Partners: ICS, APLE, Social Services Cambodia, Legal Aid Cambodia, International Bridges to Justice
- **Cambodia (non 3PC):** Children Futures International
- **India:** Sharana
- **Thailand:** FED
- **Egypt:** Caritas
- **Ethiopia:** Bahir Zaf

#### Job Readiness / Entrepreneurship:

- Training for staff finalized
- Training is being adapted for Vietnam (Enfant & Development)

#### Family+:

- Training material not finalized but support provided through coaching, exposure visit
- Foster Care: training based on Guidebook is being finalized

#### General:

Basic Training modules are being reviewed and updated

100% of partners visited except partners in Honduras.

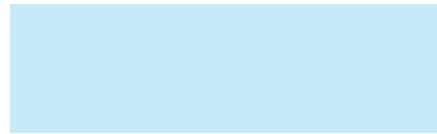
Cambodian partners (MRO, CIF, TPO, CCT, KMR, DT, SKO) were assessed or re-assessed. Assessment reports and recommendations were shared with each partner.

- Human Resource Assessments carried out in Cambodia will all existing 3PC partners and 1 new partner: Krousar Thmey

Partnership was terminated with 12 partners and 2 Partners stopped by their own decision:

- 1 in Thailand
- 7 in Lao PDR (ChildSafe implementers)





- 4 orphanages in Cambodia (joined the Network)
- 2 organizations left 3PC (own decision)

**Certification** of trainings and of Member organizations is operational and recognized

- Monthly visits to partners in Egypt during 2 first quarters
- The certification system was developed and the 7 Standards were defined.
  - Tools for the assessment were created and adapted for the Business certification (piloted with Salford University in the UK)
  - A collaboration with the Star Foundation was established to ensure recognition of Alliance Partners
  - 2 partners nominated by CYTI/CSA received the reward: REACH in Vietnam and Bahay Tuluyan in The Philippines

**2. Sustainability:** CYTI/CSA 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

Copyright of new name, logo and tagline secured

Work advanced on the name (ChildSafe Alliance), logo and tagline (to be finalized early 2016)

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

- Administration:**
- 1 international finance person added to the team
  - 1 3PC finance person added
  - **Hub Africa:** Staff was recruited and trained - based in Cairo
  - **Hub Asia:** 1 coordinator supervising The Philippines, Vietnam, Myanmar, Thailand + Asia expansion
  - **Hub Cambodia (3PC):** The Team was reorganized (absorbed the former Family+ Proect) and the tasks were shared
  - **Hub LAC:** lack of funding prevented the development of a Hub
  - **Hub Europe:** Switzerland office was opened and active

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

- Coordination Matrix:**
- Matrix was finalized to ensure improved coordination between support needs and Technical Coordinators / Trainers
  - The Support Matrix is managed by the CYTI/CSA Coordinator
  - An additional Program Activities Matrix was created for 3PC (21 Activities)
- Roles and responsibilities among Technical Coordinators / Trainers was reorganized:
- 1 Technical Coordination for Saving Lives + Child Protection Policies + Case Management
  - 1 Technical Coordination for Family+
  - 1 Technical Coordination for Employment



- 10 additional Trainers were trained through ToT
- Total: 20 trainers are available to provide support to partners

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

- Co-funding proposal were developed with Partners:
- **Migration (ChildSafe Passage):** Terre Des Hommes funding with 3 Implementing Partners
  - **Child Protection (3PC):** UNICEF funding/partnership with 11 Implementing Partners + 5 Technical Partners + 38 Network Partners
  - **Employment (Futures Offices):** WISE and Fossil funding/partnership with 3 Implementing Partners
  - **STAR Award:** for 2 Partners
- Core funding:** was increasingly difficult to secure this year through donors.
- Consultancies:**
- Income: USD 100,362
    - USD 1,793 from 3 Partners
    - USD 98,569 from a contract with Columbia University / USAID for a nationwide enumeration
  - Consultancies with Enfant & Development (Vietnam), World Vision (Cambodia), People in Need (Cambodia), FACE (Egypt)
  - Support to Research with Columbia University (Cambodia)

The CYTI/CSA Alliance internal and external communication is operational

- Develop communication tools for internal sharing (Facebook group?)Partner page inside the new 3PC website
- Website for 3PC in place
- Website for CYTI/CSA drafted (waiting for new name and logo)
- Create report format for Alliance and external reports. Draft for info graphic ready

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

2 meetings were held (in Q1 and Q2)

**3. Replication:** CYTI/CSA develops strategic projects and specialties that can be shared among Partners and across countries / continents

100 partners become CYTI/CSA Alliance Members / Affiliates in 20 target countries by 2019

**Total: 46 Partners** (40 partners + 6 Friends)

**12 new Partners** joined:

- 8 in Cambodia (CIF, CFI, Mlop Russey, IBJ, SSC, First Step, APLE, ICS)
- 1 in Thailand (FED)
- 1 in Egypt (Caritas Alexandria)
- 1 in Kenya (Tushinde)
- 1 in Myanmar (Sanon)
- 1 in India (Sharana)

**Thailand:**

- 6 Exploratory visits carried out in Samut Sakorn, Ranong, Chiang Rai, Pangna and BKK
- 5 partners received support: capacity building, Child Protection, proposal writing, ChildSafe
- Cross border project was initiated: ChildSafe Passage with 3 Partners on the Cambodia side
- 2 on-going partnerships are directly managed by Friends Thailand: Department Of Juvenile Observation And Protection + BMA

**Philippines:**

- 3 trips were organized to the Philippines
- 2 partners (1 actively supporting the implementation of ChildSafe)
- ChildSafe in development with DoT

**Africa:**

- Kenya (1 partner) visit carried out
- Ethiopia (1 partner) visit carried out
- Plans to collaborate with a network (Apprentis d'Auteuil) in Africa discussed and defined

**LAC:**

- Regular communication maintained with Casa Asti (Honduras)
- CYTI/CSA contact with Mexico changed position

**Exploration:**

- **Malaysia:** Contact established in Kuala Lumpur with an organization working with migrants
- **India:**
  - Mission in India to Pondicherry
  - Contact established in Mumbai
- **Morocco:**
  - Exploration carried out by a Technical Coordinator with local contacts: provided listing for assessment

**CYTI/CSA Member Coordination:** Local / national coordination system among members are facilitated by CYTI/CSA (or by a Friends-International Program) to ensure that good practices are shared and acted and build specialty areas

- Contact established through Apprentis d'Auteuil
- **Columbia:** regular contacts established with 1 organization to explore collaboration
- **France**
  - Agreement with Haa being explored
  - Exploration with Les Robinsons des Rues
  - Apprentis d'Auteuil : on-going discussion and Apprentis d'Auteuil visited Phnom Penh

**General Coordination Meetings:**

- 3 meetings of the 3PC Partner Directors (Cambodia)
- Project Managers' Quarterly Meetings (Cambodia)

**Coordination On Family Reintegration:**

- **Global:** Collaboration with Better Care Network to create Interagency Guidelines on Reintegration (2 Meetings)
- **Global:** Collaboration with Better Care, Better Volunteering (5 Meetings)
- **Cambodia:** Working group on orphanage related issues (incl. voluntourism, donors, community campaigns) with 3PC
- **Cambodia:** 4 Foster care network meeting conducted with contribution by 3PC supported partners (including Komar Rikreay, Kaliyan Mith Siem Reap, Mith Samlanh, Damnok Toek, Mlop Tapang, Mlup Russey, Krousar Thmey, Cambodian Children's Trust)
- **Cambodia:** coordination with Family Care First Cambodia (15 Meetings)
- **Nepal:** Contact with Next Generation Nepal
- **Thailand:** CRC Coalition (with 34 CSOs) working on indicator of CRC for Thailand
- **Egypt:** supported FACE to work on Kafela

**Coordination on Migration:**

- ChildSafe Passage Partners meetings
- Facilitation of coordination between the Thai and Cambodian Governments (collaboration Friends Thailand and Friends Phnom Penh)

**Exposure visits:**

- **Thailand:** visits to Partner Projects of Urban Light, Damnok Toek and Komar Rikreay
- **Cambodia:**
  - 15 exposure visits conducted among 3PC partners. The visits included: outreach, drug, case management, Green House, community program (alcohol), ChildSafe community, non-formal education, income generation, group home, independent living, family reintegration, vocational training.
  - 2 partners (ATCC and Urban Light) visited Cambodia, The visits included Outreach and ChildSafe
  - Reach from Vietnam visited Vocational Training and Social Businesses
  - Sharana from India
  - Apprentis d'Auteuil from France

Support Plans are implemented and Partners receive necessary support to grow and develop their capacity and quality

#### **Common Research:**

- **Cambodia:** 9 Partners collaborated with Columbia University for a research “National Estimation of Homeless Children in Cambodia”
- **Cambodia:** Snapshot survey with 6 Partners
- **Cambodia:** Foster Care KAP survey across 4 Partners
- **Thailand:** Research on reintegration of migrants (5 Partners across Cambodia and Thailand)

#### **Drugs / Alcohol:**

- Alcohol group Project initiated by M'lop Tapang very successfully replicated in Siem Reap and Phnom Penh
- Alcohol Support Groups: plans made with Partners for replication in Battambang

#### **Family Reintegration/Family Support:**

- Support provided to Krousar Thmey and Foyer Lataste (Cambodia)
- Training provided by ICS partner to 3PC Partners on the topic of skillful parenting (19 participants)

#### **Child Protection Policies (CPP):**

- Training in CPP with partners in Thailand (3), Egypt (2), Kenya (1), Ethiopia (1), Myanmar (2)
- CPP in place with 3PC partners (8), regular monitoring and refresh done
- Protection of Children in Emergency network created in Poipet / Aran (Thai/ Cambodian border with 3PC Partners, other local organizations and local authorities)

**Employment:** collaboration with M'lop Tapang initiated to launch the Futures Offices (Employment Offices) early 2016

#### **Human Resources:**

- Support provided to Komar Rikreay (Cambodia)
- Support provided to Tushinde (Kenya)

#### **Finance:**

- Support provided to Tushinde (Kenya): reviewed existing financial systems, provided training, formats, policies, reporting system, payroll, etc.
- 3PC Partners were supported based on needs: QuickBooks set-up, Chart of Accounts definition, Finance Policy writing / reviewing, forms and formats
- Remote support provided to FACE Egypt to understand their EU contractual obligations and flexibilities.

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

#### **Thailand: Child protection Program in Government Centers**

A key Friends-led project:

- the project completed the training of the first 8 pilot centers (out of 24), trained 448 government staff (both managerial and operational)
- 24 Child Protection Officers were appointed to protect children in the Government Shelters and train staff

- The Government (Department of Children and Youth), MoSDHS, endorsed the Child Protection Policy on 16th September.

**Cambodia-Thailand:** Friends-International was asked to create a system for the reintegration of Migrant Children from Thailand to Cambodia – this will be carried out as a close collaboration with the ChildSafe Passage Partners (Peuan Peuan, Krousar Thmey, Damnok Toeuk, Kaliyan Mith Siem Reap)

#### **Collaboration with Government in Lao PDR:**

- Friends Laos is developing the Peuan Mit Program in close collaboration with the Ministry of Social Welfare.
- Peuan Mit carried out an Annual Advisory Committee Meeting that included representatives from the Lao Government (Ministry of the Interior, Ministry of Education, Ministry of Women Affairs, Ministry of the Interior), local authorities (Vientiane Capitol), UNICEF, Aide et Action

#### **Partnership Programme for the Protection of Children (3PC):**

- In Cambodia, in collaboration with the Ministry of Social Affairs, UNICEF, Friends-International coordinates and empowers a Partnership of 17 organizations working in close collaboration with local authorities (CCWC, DSVY) and other actors to develop:
- **Family Reintegration:** supported and developed the Government's Decree on the Reintegration of children in a family-based care
- **Residential Care Institutions (RCIs):** supported the Government in establishing the Basic Standards for RCIs, worked on the definitions of various types of RCIs, the reporting system for cases of abuse, the system for the closure of RCIs and the support to children
- **Prevention Campaigns:** developed a campaign targeting communities to reduce the placement of children in institutions (“Orphanages Tear Families Apart” Campaign)
- **Donor Campaign:** developed a campaign targeting the Donors to reduce their contribution to orphanages and instead redirect their funding to support Families (“Don't Create More Orphans”)

#### **ChildSafe Philippines:**

- Collaborated with Partner Bahay Tuluyan and the Department of Tourism to develop the ChildSafe 7 Tips for the Philippines as a national campaign and supported the launch.

CYTI/GSA ensures that Members are part of national coordination systems

**Thailand:** reduction of number of meetings and trying to join more strategic meetings

**Cambodia:** coordination and sharing of meetings of FCFC

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

**Individuals:** Alliance Members and Affiliates work with 250,000 individual children, youth and caretakers per year by 2019

**Total: 99,708** individual children, youth and parents/caretakers were reached by the Alliance over 12 countries (+8.8% from 2014)

- 65,497 excluding the Friends Programs
- 34,211 Friends Programs

**Services:** Number of services reach 10,000,000 contacts by 2018

**Total: 6,498,699** services provided

- 3,247,500 services excluding Friends Programs
- 3,251,199 Friends Programs

**Family+:** Capacity of Members and Affiliates to work with families is increased, aiming at 5,000 children/youth reintegrated in family per year

**Total: 2,278** children reintegrated to families (including direct families, extended families, foster families and independent)

- 1,524 excluding Friends Programs
- 754 Friends Programs

**School:** 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

- **Total: 21,884** children were supported for their education
  - Excluding Friends Programs: 15,771 children
  - Friends Programs: 6,113 children
- Remain in public school: 12,793 children (+31% from 2014)
  - Excluding Friends: 8,893 children
  - Friends Programs: 3,900 children
- Reintegrated into public school: 3,317 children (+8.6% from 2014)
  - Excluding Friends: 1,899 children
  - Friends Programs: 1,418 children
- In Remedial Schools: 5,289 children (+25% from 2014)
  - Excluding Friends: 4,494 children
  - Friends Programs: 795 children

**Youth Employment:** Capacity of Members and Affiliates to support youth to access gainful employment is increased, aiming at 1,500 youth placed in employment per year

- **Total 3,600** youth in Vocational Training (+23% from 2014)
  - Excluding Friends: 2,606 youth
  - Friends Programs: 994 youth
- **Total 1,787** youth in Employment (+67% from 2014)
  - Excluding Friends: 1,367
  - Friends Programs: 420

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

- **Total 18,968** caretakers supported (+5.7%)
  - Excluding Friends: 10,574 caretakers
  - Friends Programs: 8,394 caretakers
- **Total 20,239** indirect beneficiaries (+23%)
  - Excluding Friends: 12,655 indirect beneficiaries
  - Friends Programs: 7,584 indirect beneficiaries

**Drugs:** Number of Drugs projects and beneficiaries expanded among Partners

**Total 785,124** drug related services provided

- Mith Samlanh: 756,738 services (including Harm Reduction)
- Kaliyan Mith Siem Reap: 6,220 services
- Kaliyan Mith Chom Chao: 16,326 services
- Peuan Mit: 4,242 services
- M'lop Tapang: 1,598 services

**Migration** (prevention, support, repatriation): number of projects and beneficiaries is expanded among all Partners

34 children were repatriated / reintegrated

Training: # training session and people trained

Total number of training sessions: 51

- Egypt: 1 session (10 staff)
- Cambodia: 41 sessions to 3PC Partners (100 staff)
- Vietnam: 3 sessions (40 staff)
- Kenyan: 1 session (5 staff)
- Ethiopia: 1 session (18 staff)
- Thailand: 5 sessions (22 staff)
- Myanmar: 3 sessions (15 staff)

Total number of staff trained: 210 (excluding Friends Programs)





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

## SUMMARY

- From Network to Movement! We have enhanced the communication and implemented improvements across the program: response capacity, new branding, street-based agents, CS Alliance, business...
- The Movement is operational in 18 countries
- The ChildSafe Movement was officially launched in the Philippines with the Government of the Philippines
- The first European project was launched in the UK (with Salford University in Manchester)
- 7,338 ChildSafe Members are certified to protect children from all forms of abuse.
- 8,997 children received support directly from ChildSafe:
  - 3,005 actions were taken through 11 ChildSafe 24/7 Hotlines across Asia
  - 5,992 actions were taken by ChildSafe Agent
  - 80,740 children received support through the ChildSafe Alliance (CYTI) Partners.
- 9,165,441 people were exposed to ChildSafe messages and ChildSafe Traveler 7 Tips (in 15 languages)
- 'Orphanages Tear Families Apart' and 'Don't Create More Orphans' campaigns were launched.
- Honored at the 12th United Nations World Tourism Organization Award for Innovation in Non-Governmental Organizations.

## STATISTICS

### Partner Businesses

|               | Cambodia   | Thailand | Indonesia | Philippines | Laos     | Vietnam  | 2015       | 2014       |
|---------------|------------|----------|-----------|-------------|----------|----------|------------|------------|
| Hotel         | 107        | 3        | 0         | 1           | 0        | 0        | 111        | 116        |
| Travel Agency | 28         | 2        | 0         | 0           | 0        | 1        | 31         | 27         |
| <b>Total</b>  | <b>135</b> | <b>5</b> | <b>0</b>  | <b>1</b>    | <b>0</b> | <b>1</b> | <b>142</b> | <b>143</b> |

### ChildSafe Certified Members

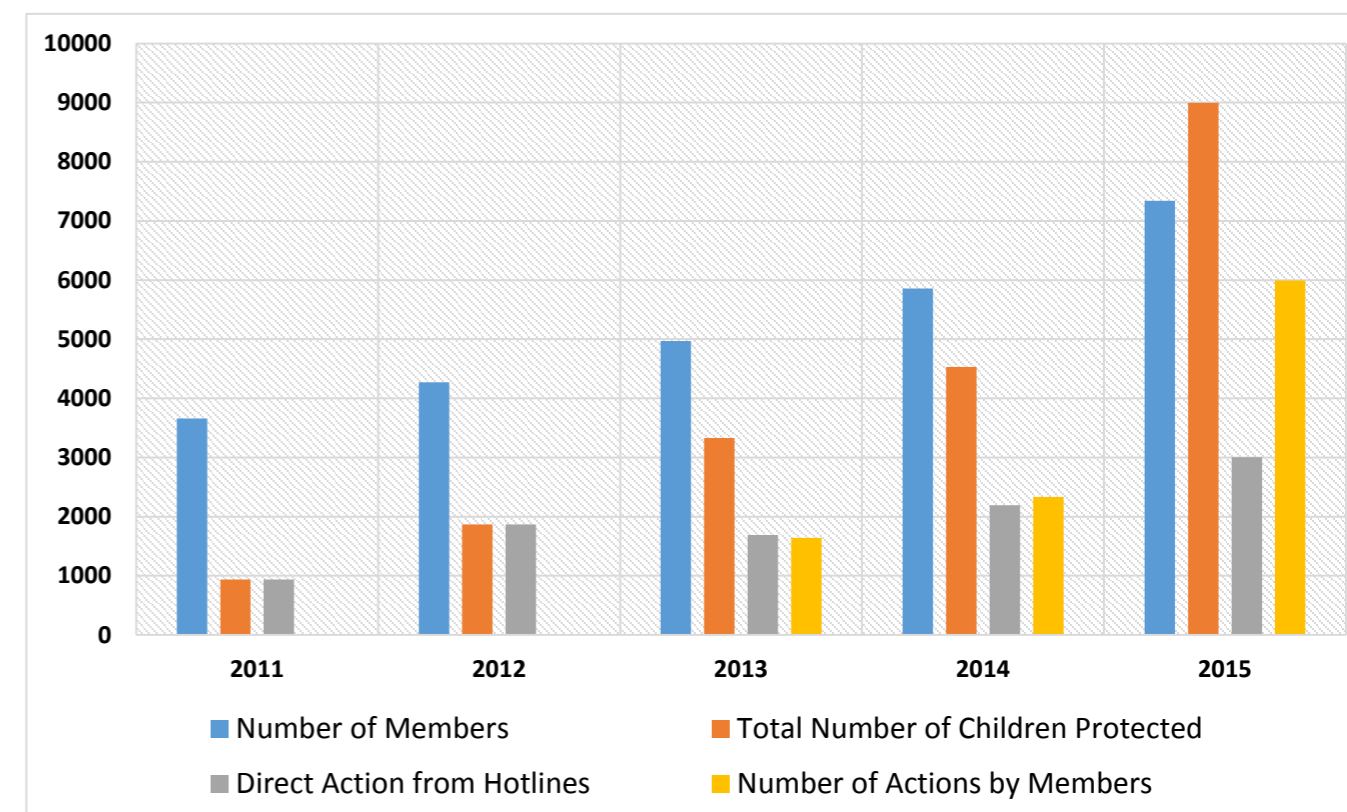
| ChildSafe Certified   | Cambodia     | Thailand   | Indonesia | Philippines | Laos       | Vietnam   | 2014         | 2013         |
|---|--------------|------------|-----------|-------------|------------|-----------|--------------|--------------|
| Hotel staff   | 4447         | 80         | 0         | 25          | 0          | 0         | 4,552        | 3,804        |
| Travel Agency staff   | 412          | 54         | 0         | 0           | 0          | 95        | 561          | 310          |
| Driver (Remorque / TukTuk and Motor dup)                                  | 1033         | 19         | 0         | 0           | 27         | 0         | 1,079        | 974          |
| ChildSafe Community (Local Authority, CCWC, Parent, Seller, Police, etc.) | 680          | 53         | 17        | 0           | 396        | 0         | 1,146        | 625          |
| <b>Total</b>  | <b>6,572</b> | <b>206</b> | <b>17</b> | <b>25</b>   | <b>423</b> | <b>95</b> | <b>7,338</b> | <b>5,713</b> |

### Hotlines calls

| Hotlines calls     | Cambodia | Thailand | Laos | 2015  | 2014  |
|--------------------|----------|----------|------|-------|-------|
| Number of Call     | 2955     | 421      | 68   | 3,444 | 2,280 |
| Number of Case     | 2050     | 413      | 34   | 2,497 | 2,195 |
| Number of Children | 2943     | 28       | 34   | 3,005 |       |

### Hotlines calls

| Communication Impact            | CS Citizens | CS Travelers | Total     |
|---------------------------------|-------------|--------------|-----------|
| People exposed to the campaigns | 2,847,772   | 6,317,669    | 9,165,441 |



## NARRATIVE

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

### Strategic Plan 2015-2019

Teams are structured and operational in all Implementing Programs and in Head Office

### Results 2015

**International Support:** the ChildSafe Head Office was reinforced and restructured with:

- Cambodia communications manager
- Community International Coordinator
- Business and campaign International Coordinator
- FISOs Coordinator

**Mith Samlanh:** Team were reorganized and ChildSafe coordinators were assigned in each new Zone to develop ChildSafe street and community activities.

**Kaliyan Mith:** The Team was re-staffed and clearly reorganized for the various aspects of work (Agents / Community / Traveler)

#### Komar Rikreay:

- 2 staff were assigned to implement ChildSafe street and community activities.
- Hotline with a referral system in place (1 person in charge – 24/7) through their local partners.

**DSVY Kampong Cham:** A new person was assigned by the chief of Kampong Cham DSVY. This new person worked closely with the ChildSafe Cambodia Coordinator and with the ongoing support from former DSVY person in charge.

**Kaliyan Mith Chom Chao:** The Team was reinforced and started implementing ChildSafe in the community.

**Peuan Peuan:** The Team was reinforced and restructured:

- A Technical Coordinator was attached to ChildSafe Thailand
- A ChildSafe Coordinator was hired
- ChildSafe Officer was added to the team

**Teman Baik:** The ChildSafe team was established and structured.

- Peuan Mit Vientiane: The ChildSafe team was restructured and reorganized with:
- ChildSafe Manager
- ChildSafe Street and Community

**Peuan Mit Luang Prabang:** the lack of MoU delayed the implementation of ChildSafe

**Friends Switzerland:** The team was reinforced with a volunteer.

#### Friends Support Offices:

- FISOs coordination was undertaken by the Swiss team with Head Office support.
- Friends-France took responsibility of the ChildSafe Campaign in the country (while Ami(e)s took responsibility for the Partnerships)

Charter and contracts (with IP) are updated as required, fully implemented and respected

Visuals and tagline finalized and registered in all countries of operation

Standards of Procedures/ Guidebooks are finalized and shared within network

IEC are updated as required and implemented throughout the Network

The Charter is being updated based on new structure and logos.

Waiting for the finalization of the new Logo / Taglines

**Agents:** was translated in Khmer, Thai, Lao and Bahasa

**Citizens:** needs to be updated based

#### Business 7:

- the concept was clarified with the definition of the levels of involvement (Supporters / Certified)
- The general presentation was designed,
- The communication strategy was created
- 7 Standards and 7 Recommendations were created

#### Travelers:

- The 7Tips were reviewed and improved and design is being created
- The training material was updated on existing contents but it needs to be reviewed following improved new tips and branding.

#### Agents:

- Existing ChildSafe (CS) materials were updated
- Training material needs to be reviewed and implemented with the new structure.
- Existing IEC:
  - CS Migration
  - CS all forms of abuse (basic)
  - Roles and responsibilities of Agents

#### Citizens:

- 7 Tips
  - Cambodia was finalized
  - Thailand is in progress
  - Lao is in progress
  - Indonesia is in process
  - Philippine was finalized with the Department of Tourism and our Partner Bahay Tuluyan
- Presentation to students on Child Protection finalized
- Training to local authorities finalized for Cambodia (CCWC...)
- Finalized the 'Orphanages Tear Families Apart' Campaigns / material (Cambodia)
- CS Citizen Facebook (Cambodia) was created

### Business 7:

- Branding is in progress
- Communication tools for Partners were created, but the layout will be finalized with new branding strategy
- Contracts
  - Supporter Agreement done
  - Certified Agreement in progress

### Travelers:

- The International 7Tips looks and content were updated. (to be finalized with new logo and design)
- The 7 Tips are available in 15 languages. They have been translated from English into 14 languages (English, Thai, Arabic, German, Spanish, French, Icelandic, Italian, Japanese, Korean, Dutch, Portuguese, Russian, Swedish, Chinese); the Thai version has an adapted content.
- A new design was trialed in English and French.

The training material for the ChildSafe certification of Friends staff was finalized and tested.

**Street-based Agents:** the monitoring tools were shared with all Implementing Partners

**Hotels:** Tools were reviewed but will need to be upgraded with the new system / design

**Travel Agencies:** Tools were reviewed but will need to be upgraded and redesigned with new system / design

Not achieved due to lack of resources.

- Training of Trainers was done with current materials and updated in Head Office
- In progress in Laos and Thailand
- All new Friends Head Office staff followed a CS orientation information
- New staff of Implementing Partners were trained in Kaliyan Mith Siem Reap, M'lop Tapang, Damnok Toeuk and Kampong Cham DSVY
- Mith Samlanh and Komar Rikreay still need to be trained

All Phnom Penh hotline staff received training on how to respond to the campaign how, to assess cases and on the referral system

3 ChildSafe Head Office staff attended English classes at ACE

An annual meeting was held at Komar Rikreay in Battambang with refresher training

All the various Head Office and Partner hotline staff in Cambodia received refresher training

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

CS components (Agents, Communities, citizens, Travelers, Business7) are integrated into the structure of Implementing Partners

Staff of all Implementing Partners (including FISOs) are CS certified

Relevant agreements are in place

Government-ChildSafe projects are launched

Collaboration with the tourism industry is developed and efficient.

Implementing Partners' structures were changed when needed to better respond to the work in Kaliyan Mith Siem Reap, Peuan Peuan, Peuan Mit, Kaliyan Mith Chom Chao, Teman Baik

- Certification process started in Phnom Penh Head Office as a pilot and testing of the material: 15 staff were trained and certified
- Roll out starting early 2015

### Cambodia:

- MoU with the MoT was not yet carried out due to the restructuring of our activities.
- Agreement with the National Committee Against Human Trafficking and Exploitation is underway

**Lao PDR:** a new separate MoU is needed for the activities in Luang Prabang and is in process

**Philippines:** Activities and relationship with the Department of Tourism were reinforced, (renewal of the MOA in 2017)

**Philippines:** ChildSafe Travelers launched in partnership with the DoT: 71 tour guides and travel agency staff were trained on the 7 Tips. Training has been conducted by Bahay Tuluyan and arranged by the DoT

### Cambodia:

- Kampong Cham: project continues to be run by the DSAVY
- 475 Key people have been trained in Siem Reap by the CCWC (with the support of Kaliyan Mith)

### Thailand:

- Collaboration has been reinforced between TAC and Peuan Peuan and prepared 2016 training.
- Aran team worked closely with the authorities but no agreement was signed

### Travel Agencies:

- There was a gap in collaboration with the industry due to the lack of staff
- Companies have been separately informed about the enhancement of the communication and new structure.
  - Planeterra and G Adventures have showed their interest to continue to be engaged with ChildSafe
  - Exo Travel is following the certification process

Monitoring of Agents efficient

Monitoring of actions by Community people, Citizens and Tourists is designed

Training of all new CS staff

Refreshing training of CS staff



Implementation of the new structure is in progress: Supporter companies will expand quickly, some of them have already confirmed their interest:

- Journey Within
- Peack
- Nature Dream and Travel
- Green Discovery
- Buffalo Tours

Additional initial contacts were established with:

- Backpacker Bible
- Social Cycles
- Ground Asia
- Vietnam Experience
- Trail of Indochina
- Ground Asia

Tourism Cares: partnering for Myanmar

Existing "Certified" partnerships are being reviewed to implement the 7 Standards: Ezecom, Advance Construction, Giant Ibis

New businesses have shown their interests to support CS:

- ABC International (Cambodia)
- Asia Life (Cambodia)
- HSBC (Indonesia)

Collaboration with corporate sector for promotion of ChildSafe messages

- Visibility in guidebooks and travel magazines was maintained
- Links with airlines needs to be rebuilt

Income from Corporate partnership increases to \$10,000

No income generated due to restructuring.

Consultancies on Child Protection are developed

Trainings on Child Protection have been provided to:

- Global Development Group
- Epic Arts
- See Beyond Border
- Damnok Toeuk
- Refresh training was provided to all 3PC Partners

Co-funding streams are developed with implementing partners

- 2 proposals were successful:
  - ChildSafe Passage (Terre des Hommes) with Krousar Thmey, Damnok Toeuk, Kaliyan Mith and Peuan Peuan

Funding gaps are reduced to 0 with the support of foundations and institutional donors

ChildSafe Products reaches \$10,000 income

ChildSafe joins national networks

ChildSafe joins international networks

Communications international

- UNICEF: phase 3 for 3PC is being finalized but OK received on the principle
- 2 funding applications failed (collaboration with Bahay Tuluyan, collaboration with Epic Arts, Krousar Thmey and Damnok Toeuk)

- 10 applications have been submitted
- 4 succeeded

CS new product line was launched in 2015

- 639 ChildSafe units were sold
- Gross profit of \$5,838

- Coordination meetings Laos renewed with the Trainers from the various Implementing Partners
- Cambodia Hotel Association: a proposal was sent but no feedback received

- **CEOP:** 1 meeting only – seems now dormant
- **UNWTO:** presentations and increased relationships. Discussions are ongoing and travelers tips will be submitted for their endorsement. ChildSafe was honored at the UNWTO Awards in Madrid.
- **PATA:** discussion to be relaunched 2 pieces (interview/video) were published on their online channels
- **Internationale Tourismus Boerse (ITB) Berlin:** link was created and CS Team will attend on 2016
- **World Tourism Market:** presentation of the ChildSafe campaigns in a panel on child protection
- **Better Volunteering, Better Care (BVBC):**
  - Workshop in Bangkok (November): facilitated group discussions on alternatives to orphanage volunteering.
  - On-going discussions to create international standards for voluntourism
- **Global Missing Children's Network:** meeting and presentation in Singapore

**Website:**

- A new ChildSafe Website was finalized and went live in early June
- Web traffic:
  - Total # of visits: 10,754
  - Total # of visits CS page on Friends' Website : 9,034

**Social Media:**

- Facebook # of likes: 5,297
- Twitter # of likes: 1,661
- YouTube # of views: 15,367

**Everyday Heroes:**

- 5 ChildSafe #EverydayHeroes stories were developed & shared
- #EverydayHeroes campaign was promoted intermittently on social media throughout the year
- Photo story on #EverydayHeroes were pushed

**Aiports:** material available at:

- Siem Reap Airport
- Lao PDR Airport
- Geneva Airport

**Videos:**

- Join the Movement video (612 views)
- Don't Create More Orphans interview (809 views)
- Don't Create More Orphans website and video (11,451 views)
- Don't Create More Orphans: shorts (2,000 views)
- Think Before Giving video (495 views)

**Press:**

- Proactive media contact continued and local coverage increased in Thailand, Laos, Indonesia, initially through support through local language Facebook pages
- 43 directly CS/campaign linked, including Channel News Asia, Reuters, Fairfax Media (Australia), ABC, Daily Mail, Daily Telegraph, Le Temps, Le Matin Dimanche, Sonntags Zeitung)

**Blogs:** 7 CS blog posts were pushed**Apps:** The CS app is currently being developed in Thailand

## Local Communication

A new ChildSafe Cambodia communications role has been created to push the agenda:

- Website Cambodia: Health and Love website upgrade began in November
- Facebook Cambodia: total 9,823 views of Citizen Facebook
- Thailand: In progress
- Laos and Indonesia: not yet started

## Targeted communication and conferences / meetings

Joined: WTO and ITB

**Collaborations/links with schools/universities:**

- Facilitated 33 visits from/to schools universities
- 11 projects developed with
  - CRights (Japan – developing enhanced relationship – translations for CS/advocacy on website),
  - Joop Westerweel (Holland – fundraising support from local school)
  - Singapore (advocacy on voluntourism)
  - Deakin Melbourne (voluntourism issues),
  - International School of Phnom Penh (various International Baccalaureate related information exchanges on rights/child labor/child protection)

- Cambodia International Academy (exploring being ChildSafe school, presenting CS to staff),
- Lycee Français Phnom Penh (Child Rights project),
- 2 Danish schools info on responsible volunteering (through DCA)
- FI Suisse trained 5 students from Geneva International School on 7 tips to become CS activists
- CAS (Community Action and Service) fair at Geneva International School (September), 100 students attended.

18 donor/potential donor visits were facilitated

- 17 visits were organized with travel/tour groups for raising awareness/advocacy in Cambodia
- 1,152 tourists were trained
  - 415 in Phnom Penh
  - 40 in Bangkok
  - 618 in Siem Reap
  - 79 in Sihanoukville

**3. Replicability / Scale:** ChildSafe is implemented through a network of implementing partners globally

Explore possibility for all CYTI/CSA Partners to have a CS component

- CCT, Cambodia
- One Sky, Thailand
- ATCC, Thailand
- The Hub, Thailand

Agents

- Developed in Bangkok, Vientiane, Sihanoukville, Pattaya and Jakarta
- Luang Prabang: not yet due to Agreement issue

Communities

- Pushed in Siem Reap, Bangkok and Jakarta
- Sihanoukville: pushed through the Street Carnival (M'lop Tapang)
- Manila: launch event in Angeles City (500 pers.) (Bahay Tuluyan)

Citizens

**2,847,772** people were exposed to the campaigns

- Not yet started in Laos, Thailand, Indonesia and the Philippines - However material designed for all countries and roll out early 2016
- Siem Reap: CS citizen launched and 8,000 materials distributed (mainly during Khmer New Year in Angkor Wat and Water Festival), including 655 people (care takers, children, youth, local authority, etc.) reached through group discussion and training.

Business

- **UK:** Started work with Salford University (Manchester) and Barnardo's to certify Salford and initiate CS Community + Agents in Manchester (UK)
- **Cambodia:** In progress of reconnection
- **Thailand:** Connections were developed and certification process started with Exo Travel

Travelers

**6,317,669** people exposed to the 7 Tips and campaigns

**7Tips:**

- Continued to be distributed through all channels.
- Tips were revised and improved. Final layout in progress due the new branding
- **Sweden:** support provided to World Childhood Foundation to develop Tips for Sweden
- **Philippines:** Tips created, published and distribution started (with DoT)
- **Sihanoukville (Cambodia):** Speed boats distribution is not possible but visibility was increased via stickers and tips distributions in their offices.
- **Siem Reap (Cambodia):** ChildSafe THINK photo mobile exhibition ongoing and supported by multiple local businesses (Kaya Café at the Old Market, 7 businesses in Kandal village, Long's bar in the Lane) reaching over 7,700 visitors.
- **Thailand:** collaboration with Buffalo Tours for distribution continued

**Donor Campaign:** "Don't Create More Orphans" campaign launched

**Voluntourism:** "Children Are Not Tourist Attractions" campaigns expanded, shared and implemented with partners.

**Think Before Giving:** Special push in Siem Reap: 13,306 people exposed to campaign

Hotlines

- **Phnom Penh:** Increase response capacity to the new campaign (Orphanages Tear Families Apart)
- **Siem Reap:** hotline was strongly promoted in the community through hotline cards.
- **Battambang:** the Komar Rikrey Hotline started and staff trained to take action.
- **Bangkok:**
  - Peuan Peuan hotline was promoted in the community through outreach activities and ChildSafe Agents.
  - The Hub: the case referral is ongoing but no agreement was yet signed.
- **Vientiane:** hotline was promoted in the community through posters and displays.

Implementers: Active network maintained through meetings, workshops and information exchange

- **Cambodia:** meetings carried out
- **Lao PDR:** meetings of Trainers carried out (not the CSOs)
- **Thailand:** no meeting

Agents: Active local networks through Annual Meetings

- **M'lo'p Tapang:** 1 annual meeting (85 participants)
- **Mith Samlanh:** 1 Annual meeting (150 participants)
- **Kaliyan Mith Chom Chao:** 1 annual meeting (21 participants)
- **Kampong Cham:** 1 annual meeting (28 participants)

Communities: local networks are maintained through regular events

- 1 event organized in Siem Reap
- 2 events organized in Chom Chao
- 1 event in Kampong Cham
- 2 event in Phnom Penh

Travelers/Citizens: Join the Movement

- ChildSafe Citizen: #Jointhemovement was developed on Facebook.
- International communication needs to be re-launched (linked to the new system / branding)

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

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

- Total: **8,997** children received support directly from ChildSafe (
  - 3,005 actions were taken through the ChildSafe Hotlines (+27% due to campaigns and increase number of hotlines)
  - 5,992 actions were taken by ChildSafe Agents (+61% due to improved reporting system and increased training for action)
- **80,740** children received support through the ChildSafe Alliance (CYTI/CSA) Partners

Number of countries of operation increases to 20

The ChildSafe Movement is operational in **18 countries:** Cambodia, Thailand, Indonesia, Lao PDR, The Philippines, Vietnam, Japan, France, Germany, Switzerland, USA, Myanmar, Singapore, Honduras, Egypt, Kenya, UK, China

Number of implementing partners increases to 50

Total number of Implementing Partners: **22**

- In process:
  - Salford (UK)
  - One Sky (Thailand)
  - ATCC (Thailand)
  - CCT (Cambodia)

8,000 Certified Agents

**7,338** ChildSafe Certified Agents, including 1,625 newly certified (+22% from 2014 due to an increase in hotel staff and Agents in the Communities)

Reach of ChildSafe to 50,000,000 people

Total **9,165,441** people exposed to ChildSafe Campaigns (reviewed calculations)

Citizen's campaigns reach 5,000,000 people

**2,847,772** people exposed to the campaigns

- Measurement tools need to be established with the new system
- Cambodia: 34,500 7Tips citizen flyers and stickers were handed out to people in various events by Mith Samlanh, Komar Rikreay, Kaliyan Mith Siem Reap, M'lop Tapang, Kampong Cham, Damnok Toeuk (Neak Leoung, Poipet) and Kaliyan Mith Chom Chao and directly by ChildSafe Agents.

Travelers' campaign reaches 50,000,000

**6,317,669** people exposed to the campaigns

Develop Business 7 with 20 corporate partners

Not yet, as we review the system





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 3.3 million USD (+7%) but -63% in net profits
- Cambodian Friends'N'Stuff shops growing, partly strongly, through improved customer orientation and new product launches (e.g. Artist t-shirt collection, ChildSafe Traveler collection, new jewelry products); Laos and Thailand shops still suffering from low business
- TREE loss-makers in Vientiane and Marum with massive sales growth and impressive reduction of losses but not breaking even yet. Late 2014 opened Laos restaurant Khaiphaen with very promising start on path to break even in 2016.
- 3 new TREE restaurant projects in Bangkok, Bagan and Addis Ababa progressing well but opening dates delayed to first half of 2016
- Training curricula, customer orientation and processes of smaller vocational trainings targeting primarily local customers in Phnom Penh (moto repair, beauty, tailoring) and Siem Reap (moto repair, beauty salon) improved and stabilized
- Turn-over in HQ team as well as in local social business teams high and disrupting for support/local operations; VT business support role and fulltime product design role created; key role for SB coordination at MS filled
- Social enterprise events in Cambodia, Denmark, Austria and the UK attended with great exposure of FI's social enterprise models to public

## STATISTICS

| Friends Programs                    | Friends Social Businesses | Income 2015 (USD) | Income Increase/2014 | Net income 2015 (USD) | Net Income Increase / 2014 |
|-------------------------------------|---------------------------|-------------------|----------------------|-----------------------|----------------------------|
| <b>Mith Samlanh (MS) - Cambodia</b> | Friends'N'Stuff 13        | 355,583           | 21%                  | 101,551               | 60%                        |
|                                     | Friends'N'Stuff TTP       | 13,771            | -44%                 | -7,888                | -271%                      |
|                                     | Friends'N'Stuff RMD       | 64,835            | 17%                  | 16,970                | 192%                       |
|                                     | Friends the Restaurant    | 730,039           | -11%                 | 73,192                | -52%                       |
|                                     | Romdeng Restaurant        | 625,485           | 1%                   | 29,619                | -45%                       |
|                                     | Best of Friends Cookbook  | 22,307            | -2%                  | 20,106                | 60%                        |
|                                     | Training Centre           | 57,014            | 2%                   | 5,273                 | 245%                       |
|                                     | <b>TOTAL MS</b>           | <b>1,869,035</b>  | <b>-1%</b>           | <b>238,823</b>        | <b>-19%</b>                |
| <b>Kaliyan Mith (KM) - Cambodia</b> | Friends'N'Stuff Marum     | 63,562            | 29%                  | 17,899                | 65%                        |
|                                     | Friends'N'Stuff KM        | 46,873            | 22%                  | -37,776               | 2725%                      |
|                                     | Sewing Workshop           | 22,987            | 100%                 | 8,349                 | 784%                       |
|                                     | Marum Restaurant          | 363,656           | 49%                  | -21,268               | -56%                       |
|                                     | Phka Kravan               | 4,798             | -4%                  | 2,839                 | -34%                       |
|                                     | Mechanics shop            | 11,347            | 114%                 | 5,490                 | 20%                        |
|                                     | <b>TOTAL KM</b>           | <b>513,223</b>    | <b>28%</b>           | <b>-24,468</b>        | <b>125%</b>                |
| <b>Peuan Mit (PM) - Laos</b>        | Makphet Restaurant        | 251,398           | 29%                  | -39,685               | 56%                        |
|                                     | Khaiphaen Restaurant      | 124,101           | 1071%                | 36,054                | 306%                       |
|                                     | Mechanics                 | 8,496             | 36%                  | -5,680                | 250%                       |
|                                     | Friends 'n' Stuff Makphet | 35,864            | -9%                  | -30,777               | 128%                       |
|                                     | Friends'N'Stuff NNK       | 3,943             | -39%                 | -8,467                | -6280%                     |
|                                     | Friends'N'Stuff KPN       | 5,891             | 504%                 | -2,304                | 191%                       |
|                                     | Honeybees Cook Book       | 9,433             | -45%                 | 2,359                 | -67%                       |
|                                     | <b>TOTAL PM</b>           | <b>439,126</b>    | <b>59%</b>           | <b>48,499</b>         | <b>-46%</b>                |
| <b>Peuan Peuan (PP) - Thailand</b>  | Friends'N'Stuff Soi 49    | 12,351            | -42%                 | -9,911                | -251%                      |
|                                     | Friends'N'Stuff P Athit   | 3,769             | 108%                 | -6,478                | 1469%                      |
|                                     | <b>TOTAL PP</b>           | <b>16,121</b>     | <b>-30%</b>          | <b>-16,389</b>        | <b>-366%</b>               |
| <b>Head Quarters Phnom Penh</b>     | FI Business               | 79,364            | 9%                   | -26,859               | -6450%                     |
|                                     | FI Workshop               | 117,606           | -9%                  | 10,225                | -49%                       |
|                                     | FI Publishing             | 30,460            | -19%                 | -15,915               | 9%                         |
|                                     | TREE Alliance             | 276,447           | -1%                  | 12,237                | -91%                       |
|                                     | FI Consulting             | 1,658             | 517%                 | 726                   | 210%                       |
|                                     | <b>TOTAL HQ</b>           | <b>505,536</b>    | <b>-3%</b>           | <b>-19,586</b>        | <b>-113%</b>               |
| <b>GRAND TOTAL</b>                  |                           | <b>3,343,039</b>  | <b>7%</b>            | <b>129,880</b>        | <b>-63%</b>                |

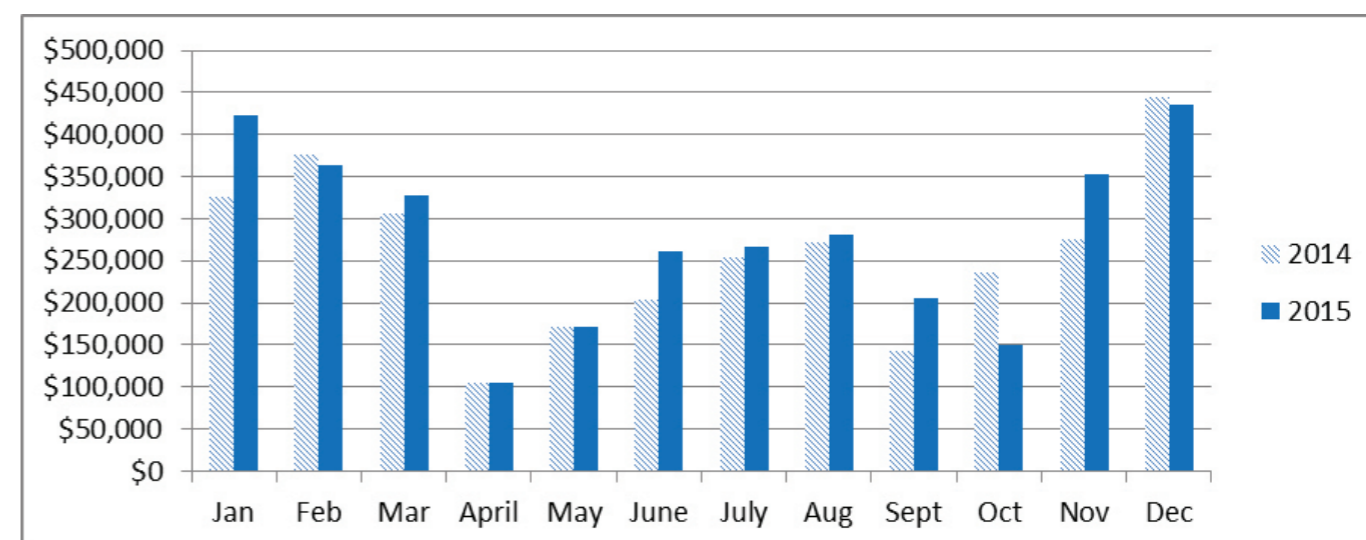
**Global number of beneficiaries supported for training:**

|                  | Cambodia (PP) | Cambodia (SR) | Cambodia (CC) | Lao PDR | Thailand (BKK) | Thailand (Aran/Poipet) | Indonesia | TOTAL 2015 | Increase versus 2014 |
|------------------|---------------|---------------|---------------|---------|----------------|------------------------|-----------|------------|----------------------|
| Number of youth  | 639           | 234           | 4             | 105     | 1              | 4                      | 7         | 994        | +16%                 |
| Number of adults | 151           | 87            | 9             | 9       | 4              | 14                     | 22        | 296        | +5%                  |

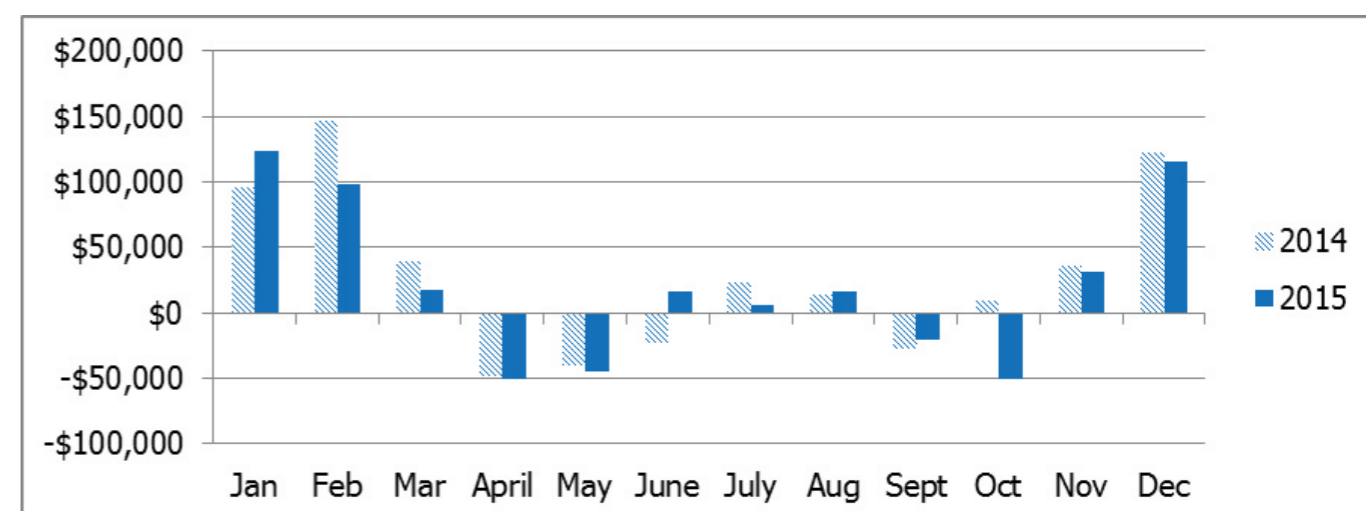
**Sustainability Ratios:**

| PROGRAM           | YEAR | SUSTAINABILITY RATIO          |                                |                               |                  |
|-------------------|------|-------------------------------|--------------------------------|-------------------------------|------------------|
|                   |      | Standard Sustainability Ratio | Social Business Sustainability | Social Program Sustainability | Donor Dependency |
| HQ                | 2015 | 17%                           | 96%                            | -1%                           | 101%             |
|                   | 2014 | 18%                           | 140%                           | 6%                            | 94%              |
| Mith Samlanh      | 2015 | 50%                           | 115%                           | 12%                           | 88%              |
|                   | 2014 | 55%                           | 119%                           | 17%                           | 83%              |
| Friends Siem Reap | 2015 | 41%                           | 95%                            | -3%                           | 103%             |
|                   | 2014 | 35%                           | 97%                            | -2%                           | 102%             |
| Friends Lao PDR   | 2015 | 50%                           | 103%                           | 3%                            | 97%              |
|                   | 2014 | 29%                           | 75%                            | -16%                          | 116%             |
| Friends Thailand  | 2015 | 3%                            | 50%                            | -4%                           | 104%             |
|                   | 2014 | 6%                            | 136%                           | 2%                            | 98%              |
| Friends Indonesia | 2015 | 0%                            | 0%                             | 0%                            | 100%             |
|                   | 2014 | 0%                            | 0%                             | 0%                            | 100%             |
| Friends TOTAL     | 2015 | 36%                           | 107%                           | 4%                            | 96%              |
|                   | 2014 | 38%                           | 115%                           | 7%                            | 93%              |

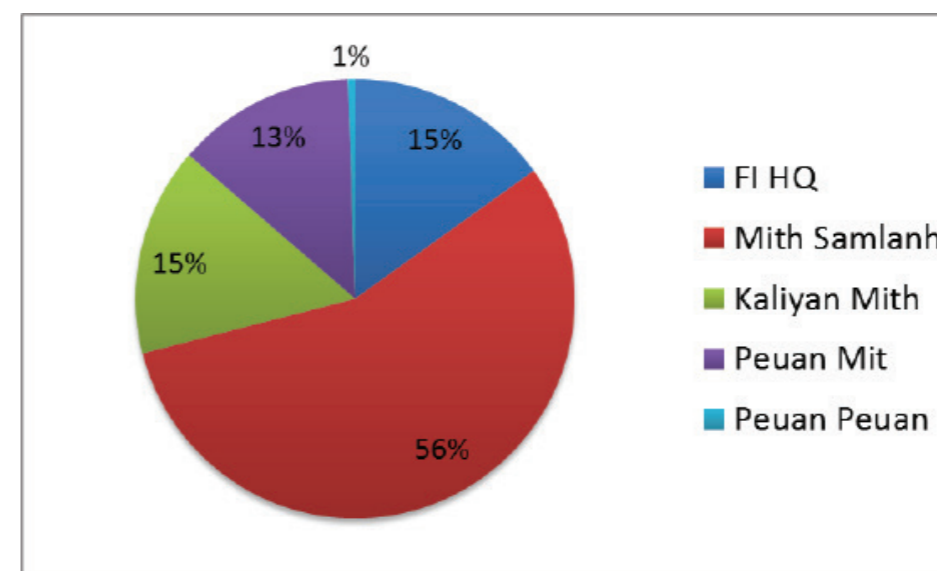
**Friends Social Business - Sales Revenue - All Programs**



**Friends Social Business - Profits - All Programs**



**2015 Sales Revenue Per Program**



## NARRATIVE

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

#### Strategic Plan 2015-2019

Teams are structured and operational in all Implementing Programs

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

Strategic plan designed and new products / projects are created

TREE visuals and tagline finalized and registered in all countries of operation

Guidelines, SoPs and tools are in place in all relevant Social Businesses

#### Results 2015

**Mith Samlanh:** New Social Business Coordinator hired and supported by FSB Head Office

**Kaliyan Mith:** Dedicated Communications and Sales resource is in place for Marum restaurant with the support of FSB Head Office

**Peuan Mit:** Makphet restaurant is managed by a fulltime TREE Advisor responsible to the FSB Head Office

**Peuan Peuan:** 2 restaurant managers were hired but did not remain employed beyond probation period. As a consequence, the team was not built up.

**Teman Baik:** No plans for Social Business were developed yet.

Charter was revised

FSB Strategic plan is updated on an annual basis

Friends 'n' Stuff marketing strategy including product development roadmap, regularly updated as well as regular cross-departmental sharing meetings initiated; product designer to pull together FNS Brand DNA recruited

TREE strategy including mid-term project pipeline formalized Opportunity driven TREE expansion ongoing, with regular review and follow-up of all prospects or possible vertical expansion into other hospitality near fields

- All visuals were finalized.
- Registrations will take place with all the new logos from all Programs in 2016

**Financial Management:** Standards, procedures and rules in stock management, product costing and financial reporting in restaurants were solidified and further developed.

#### Customer Service:

- SoPs were reviewed and adapted (VT and FNS)
- Relevant Customer Service "job aids" were created (to help staff retain SoP content and implement)

#### Communications:

- Guidelines for selected areas in restaurants reviewed or newly created;
- Overarching FSB guidelines only drafted

Monitoring / Evaluation systems are in place

Training of all teams

#### TREE:

- New customer interaction sequence co-developed with corporate partner Sticks'N'Sushi team
- SoP for Service were updated and shared
- SoP for Cooking were updated and shared
- TREE business planning tools were piloted with several new TREE prospects
- SoP social support were developed with social work TCos and piloted in one of the new rollout projects
- TREE/CYTI/CSA collaboration modes were drafted and a joint support was carried out with the new TREE Partner in Bagan (Myanmar)

**Friends'N'Stuff:** Standards were further improved, but Friends'N'Stuff outlets are still unaligned in terms of communication approach and central product development coordination

#### Production:

- The Screen-Printing manual/guidebook was finalized and initially shared with the Cambodia production sites
- A Workshop and Screen-Printing ordering tool/process is in place

**Design:** Product development related guiding principles are documented and were shared across sites

**Home Based Production:** Curriculum reviewed and in pilot; Guidebook drafted

**Overall:** Measurement and monitoring tools were designed, updated and used. Management Reporting is stabilized; regular sharing practice not applied

**Friends'N'Stuff:** sales reports improved and rolled out in all locations

**Production sites:** Regular coordination with MS team, initiated in KM.

#### Training Businesses:

- Standardized sales reports were implemented across all VT business, with automated sales dashboard.
- Inventory management tool and process were implemented for moto mechanic shop.
- Template for regular VT business reviews was updated

**Evaluation:** Mith Samlanh's annual beneficiary evaluation for Home Based Training / Production was carried out

#### International Support Team:

- Basic FSB/Social Entrepreneurship training development was initiated
- Team joined Technical Coordinator, ChildSafe Certification and Outreach work trainings

#### TREE:

- Customer orientation trainings based on partner business Stick'n'Sushi project was carried out



- Some local external management trainings (e.g. Makphet manager) were also provided

**Training Business:**

- Customer Service training created and conducted at Nail bar and moto mechanic in Phnom Penh
- Customer care guidelines to handle complaints discussed and implemented for Mobile Electricity Service training

**Production Teams:** exchange visits took place (Lao team to Cambodia)

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

HQ Support team structured to provide best practice support to implementers in coordination with other HQ Support teams (Communication, MER, Social...)

A new structure was created with separation between TREE and Friends'N'Stuff and the addition of a Training Business Technical Coordinator for the Vocational Training Business component

The TREE team's expansion and restructuring was successful – however the high turn-over was not reduced

A Small Training Business support was successfully launched to provide specific support for the development of the business component of Vocational Trainings (moto, sewing, beauty, electricity)

A dedicated product designer was hired

FSB teams in Programs are structured and able to function efficiently in coordination with the training and social teams

A regular coordination and sharing was set up. However, a full coordination not yet fully achieved

Relevant agreements are in place

- Laos: Khaiphaen agreement is in process, but was not finalized as the Government requested a full revision of our Memorandum of Understanding
- Thailand: the agreement with BMA for new BKK restaurant is in process

Identify corporate collaboration partner in each Program

New collaboration projects started:

- **TREE:** with Sticks'n'Sushi, TSA Consulting, Metro
- **Friends'N'Stuff:** Fossil
- **Design & purchasing:** IKEA (Thailand),
- **Recruiting:** Adecco (Thailand)

The entire FSB Support Team is funded by the FSB HQ income

All salaries and operational cost 2015 of FSB Head Office team were earned through sales income

Restaurants are profitable

- Minimum profitability of 10% for the first 4 restaurants was achieved;
- Break-even point for Marum and Makphet was approached but not achieved
- Khaiphaen is showing strong growth and several profitable months

Friends'N'Stuff shops are profitable

Combined product sales at 17% profitability carried by Cambodia, as Laos and Thailand outlets are still loss making

TREE Alliance is profitable

- TREE fees stable (-1%) due to fee moratorium granted to Makphet and Khaiphaen
- Profitability at 4% due to higher travel volume and reduced Laos income

FI Business is profitable

- +9% sales
- -19% profitability, due to Head Office overheads

Vocational Training / IGP are breaking-even

- +23% sales
- +16% profitability after donor support

Publishing is profitable

- -20% sales
- -\$6k loss due to Head Office overheads

FI Workshop is profitable

- -9% sales (lack of large order like in 2014)
- Profitability of 9%

Additional FI Consulting income is generated

Consulting income of 1.7k is generated

Additional income through presentations generated following the creation of a simple fee policy

Friends Programs are 60% sustainable average

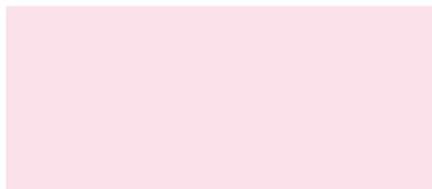
- +7% global sales to USD 3.3 million
- Profitability of 8%
- Standard sustainability: 36%

Head Office is 30% sustainable

- All cost of FSB team covered
- 1 non FSB resource (Finance staff) was supported
- Standard sustainability: 17%

|   |  |
|---|--|
| Mith Samlanh is 75% sustainable                     | <ul style="list-style-type: none"> <li>-1% sales to USD 1.9 million</li> <li>Profitability of 15%</li> <li>Standard sustainability: 50%</li> </ul>   |
| Kaliyan Mith is 60% sustainable                     | <ul style="list-style-type: none"> <li>+28% sales to \$513k</li> <li>Profitability of 0.3%</li> <li>Standard sustainability: 41%</li> </ul>  |
| Peuan Mit is 50% sustainable                        | <ul style="list-style-type: none"> <li>+59% sales to \$439k</li> <li>Losses drastically reduced but still at \$16.8k</li> <li>Standard sustainability: 50%</li> </ul>  |
| Peuan Peuan is 30% sustainable                      | <ul style="list-style-type: none"> <li>Sales reduced by 24%</li> <li>Shops losing \$18k</li> <li>Standard sustainability: 3%</li> </ul>  |
| Teman Baik is 30% sustainable                       | No business in Indonesia   |
| Support to the Social Enterprise field              | <p><b>Royal University of Phnom Penh (RUPP) collaboration:</b> the collaboration was reduced; new partnerships with other academic institutions and practitioner networks - National University of Management (NUM), Social Enterprise Cambodia, The Impact Hub (HUB) - were explored</p> <p><b>Social Enterprise Post Grad degree:</b> explored with RUPP, NUM, HUB and DO School</p> |
| Represented as a recognized social enterprise model | <p>Social Enterprise conference stopped due to lack of academic support and funding</p> <p>Contributed to several presentations, workshops and talks: Bootcamp Siem Reap, F*cked-Up Night Phnom Penh, Impact Hub Phnom Penh, FH Johaneum Graz, Social Enterprise Copenhagen</p>  |

|  |   |
|--|---|
| <b>3. Replicability / Scale:</b> FSB projects are integrated in all Friends Programs for the training of beneficiaries and support partners globally |   |
| 14 TREE of different operational sizes operate as businesses open to the public  | All 3 restaurant projects were started - openings first half of 2016<br>New initiatives in Yangon, Myanmar (LinkAge) and India, Pondicherry were explored and waiting for funding in order to implement in 2016 and 2017  |
| 6 Training Garages operate as businesses open to the public  | Friends Vientiane and Friends Siem Reap moto training businesses, as well as M'lop Tapang were supported<br>Project with Bangkok explored but on hold   |
| 5 Training Beauty Salon operate as businesses open to the public   | 3 Salons are operational: <ul style="list-style-type: none"> <li>Phnom Penh Chom Chao Beauty training was launched</li> <li>The Nail Bar in Mith Samlanh's was upgraded (while the larger Beauty Salon at Mith Samlanh is being designed as part of the larger plan for the Mith Samlanh property)</li> <li>The training Beauty salon in Siem Reap was relocated</li> </ul> |
| 3 Sewing workshops operate as businesses with outside clientele  | 3 Sewing workshops are operational: <ul style="list-style-type: none"> <li>The workshop based at Mith Samlanh's Street 13 center, is run by Friends-International and continued to be operational - several orders produced jointly;</li> <li>Mith Samlanh Andong workshop is operational</li> <li>Kaliyan Mith workshop started</li> </ul>                                 |
| All Friends'N'Stuff outlets offer sales training option for youth and sell HBT/P products to the public  | In 2015, the focus was put on staff and management capacity building  |
| Explore new training business opportunities in different settings  | Options were discussed for Bangkok and Jakarta but no plans were initiated yet  |
| Explore and develop the Social Business Square @ Mith Samlanh  | Overall strategy was adopted by the Mith Samlanh Board and detailed plans were initiated with a volunteer architect   |
| 6 TREE opened with external partners   | <ul style="list-style-type: none"> <li>2 have started: Bagan, Myanmar (Sanon Restaurants by Myanmar Youth Development Institute) and Addis, Ethiopia (Bahir Zaf by Hope for Children Australia) to be finalized in 2016</li> </ul>  |



- 2 are expected to start in 2016-2017: Yangon, Myanmar (LinkAge) and Pondicherry, India (Sharana)
- Being explored include: Mandalay, Hanoi, Katmandu, Fes, Casablanca, Cairo, Santa Marta, Munich, Malmö...

3 Home Based Training/ Production started with partners

Home Based Training/Production discussion with REACH (Vietnam) was initiated

2 Beauty salons opened with partners

Discussion on Beauty project with REACH (Vietnam) was initiated

Support partners to develop other social business initiatives

- Discussion on vocational training projects with REACH (Vietnam) initiated (Moto, Beauty, Hospitality)
- Support was provided to M'lop Tapang (Cambodia) for their mechanics shop

**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

- 994 students enrolled globally in Vocational Training and Training Businesses
- 420 were supported to access gainful and dignified employment

600 caretakers participating in training businesses

- 361 Caretakers supported in training / production
- 296 were supported to access gainful and dignified employment

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

FSB employs 11 workshop staff including 1 hard-to-employ former Mith Samlanh sewing student

New Employment Social Businesses (designed to give employment to hard-to-employ youth and caretakers) are being designed (including a noodle shop franchise model)

# **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

- Street Children Snapshots carried out in Cambodia, Thailand, and Laos
- National Estimation of Homeless Children in Cambodia research completed as a collaboration between Friends-International, the 3PC Partners and Columbia University (to be published in 2016)
- New zone Kaliyan Mith Chom Chao baseline assessment/mapping conducted and findings shared
- Bangkok street children snapshot trend analysis completed and shared with Peuan Peuan team
- 1 year follow up of Cambodian street children who were repatriated from the Government shelters was completed and shared.
- In total 10 beneficiary evaluations, 6 internal evaluations, and 2 external evaluations were completed in 2015
- 3PC database was updated to enhance effective data collection
- FI global monitoring system, research and concept note were developed for 2016

## NARRATIVE

**1. Quality:** Systems are in place to ensure that Monitoring, Evaluation and Research (MER) can be carried out at best quality

### Strategic Plan 2015-2019

**Mith Samlanh:** MER Teams are structured and operational

**Friends Phnom Penh:** MER Teams are structured and operational

**Friends Siem Reap:** MER Teams are structured and operational

**Friends Laos:** MER Teams are structured and operational

**Friends Thailand:** MER Teams are structured and operational

**Friends Indonesia:** MER Teams are structured and operational

SoP and tools for Monitoring are in place are shared with all Programs

SoP and tools for Beneficiary Evaluation are in place are shared with all Programs

### Results 2015

- A Technical Coordinator (TCo) is attached to Mith Samlanh to develop and support the M&E team
- The newly structured teams have or are planning on having an M&E person in place

The team was restructured and all main Projects (3PC and Drugs) have an M&E person in place

- The team is supported by a TCo in charge of the M&E and reporting
- The team's capacity is very strong

- The team is supported by a TCo in charge of the M&E and reporting
- A rapid improvement in the team's capacity was noticed

- A new TCo was added to the team to support among others, the overall M&E
- The system is still slow with regular late reports and lapses, but has improved over the year

- The changes in the management team created an initial slower reporting but, with the support of a new TCo, the situation improved rapidly

The new "GoGreen" monitoring system was implemented in all Programs

The M&E guidebook was updated

Process was clarified with the teams

The tools are being reviewed to revert back from a questionnaire format to a Focus Group Discussion format

SoP and tools for Internal Evaluation are in place are shared with all Programs

SoP and tools for External Evaluation are in place are shared with all Programs

Standards for research are designed and shared conforming to good practice and complying with child protection policy

Teams at Country / Program level are trained

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

International Coordinator in place with a central support team as necessary

Regular updates with CPD and country TAs

Logframes and strategic plans / work plans are in place for all Programs

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

International presentation

- All data collection forms were updated at the beginning of the year to incorporate the changes in the Programs' structures.
- **Mith Samlanh:** a new Monthly report format was developed and shared with the team.

With the changes in the MER team, this project was not carried out

With the preparation and the launch of the Cambodia research in collaboration with Columbia University, the Standards were reviewed and shared with the Columbia University researchers and added to the Research guidelines

M&E officers in all programs were trained as ToTs to implement the new "Go Green" monitoring system

All the staff were trained on how to use the updated M&E guidebook.

During the year, the International Coordinator resigned. He was replaced mid-year by a new MER Coordinator with a revised Job Description

Bi-monthly Skype meetings between the Executive Director and the TCOs (separately) were maintained

Logframes and strategic plans (5yrs/1yr) for IC's and Country Programs were completed and were the basis for the "Go Green" reporting / monitoring system

Resources were compiled until the departure of the previous International Coordinator

Compiled resources are available on a database

Collaborated to prepare an abstract for a presentation of the enumeration of street children in Cambodia research with Columbia University at the 5th Conference of the International Society for Child Indicators.

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

Data collection is harmonized between all Programs using a common device-based application

Programs and TCoS received additional support to clarify the reporting systems

The definition of the MER needs and the application to a device-based application was initiated and contacts established with potential service providers

**ChildSafe Database:** the pilot continued in Cambodia. However, some data continued to be missing from the data collection. A review is needed.

Staff appraisal carried out in all Programs

The staff appraisal system was maintained and supported by the HR department

Program Report system in place (mid-term / annual)

The "Go Green" system and the relevant forms were created for all Programs

Mid-term (June-July) and final reporting (January-February) were carried out

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

A common reporting system (data to be collected, age groups, etc.) is being designed with all 3PC Partners (Cambodia). This is a longer exercise as it requires that all Partners make adjustments to their systems

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

All Partners (except Latin America received a visit)

#### 3PC (Cambodia):

- Partners received the Monitoring visit from the 3PC Implementers (Ministry, UNICEF and Friends-International)
- Friends-International carried out separate visits to specific Partners

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

#### Cambodia:

- **Children Out Of Parental Care:** Partners joined the Columbia University Research carried out in collaboration with the 3PC project
- **Street Children snapshot Cambodia:** with 22 staff from 10 organizations (Mith Samlanh, Krousar Thmey, M'lop Tapang, Damnok Toek, Komar Rikreay, Cambodian Children's Trust, Kaliyan Mith, World Vision Cambodia and Buddhism and Society Development Association)
- **Foster Care KAP:** research over 4 provinces with 4 Partners (Komar Rikreay, Kaliyan Mith, Mith Samlanh and M'lop Tapang)
- **Intellectual Disabilities and Mental Illness:** KAP was carried out in 2014 with 7 Partners - findings shared in 2015 to all 3PC Partners

**Thailand partnership:** research on sexual abuse with Love146 – findings were not shared.

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

Regular monitoring and assessment of Country Programs

Bi-Monthly Monitoring Meetings with Executive Director and relevant International Coordinators / TCoS were carried out. The Logframe and "Go Green" systems were used.

Mid Term reviews using the "Go Green" system were carried out with all Programs

Improve data collection methods to be able to improve services (Q1)

Adapt database from PP and mobile data gathering

Mith Samlanh's projects are regularly assessed

#### Beneficiaries Assessment:

- The currently used quarterly assessment tool is not efficient and could not provide accurate and useful information needed for the management: the system is being revised
- The results of the Peer Education evaluation were shared with management and with the teams

#### Internal Assessment:

- **Children With Disabilities:** The assessment was conducted by the volunteer and the recommendations were discussed. The system for referral to partner NGOs was further reinforced to allow for placement before entering the Transitional Home
- **Green House:** an internal assessment was conducted leading to a set of recommendations (protocol, organization) and was followed by the design and implementation of both.
- **Outreach:** assessment carried out by the FI Executive Director with a series of recommendations (clarification of Street-Based and Community-Based Outreach, the role of the Doctor, team organization...) leading to the creation of a training for the Managers and for the Teams. The initial pilot training took place at the end of the year and is to be rolled out in all Programs

#### External:

- **Youth Participation:** carried out by the EC
- **Family Reintegration:** the research was carried out in 2014 but the results were shared with Mith Samlanh this year and they informed the new proposals
- **Audits:** global audit and of specific project were carried out

Friends Phnom Penh's projects are regularly assessed

#### Internal:

- **Kaliyan Mith Chom Chao Drugs Services:** carried out by the Friends TCo.
- **Transitional Homes:** an assessment using the Government score cards (on 470 points) gave the following results: Kaliyan Mith from 67% (2013) to 76.2% (2015), Komar Rikreay from 73% (2014) to 75% (2015), Mith Samlanh from 70.66% (2013) to 86.4% (2014), M'lop Tapang (results in Q1 2016)
- 3PC Database: Case management online database was developed and piloted with hotline team, M'lop Tapang, Mith Samlanh.

Friends Siem Reap's projects are regularly assessed

#### External:

- **3PC Impact of Family Reintegration:** conducted in Q1 and findings were shared with all Partners

#### Beneficiaries Evaluations:

- **Home Based Training:** All producers were interviewed. All findings were shared with the relevant teams:
  - Average income: \$37.50
  - Income not sufficient for the full families' basic needs (preferred \$50)
  - 73% of producers had discussed an exit strategy from the project
  - Recommendation to continue to push for exit strategies for producers in the program 3+ years
  - Majority of producers reported high levels of debt. Debt management has been discussed with all producers
- **DIC evaluation:** 40 beneficiaries interviewed (121 Case Managements open)
  - 75% respondents live with family and 33% identified as street living.
  - 73% come from Siem Reap Province.
  - 86% of respondents come to the DIC at least once per week.
  - Most known/used services: counseling, food, hygiene facilities, medical.
  - 80% had talked to staff about their future
  - 90% knew about the available Vocational Trainings

#### Internal evaluations:

- **Foster Care evaluation:** carried out waiting for report
- **Alcohol Support Group 1 year evaluation:** finalized available on FI website
- **Outreach zones:** finalized and new strategy being discussed for implementation first part of 2016
- Annual **Job Placement** assessment:
  - Sewing: needs a deeper evaluation as the number of students still relatively low, still low placement rate and relatively high drop-out rate.
  - The income of graduates placed continues to be improved
  - Not enough follow-up of students who found jobs before graduating
- 3 Year assessment of children/youth **reintegrated after release from prison:** finalized and report pending
- Follow-up of 25 children/youth referred through the **diversion project:** finalized and report pending

#### External assessment:

- 2014 **financial audit** completed February 2015 available on FI website
- **Transitional Home:**
  - The Transitional Home scored particularly high on child participatory practices and approaches.
  - Areas for improvement included locks for bedroom doors (these were previously removed because of an incident in 2014, however are part of government minimum standards for residential care), a separate clinic room (not possible in the current house – counseling room is used

Friends Phnom Penh's projects are regularly assessed

for first aid provision, and more serious issues are referred to Angkor Hospital for Children) and several other small changes

- The vast majority of suggested improvements have now been implemented; only those which require structural changes have not been adopted (due to rental contracts).

#### Beneficiaries Evaluation:

- **Makphet** evaluation: survey readied
- **KM 56** evaluation: survey readied
- End-line **ChildSafe impact** assessment

#### Internal Evaluation:

- **Home Based Training:** assessment carried out, report pending
- **Job Placement:** initiated, report in 2016
- **Transitional Home:** carried out and report published

#### External Evaluation:

- **Audits:** report is delayed as we are waiting for tax exemption certificate from the Government
- End-line **ChildSafe impact** assessment

Friends Thailand's projects are regularly assessed

#### Beneficiaries Evaluation:

- **Safe Migration:** evaluation carried out, analysis in progress

#### Internal:

- **Repatriation / Reintegration:** Assessment and evaluation of pilot repatriation of 40 children at risk and victims of trafficking under the official repatriation process between Thailand and Cambodia: agreement, data forms finalized and survey carried out – report pending
- Evaluation of **caretaker businesses:** initiated to be finalized in 2016
- **Zone Assessments:** new areas were explored and assessed in close proximity to the new Training Restaurant and in Phra Nakom district

#### External Evaluations:

- **Audit of accounts:** Program audit completed in February- report available on the FI website
- Micro assessment of the **finance system** was conducted by Ernst & Young (organized by UNICEF): 2 recommendations were implemented

#### Beneficiaries Evaluation:

- **Micro-enterprise:** in-depth interview sheet prepared – to be implemented
- **Employment:** focus group discussions carried out

#### Internal Evaluation:

- **Data collection system:**
  - System improved from 2014
  - Weekly data collection still not optimal



- Still a need for training regarding data input and data analysis.
- **Youth Employment:** baseline on number of youth ready for employment carried out
- **Situation Assessment:** overview carried out by the Technical Coordinator for Social Services

#### External Evaluation:

**Audit:** carried out in February

#### Mith Samlanh:

- **Zoning:** revision and reorganization of some of the zoning
- **Drug snapshot:** carried out
- **Hygiene and Nutrition KAP:** carried out
- **Reintegration research:** participated to the 3PC research and the findings were shared with the teams

#### Friends Phnom Penh:

- **Impact of family reintegration:** Conducted in Q1 and shared with partners.
- **Intellectual Disabilities and Mental Illness:** KAP survey carried out end 2014 (with Damnok Toeuk, Honor Village Cambodia, Komar Rikreay, Methaphum Komar, Kaliyan Mith, Mith Samlanh and M'lop Tapang. The report shared with partners with the results and some recommendations
- **Foster Care KAP survey:** Conducted in four provinces and Phnom Penh with 4 Partners (Komar Rikreay, Kaliyan Mith, Mith Samlanh and M'lop Tapang) to measure the level of understanding of foster care among management members, social workers and case workers, and foster carers.
- **Cambodia Street Children Network (CSCN):** Street Children Snapshot survey conducted in seven different provinces (Phnom Penh, Preah Sihanouk, Prey Veng, Battambang, Banteay Meanchey, Siem Reap and Kampong Cham) with Mith Samlanh, Krousar Thmey, M'lop Tapang, Damnok Toek, Komar Rikreay, Cambodian Children's Trust, Kaliyan Mith, World Vision Cambodia and Buddhism and Society Development Association. The report will be released by April 2016.
- **Mapping of Chom Chao** was carried out using Map Your World system
- **Children outside family care:** research carried out in collaboration with Columbia University. Designed the research format, facilitated the collaboration with 3PC partners and added input to the findings

#### Friends Siem Reap:

- Participated in the **Cambodian Street Children Profile**
- Participated in the Columbia University research on **number of children out of family care**

#### Friends Laos:

- KAP on **child rights/ChildSafe:** including:
  - KAPs of beneficiaries
  - KAP of Government stakeholders
  - KAP of business / tourists)
  - Luang Prabang postponed due to Government authorization

Research are carried out to inform and guide the Programs

#### Friends Thailand:

- Snapshot survey Aran: carried out 2 times (with a focus on children under 18 to assess the situation of child labor):
  - Total children: 241(August) and 279 (November)
  - 355 children out of school
  - Majority boys
- Snapshot survey Bangkok: saw a reduction of children (August bombing in Rachbrasong)
- Sexual Abuse: in collaboration with Love146 – only raw data was made available and final report will not be completed.
- **Child Labor** in Aran:
  - Up to 150 children were working in the shop in Rongkleau
  - Up to 85 children were scavengers
  - 30 children were begging
  - 30 children were pushing cart for trade

#### Friends Indonesia:

- **Needs assessment** in 3 new areas was carried out

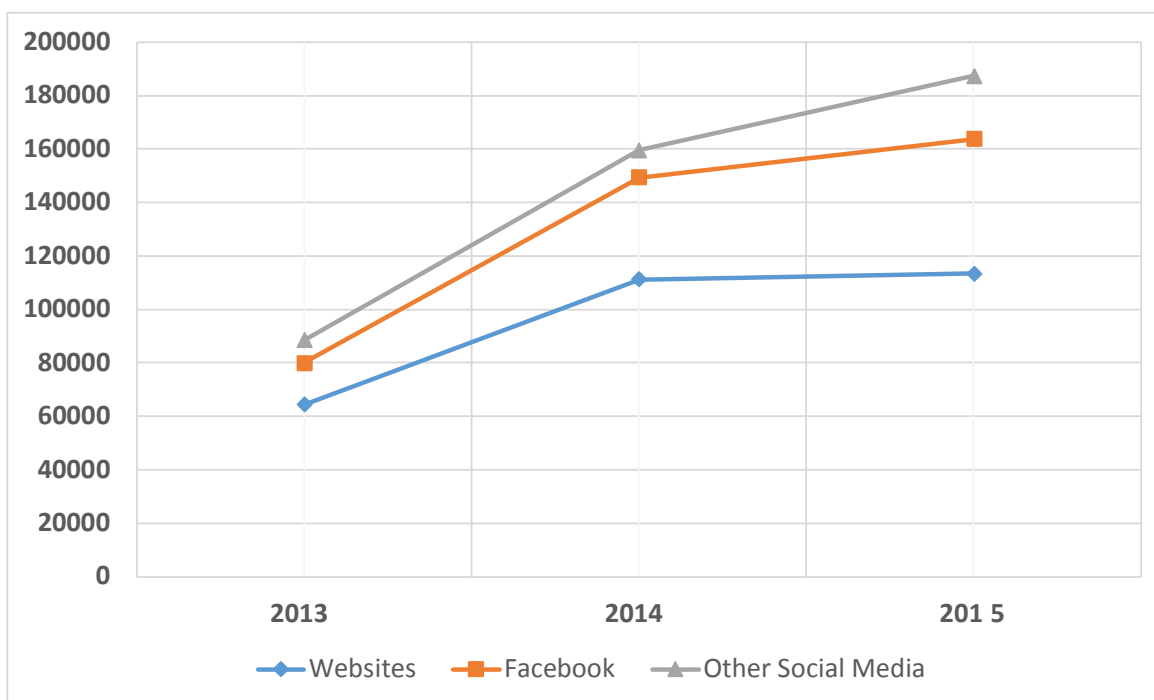
# **COMMUNICATIONS / SOCIAL MARKETING**

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

## SUMMARY

- In a year when new international and national campaigns were launched and existing campaigns were re-promoted, we saw an over 70% increase in our global reach, to over 31 million.
- We also saw a big jump in You Tube traffic (up 198%) linked to the popularity of the 'Don't Create More Orphans' campaign video and other new content.
- There were significant increases in the number of followers we have across our social media accounts - Facebook (up 32%) and Twitter (up 39%).
- We completed a total redesign and relaunch of the ChildSafe website, and a brand new website for the 3PC program.
- We worked closely with the grants team on a year-end fundraising campaign based upon the personal stories and impact of the work of our '#EverydayHeroes'.

## STATISTICS:



## 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 2015-2019

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

### Results 2015

#### Yearly communication plan:

- Was integrated with the overall plan developed by administration
- The team searched for available multi -platform planning tools – none yet quite adequate for our needs

#### Communication Management:

A new social media management tool was established that enables better planning/management of all social media channels

#### Design:

- Design request system is still under review
- 193 design requests were completed:
  - New IECs were developed, including Diversion, Apprenticeship, and Child Protection.
  - A Drug Brochure was developed
  - New Nail bar promotional materials for Chom Chao were developed
  - Re-branding of the ChildSafe Movement and updated existing CS materials

#### Collaboration strengthened with Friends Social Business:

- Communications Team attended regular marketing meetings
- An E-cookbook was created in collaboration with FSB to be used as a promotion tool
- Creation of 'From Tire To Products Changing Lives' video
- Support provided to marketing staff in Siem Reap and in Lao PDR

Communication tools / material in place and fully operational

New tools were tested, including:

- For better email marketing
- For better social media management
- To create photo stories
- Video 'meme' software trialed

Specialization of the different communication tools were pushed (for example 11 blog posts out of 19 were 'agenda' based)

Guidebooks for communication designed for all teams / Programs

Internal Regulations were updated

7 Tips for Communications were created as a basis for the Guidebook (being developed)

7 Tips for users (including beneficiaries) on how to use social media and protect yourself was initiated

Relevant staff are trained in communications skills

- Presentation Training undertaken by Cambodian Communications Officer
- Cambodian Communications Officer trained on new applications

Support was provided to Technical Coordinators in all Country Programs with communications related tasks, including Begging Campaign Exhibitions in Siem Reap, ChildSafe materials in Lao PDR and Thailand

Supported FSB to design training for front line staff whose jobs require enhanced communications skills on FI (e.g. shop staff)

Training on photographic /video skills was developed and implemented for Mith Samlanh program staff (Siem Reap to follow)

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

Inter-team communications was improved:

- Developed internal Facebook pages for 3PC partners to use and a member page on the 3PC site
- New technology (VPN) was established to give access to the Friends server from outside the Phnom Penh Head Office
- 3PC Database is managed by the IT team
- An annual leave database was developed for Human Resources

Specific internal communications around events (internal "Need To Know" email messages) were launched around the campaigns.

Hardware and systems were upgraded:

- New Router established to control Internet bandwidth and enhance stability
- All Friends websites/blog have moved to a new hosting server based in Cambodia to provide effective support and service. This is the first step in combining all program/project websites under one host controlled by Friends.
- Mith Samlanh email system migrated to Gmail server under Friends-International Account for stability and effectiveness of service.
- Review undertaken by IT of further upgrades needed

Communication to Board and Friends International Support Offices (FISO) is efficient and allows them to provide strong support

#### FISOs:

- The Information Bulletin was shared weekly.
- FISOs supported in needs/sharing (Friends-France with communications needs, Friends-Suisse with ChildSafe materials)
- FISO information shared through our social media channels
- New Support Office in France, website [www.asso-amies.org](http://www.asso-amies.org) was set up

#### Board:

- The Information Bulletin was reviewed in line with suggestions made during the Annual Board Meeting

Support for all FISO communications:

- New photo database is accessible to all online (Dropbox or through team VPN)
- Provided support for fund/awareness raising activities (Friends-France)
- Extensive support to Friends Suisse ChildSafe activities (materials designed for presentations, use in airports, at events, etc.)



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

Continued exploring new approaches to information sharing:

- New apps now used for more efficient email marketing, overall social media management, photo stories...
- Improvement of Google Adwords campaign in collaboration with a pro-bono consultant.

Corporate appropriate materials and approaches: materials (Powerpoints / brochures) were developed for use by Friends-Suisse in fora with corporate input (tourism industry)

**Event** planning/promotion:

- No major public events held 2015 at Mith Samlanh (no staff)
- Begging Campaign presented at Marum and in Siem Reap city locations
- First Fridays event organized at Makphet
- Lunch + Bike event organized at Makphet
- Lunch + Nails event organized at Marum

**ChildSafe 10th anniversary:**

- Supported the ChildSafe anniversary events held with Mith Samlanh
- Slowed because of the change in the ChildSafe logo and communications and staff turnover

Strategies and communication for fund-raising efforts are implemented

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

#EverydayHeroes campaign:

- #EverydayHeroes campaign was promoted intermittently on social media throughout the year
- Photo story on #EverydayHeroes were pushed
- #EverydayHeroes formed the basis of the Friends year end fundraising campaign

Programs (Teman Baik, Peuan Mit, Peuan Peuan, ChildSafe) were featured in one week social media focus specials

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

Key Government contacts were established within programs by program staff – however these are not yet connected to the 'Need To Know' info blasts

Communication / social marketing team is fully operational

**Team:** The Team was restructured, with the creation of:

- Cambodia ChildSafe communications position
- ChildSafe Campaigns Coordinator position
- TREE communications coordinator was appointed
- A new IT Network Officer was appointed

A database of donors and Friends of Friends is in place allowing us to reach 50,000 people

Material for communication / design is designed and used by Programs

Media contact are established in all Programs

The Database was upgraded:

- Contacts updated when received from programs/others
- Friends-Laos contacts were received
- Friends-France list was incorporated

**Videos:**

- Interview of Sebastien regarding "Don't Create More Orphans" campaign
- New 'info style' ChildSafe videos were created
- 2 ChildSafe videos were created
- New 7 Tips for social media resources were designed
- 5 mobile phone (Vine) videos were created, posted on social media

**Powerpoints:** all FI PowerPoints were revised using new data/new photos

**ChildSafe 10 Years:** material for the ChildSafe 10 years anniversary was created including stickers and award documents

**Website:**

- FI website German translation was finalized
- A new ChildSafe Website was finalized and went live early June

**CYTI/CSA:**

- The CYTI/CSA Alliance website was not finalized due to the upcoming change in name.
- However the CYTI/CSA Facebook page was boosted
- 3PC-specific website was created

**Photo archive:**

- Photo database was created and is accessible on local server and online on Dropbox
  - Multimedia server created with archive photos/videos on it
- Photos better organized, however need further clean-up

**Facebook:** 47 stories shared with Mith Samlanh over the year

- 90 significant coverage items in TV, radio, print & online media (21 local, 63 international), including Channel News Asia, Reuters, Fairfax Media (Australia), ABC, Radio 2, Polish TV, Taiwan TV, UK Press (inc. Mail, Telegraph, Guardian, LEC), European Press (inc. Le Temps, Le Matin Dimanche, Elle, Sonntags Zeitung)

- Featured in book 'How To Cook A Spider'
- Featured in book 'How to Save Humanity'
- Thai language Peuan Peuan page launched
- Friends 'n' Stuff Bangkok page launched
- 17 donor visits facilitated w/media attendance

- Proactive media contact continued and local coverage increased in Thailand, Laos, Indonesia, initially through support through local language Facebook pages

An average of 2 stories per week per program were created and shared through social media platforms

“Friends of Friends” network established that actively support Friends-International

Collaboration with TREE Alliance was increased to provide information to Social Business customers

- Friends the Restaurant and Romdeng customers’ emails are entered in our database every month.
- A ChildSafe card was created for Friends the Restaurant and Romdeng

“Personal” stories about Friends (staff videos, photos, etc.) were created:

- Photo stories
- Two guest blogs from new staff member
- Guest blog from the new ChildSafe Ambassador
- 8 personal stories on #EverdayHeroes were developed & shared

Support CYTI/CSA partners for their visibility

- Regular sharing of CYTI/CSA Partners’ social media pages / links / posts
- A new 3PC website was developed promoting the collective work and the individual Partners’ work with a specific page for each
- Partners’ visibility was pushed on the ChildSafe ‘Don’t Create More Orphans’ microsite

Global audience of Friends-International and its Programs is increased

**Total reach:**

- Total audience reaches: **34,373,513**
- FI Social Media Reach: 1,511,513 (2 algorithm changes from FB in 2015 affected totals)
- CS campaigns reach: 9,000,000
- External other reach (media, etc.): 23,862,000 (News agency impact significant in this increase – e.g. Reuters Global, Xinhua, AAP)

**Database:**

- A further clean-up was carried out that eliminated all duplicates and dead links – now 13,008 fully active contacts
- A better segmentation of donors (annual, monthly, lapsed, etc.) was done.
- A new and more effective mail out system was established

**Newsletters:**

- 4 newsletters were sent
- 8 specific fundraising mass-emails were sent
- FI Switzerland first newsletter (October) featuring ChildSafe activities was sent out to 700+ people

The visibility of websites is increased

**Web traffic:**

- Total # of visits: 113,339
- Average: 9,444 per month
- Blog traffic: 1,001 per month

The visibility through social media is increased

Support Programs to impact the local general public and local stakeholders

**Twitter:**

- Total: 6,348
- Friends-International + ChildSafe + TREE + Teman Baik = 5,588
- Sebfriends (Exec. Director account) = 760

**Facebook:**

- Total # of likes: 50,388

**YouTube:**

- Total # of views: 17,264
- Average per month: 1,438

**Apps:**

- A ChildSafe App concept for Thailand is currently being developed

**Collaborations/links with schools/universities:**

- Facilitated 33 visits from/to schools universities
- 13 projects developed with
  - Kwansei Gakuin University (Japan – video of Thailand project)
  - CRights (Japan – developing enhanced relationship – translations for CS/advocacy on website),
  - Joop Westerweel (Holland – fundraising support from local school)
  - Singapore (advocacy on voluntourism)
  - Deakin Melbourne (voluntourism issues),
  - International School of Phnom Penh (various International Baccalaureate related information exchanges on rights/child labor/child protection)
  - International School of Phnom Penh NGO fair
  - Cambodia International Academy (exploring being ChildSafe school, presenting CS to staff),
  - Lycee Francais Phnom Penh (Child rights project),
  - ICAN PP (Child Labor)
  - 2 Danish schools info on responsible volunteering (through DCA)
  - FI Suisse trained 5 students from Geneva International School on 7 tips to become CS activists
  - CAS (Community Action and Service) fair at Geneva International School (September), 100 students attended.

FI Suisse team was invited in collaboration with CAS (Community Action and Service) to support the design of the new CAS guidelines for the International Baccalaureate students (to be finalized in 2016)

**Private funding:**

8 targeted emails with coordinated push on social media for the Year End Appeal

All relevant country program resources produced were published online, including:

- Annual report
- Alcohol Group report
- Volunteering report

Influence and present Friends on international fora

Attended international global forums:

- Skoll World Forum
- World Economic Forum China
- International Tourism Bourse (Berlin): presentation about ChildSafe
- World Tourism Market: presentation of the ChildSafe campaigns in a panel on child protection

Attended specialized forums/events:

- Presentation of “Don’t Create More Orphans” campaign at an event organized by Giving Women, a network of women involved in philanthropy, 50 people attended (Geneva).
- ChildSafe had a stand at the Paleo Festival, Switzerland (July), raising awareness of 700+ people about the 7 Tips for travellers. 550 people participated in a ChildSafe contest.
- ChildSafe Award Ceremony at the Geneva Airport (September) with award winner. 20 people attended from tourism industry (airlines and travel agencies).
- Presentation of 7 tips during a jazz concert (during the interval) at Victoria Hall in Geneva (November).
- Better Volunteering, Better Care Workshop in Bangkok (November) and facilitated group discussions on alternatives to orphanage volunteering.

Piloted a virtual forum on Orphanage issues (donors, tourism, volunteering...) – Was not very successful due to too many trolling

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

#### **ChildSafe Citizen campaign:**

- New ChildSafe Cambodia communications role was created to push the agenda
- Health and Love website upgrade began in November

#### **Issue-based advocacy:**

- Don’t Create More Orphans video created with Executive Director
- Huffpost profile blog of Executive Director
- World Economic Forum video of Executive Director
- 7 advocacy based blogs posted
- Supported visit of ChildSafe Ambassador Ananda
- Published ChildSafe Ambassador blog
- 2 pieces (interview/video) on PATA online channels
- Facilitated 17 visits from travel/tour groups for awareness raising/advocacy
- US Ambassador blog post

# **FINANCE & ADMINISTRATION**

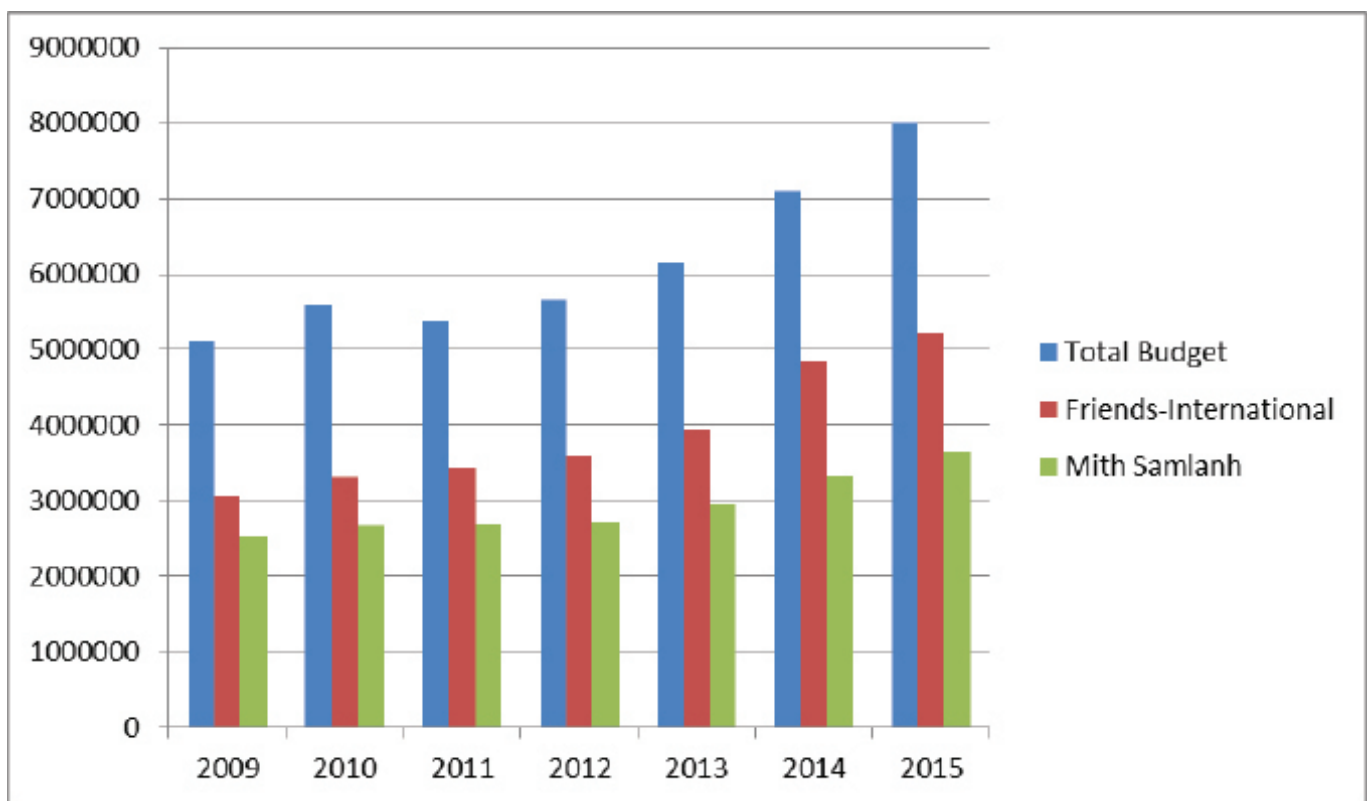
To support and strengthen all financial systems in all FI programs in accordance with International GAAP (Generally Accepted Accounting Principles), and ensure complete transparency, accountability and compliance

## SUMMARY

- 14 CYTI /CSA / TREE partners supported to strengthen financial systems and management
- 2015 audited financial statements and annual financial report is available on FI website
- Total expenditure increased by 9% to \$8,003,000
- Total income increased by 2% to \$7,485,000
- Sales revenue increase by 3% to \$2,638,000 and net profit reduced by 101% to \$194,000
- Financial sustainability reduced to 36% (from 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 2015-2019

Regular review and update of user-friendly, comprehensive Finance/Admin Policy & Procedures (FAPP), guidebooks with forms, formats, 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

Budget writing and budget management training designed for all relevant staff

### Results 2015

Finance & Admin Policy (2013 version) is currently in the process of review. The lengthy document is being reduced, based on observations of staff having difficulty reading it. The revisions are also considering the change in circumstances in each program. The revision includes the following additions:

- Budgeting & Shared Program Costs
- Anti-Fraud & Bribery

Policy training was provided in Teman Baik in 2015 and Kaliyan Mith Siem Reap.

Local finance staff are being enabled to present policies to all staff.

Finance Policy was shared with donors.

7 Tips for finance were created for:

- Management
- Staff

These tips will form the basis for staff training.

Programs were supported regularly in all daily routine finance responsibilities; payroll, reconciliations, QuickBooks data entry, reporting, donor report validations, cashflow monitoring, pre-audit checks, donor assessments, donor due diligence etc., and for regular general advice.

7 Tips are in progress for

- Budget Development
- Budget Management

These 7 tips will form the basis for all trainings

**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

Program Finance teams are fully functional and operational

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

HQ Finance team now includes:

- Head of Finance
- Finance Technical Advisor

**Coaching:** informal coaching to finance staff was given regularly. Staff are encouraged to be confident, autonomous, take ownership of their program and make good decisions.

**Exposure visits** held;

- MS Finance Coordinator visited Kaliyan Mith Siem Reap. The Siem Reap team also benefited from the expertise of the Mith Samlanh Finance Coordinator in POS systems and QuickBooks.
- Finance TA visited Peuan Peuan Aranyapraphet project, to be better enabled to understand financial reports

|                       | TB | PP | KMSR | MS | HO | PM | TOTAL |
|-----------------------|----|----|------|----|----|----|-------|
| <b>Field Visits</b>   | 18 | 2  | 12   | 0  | 2  | 12 | 46    |
| <b>Exposure Trips</b> | 0  | 1  | 0    | 1  | 2  | 0  | 4     |

**Deputy:**

- Finance Managers in Head Office, Mith Samlanh, Kaliyan Mith Siem Reap, Peuan Mit all have second-in-charge
- There are no second-in-charge in Peuan Peuan and Teman Baik as the teams are too small

**Turnover:** All teams are currently stable. Reasons for resignations were understood.

|                     | TB | PP | KMSR | MS | HO | PM | TOTAL |
|---------------------|----|----|------|----|----|----|-------|
| <b>Resignations</b> | 2  | 1  | 2    | 0  | 0  | 0  | 5     |
| <b>Terminations</b> | 0  | 0  | 1    | 0  | 0  | 0  | 1     |
| <b>Recruitment</b>  | 1  | 2  | 1    | 0  | 1  | 1  | 6     |

**Cross-training:** only Peuan Mit has begun cross-training it's staff across business and social programs

Internal promotion:

|                      | TB | PP | KMSR | MS | HQ | PM | TOTAL |
|----------------------|----|----|------|----|----|----|-------|
| <b>Promotions</b>    | 0  | 0  | 2    | 0  | 2  | 1  | 5     |
| <b>New Positions</b> | 0  | 1  | 1    | 0  | 1  | 1  | 3     |

Business accounting policy were initially revised to capitalize inventory; however, later we reverted back due to lack of abilities and resources in the local teams.

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

**Monitoring and coordination trips:**

- Mith Samlanh: periodic (IC)
- Kaliyan Mith Siem Reap: 1 support trip (TA)
- Peuan Peuan Bangkok: 3 support trips (IC)
- Peuan Peuan Aran: 1 trip (TA)
- Peuan Mit: none
- Teman Baik: 1 support trip (IC)

**3. Replicability/Scale:** Projects (Friends and partners) receive effective and efficient support from the administrative team for internal controls, improving financial accounting and systems procedures and function with high capacity

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

- 7 Tips for Finance for Partners has been prepared
- Prepared a simplified and generic Finance Policy format for all Partners, to be adapted to their context.

**Cambodia:**

- Finance/ Admin assessment was re-designed to be more relevant.
- 8 Cambodian partners were assessed or re-assessed. Assessment reports and recommendations were shared with each partner (MRO, CIF, TPO, CCT, Komar Rikreay, Damnok Toek, SKO)
- Assessment results are used to define the support that each partner needs.
- Partners have been supported based on needs: QuickBooks set-up, Chart of Accounts definition, Finance Policy writing / reviewing, forms and formats
- A dedicated Sub-Grant Finance Officer was hired to carry out spot checks on sub-grantees
- Total of 24 trips were made to 8 partners and regular remote support was also provided

**Egypt:**

- Remote support provided to FACE Egypt to understand their EU contractual obligations and flexibilities.

**Africa**

- **Rescue Dada:** received brief overview of their financial systems and provided initial feedback
- **Tushinde:** we supported this CYTI/CSA Partner in reviewing existing financial systems, provided training, formats, policies, reporting system, payroll, etc.

**TREE Support Team:**

- TREE Finance SoPs written for all Partners, with forms, report formats, etc.
- TREE Gift Voucher SoP written
- TREE Restaurant Cashier Forms consolidated and under review

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

**TREE Partners were supported:**

- **Bahir Zaf**, Addis Ababa, Ethiopia: on site training and support, system set-up, accounting software set-up, financial report formats, basic accounting system, payroll, policies etc.
- **Sanon**, Bagan, Myanmar: remote support including reporting formats, TREE Accountant job description, job announcement
- **Khanun**, Bangkok, Thailand: report set-up, fundraising support, financial reports to donors etc

**4. Impact:** External audit reports are reflective of a strong financial accounting system with an administration costs remain between 5% - 10% of annual spending. Financial Management systems are in line with best practice systems, and are reflective in donor funding received

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.

**Admin Costs per Program:**

|                  |    |
|------------------|----|
| Head Office      | 5% |
| Mith Samlanh     | 3% |
| Kaliyan Mith SR  | 2% |
| Peuan Mit        | 3% |
| Peuan Peuan BKK  | 6% |
| Peuan Peuan Aran | 2% |
| Teman Baik       | 5% |

Support to programs with low Admin costs for workload:

- Peuan Peuan Aran is low, as Bangkok office carry out all accounting and admin duties
- Mith Samlanh, Kaliyan Mith SR, Peuan Mit utilize economies of scale.
- Head Office admin (finance, HR) supports all programs
- Peuan Peuan BKK and Teman Baik admin reduced with increased program costs.
- Peuan Peuan BKK will need additional investment in Admin to keep up with workload in 2016

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 reports are published on website

**Audits:**

- All audit field work was completed and audited financial statements were issued on time, except Peuan Mit.
- Peuan Mit audit report has not been issued as we are waiting for a certificate of tax exemption on social business revenue and VAT registration from the Lao Government. However, this is a time-consuming process with the relevant Ministries.
- Available audits are online

**Management Letters/Auditor recommendations:**

Most often improvements are known to us already, but not implemented due to lack of time and staff resources

Project specific audits are carried out on a timely basis

Total 14 project audits in 2015: this has taken a lot of time and resources:

|               | Thailand | Siem Reap | Mith Samlanh | Head Office | Laos | TOTAL |
|---------------|----------|-----------|--------------|-------------|------|-------|
| <b>UNICEF</b> | 1        | 1         | 1            | 1           |      | 4     |
| <b>EU</b>     |          |           | 1            |             | 1    | 2     |
| <b>DCA</b>    |          |           | 1            |             |      | 1     |
| <b>USAID</b>  |          |           |              | 2           |      | 2     |
| <b>HAARP</b>  |          |           | 1            | 1           |      | 2     |
| <b>AeA</b>    |          | 1         | 1            |             |      | 2     |
| <b>GFATM</b>  |          |           |              | 1           |      | 1     |
| <b>TOTAL</b>  | 1        | 2         | 5            | 5           | 1    | 14    |

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

#### 2014 Annual Financial Reports:

- Were shared with multiple donors and potential donors (Positive feedback received)
- Published on the FI website resource pages

New budget proposals submitted to donors are timely, transparent and successful.

- Annual Budgets were updated every 3 – 6 months.
- Programs are reminded, supported, and budgets were used as tool for new budgets and assessment of gaps

All Programs and Partners were supported for the development of new proposals and budgets and received validation for relevance, efficiency, etc.

# **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

- Staff numbers stable in all programs, no significant growth, total increase of 11 more staff this year, total of 624 staff (last year 613)
- Number of staff leaving the organization stable, total of 149 staff left in 2015 (last year 148)
- Reduction of new staff recruited in 2015 to 186 (218 in 2014)
- Overall staff turnover decreased for 2% (from 24% in 2014 to 22%)
- Increase of internal promotions and staff position changes from 55 in 2014 to 76 in 2015
- Continued focus on building management teams and a creation of middle management level in all programs, with tools to support the managers (performance appraisal, management grid, talent pipeline)
- HR 7 tips developed as a tool to reinforce HR strategies and tools

## STATISTICS

| Data/country program | # Staff    | # Volunteers | # staff left voluntarily | # staff contract terminated / not renewed | # staff recruited | Voluntary Turnover | Total Turnover | # internal promotions |
|----------------------|------------|--------------|--------------------------|---|-------------------|--------------------|----------------|-----------------------|
| Kaliyan Mith SR      | 130        | 5            | 28                       | 5   | 33                | 22%                | 25%            | 19                    |
| Mith Samlanh         | 283        | 5            | 40                       | 17  | 65                | 14%                | 20%            | 23                    |
| HQ & KM PP           | 94         | 24           | 18                       | 2   | 24                | 19%                | 21%            | 21                    |
| Cambodia             | 507        | 34           | 86                       | 24  | 122               | 17%                | 22%            | 63                    |
| Thailand             | 26         | 1            | 15                       | 0   | 17                | 60%                | 60%            | 0                     |
| Laos                 | 80         | 4            | 10                       | 6   | 17                | 13%                | 20%            | 10                    |
| Indonesia            | 12         | 0            | 7                        | 1   | 12                | 58%                | 67%            | 3                     |
| <b>2015 TOTAL</b>    | <b>625</b> | <b>39</b>    | <b>118</b>               | <b>31</b>                                 | <b>168</b>        | <b>19%</b>         | <b>24%</b>     | <b>76</b>             |
| <b>2014 TOTAL</b>    | <b>613</b> | <b>35</b>    | <b>101</b>               | <b>46</b>                                 | <b>218</b>        | <b>16%</b>         | <b>23%</b>     | <b>55</b>             |
| Other volunteers     |            | 7,450        |                          |   |                   |                    |                |                       |



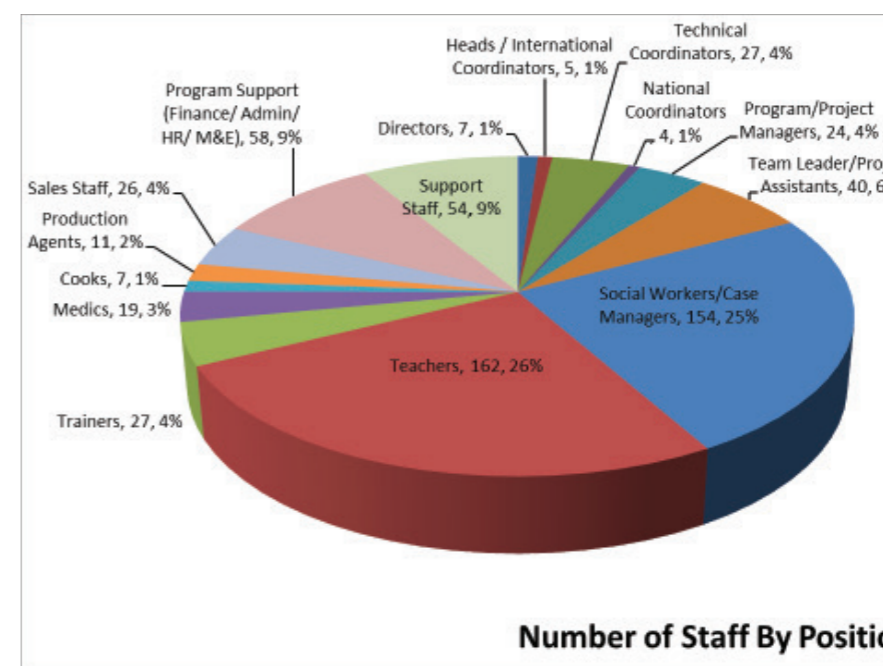
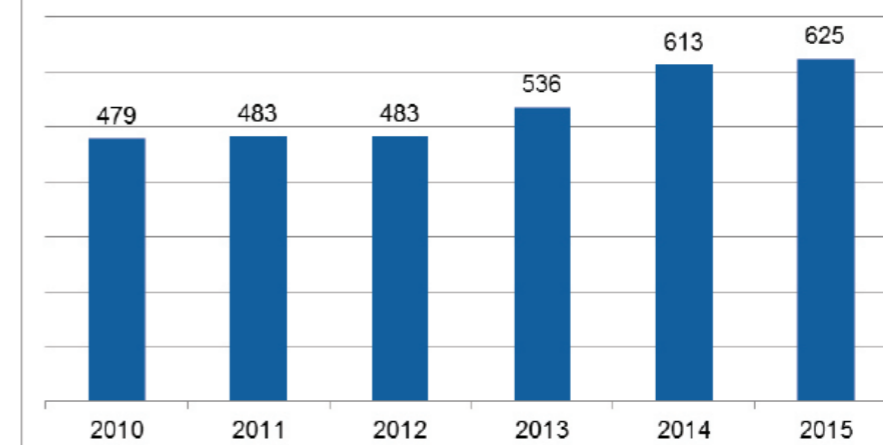
### Staff Movement and Internal Promotions:

| Country      | Program             | 2015      | 2014      | % ↑↓         |
|--------------|---------------------|-----------|-----------|--------------|
| Cambodia     | Kaliyan Mith SR     | 19        | 6         | 217%         |
|              | Mith Samlanh        | 23        | 15        | 53%          |
|              | HQ & KMPP           | 21        | 20        | 5%           |
|              | <b>SUB-TOTAL</b>    | <b>63</b> | <b>41</b> | <b>54%</b>   |
| Thailand     | Peuan Peuan Bangkok | 0         | 9         | -100%        |
|              | Peuan Peuan Aran    | 0         | 9         | 0%           |
|              | <b>SUB-TOTAL</b>    | <b>0</b>  | <b>9</b>  | <b>-100%</b> |
| Laos         | Vientiane           | 10        | 4         | 150%         |
|              | Luang Prabang       | 0         | 4         |              |
|              | <b>SUB-TOTAL</b>    | <b>10</b> | <b>4</b>  | <b>150%</b>  |
| Indonesia    | Teman Baik          | 3         | 1         | 200%         |
| <b>TOTAL</b> |                     | <b>76</b> | <b>55</b> | <b>38%</b>   |

### Volunteers:

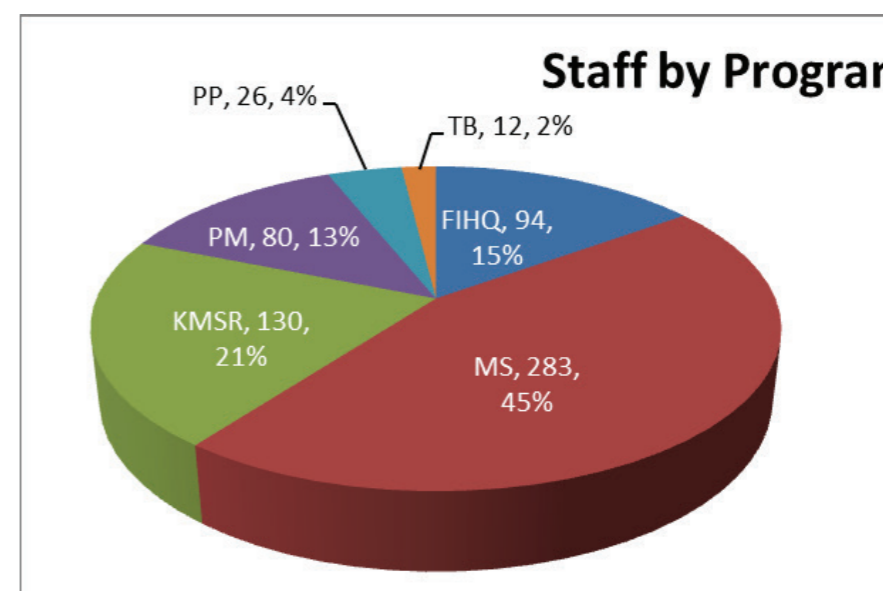
| Country      | Program             | 2015         | 2014      |
|--------------|---------------------|--------------|-----------|
| Cambodia     | Kaliyan Mith SR     | 5            | 3         |
|              | Mith Samlanh        | 5            | 10        |
|              | HQ & KMPP           | 24           | 16        |
|              | <b>TOTAL</b>        | <b>34</b>    | <b>29</b> |
| Thailand     | Peuan Peuan Bangkok | 1            | 3         |
|              | Peuan Peuan Aran    | 1            | 3         |
|              | <b>SUB-TOTAL</b>    | <b>1</b>     | <b>3</b>  |
| Laos         | Vientiane           | 4            | 2         |
|              | Luang Prabang       | 0            | 2         |
|              | <b>SUB-TOTAL</b>    | <b>4</b>     | <b>2</b>  |
| Indonesia    | Teman Baik          | 0            | 0         |
| FISO         | France              | 79           |           |
|              | Deutschland         | 31           |           |
|              | Suisse              | 2            |           |
|              | <b>SUB-TOTAL</b>    | <b>112</b>   |           |
| ChildSafe    | Agents              | 7,338        | 5,713     |
| <b>TOTAL</b> |                     | <b>7,489</b> |           |

### Total Number of Staff



### Number of Staff By Position

### Staff by Program



## NARRATIVE

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

#### Strategic Plan 2015-2019

Internal Regulations are established and being yearly reviewed to reflect the law and best practices on simplicity and clarity

Human Resource management standards are adapted to all countries' legislations and regularly updated

Organizational structures are outcome based with focus on maximizing results and simplifying collaboration between teams

#### Results 2015

Internal Regulations (IR) from various Countries were reviewed and updated based on feedbacks and comments received

##### Mith Samlanh:

- IR are presented at employment start and group presentations were organized every quarter.
- Positive results: decrease in immediate terminations from 28 last year, to 6 this year

Global HR SoP are being developed and adapted to all programs, including the following chapters:

- Recruitment (final stages)
- Appraisal system
- Rewards and recognition
- Compliance and administration

**SoP on Job Description creation**, interview processes, etc. are in final stages.

**HR 7Tips** were completed for:

- Wearing the FI T-shirt
- Best Practice for Partners
- Best Practice & Implementation for Managers
- Staff

##### HR Database:

- Incomplete due to the Database Officer turnover.
- Current in-house database development capacity being tested through creation of Annual Leave form.
- Exploring all team needs for databases.

##### Performance Appraisal:

- Competency model was simplified and reduced
- Process in testing phase at Mith Samlanh.

##### Mith Samlanh:

- Full outcome based structure was established with teams and the roles were clarified.
- New top management positions were added (Saving Lives, Building Futures and Social Business Coordinators).

**Peuan Mit:** process initiated and to be finalize in Q1 2015

**Peuan Peuan:** in final stages.

**Temam Baik:** successfully adapted to the new structure.

International Coordinators/Technical Coordinators (TCO)' capacity reinforced to support local team development through:

- Coordination Workshop held in Q1 (required further action points)
- TCo team restructure carried out, with a new Head of Technical Support, a Saving Lives TCo Leader, and Building Futures TCo Leader
- Job title of Technical Advisor are being adapted to Technical Coordinator (TCO) with role adaptations
- 7 Tips for TCos developed with accompanying Training. TCo Training began in Q4 carried out by Head of Technical Support and Executive Director
- Coordination Matrix development initiated and will form part of the program strategic plans to assist in guiding TCos

Friends-International Head Office structure was improved

- Established senior management team into 3 roles:
  - Head of Finance, HR & Grants
  - Head of Technical Support & Partnerships
  - Head of Social Business
- ChildSafe divided into 2 streams to maximize efficiency and output:
  - ChildSafe Communities
  - ChildSafe Campaigns
- FSB team was reinforced with 2 new positions (Vocational Training Social Business TCo and Product Designer). FSB also divided into 2 streams to maximize efficiency and output:
  - TREE
  - Friends N Stuff
- Grants & Fundraising team reinforced after staff turnover
  - Private Partnerships Officer recruited
  - USA Fundraising Consultant hired
  - 1 additional Grants (desk) officer hired
  - Grants Volunteer position announced
  - Head of Grants established
  - International Grants Coordinator still being sought

**2. Sustainability:** Teams are satisfied with their work environment and engaged with their roles with limited turn over

Support Programs to have efficient and operational HR Policy/Internal Regulations in place through regular monthly meetings with the Programs + country visits

Regular meetings with HR staff took place.

New HR report templates were implemented providing more detailed information on HR activities, including:

- Staff Information – on contracts, appraisals, increases
- Automatic reminders for important dates
- Tracking Job Descriptions and last updates
- Recruitment tracker
- Collection of resignation reasons – now mandatory, includes HR opinion on the resignation
- Tracking resignations by name of manager (to assess if management may be the issue)
- Monthly tracking of staff promotions
- After every appraisal, HR gives summary of positive, improvement areas and next steps of trainings
- Track the HR & Administration priorities (e.g. opening restaurant, MoU renewal, IR updates, etc.)

Staff have challenging/inspiring responsibilities with career plans and opportunities for movements and promotions

There was a 38% increase in number of movements and internal promotions (from 55 in 2014 to 76 in 2015):

- Kaliyan Mith: 19 (+217%)
- Mith Samlanh: 23 (+53%)
- Head Office / Kaliyan Mith Phnom Penh: 21 (+5%)
- Peuan Peuan: none
- Peuan Mit: 10 (+150%)
- Teman Baik: 3 (+200%)

Compensation and benefits are following the market, with additional levels for most valuable and performing staff

**Benefits / Protections:**

- Reviews of Thailand Social Welfare in progress, as well as improved health insurance coverage.
- Provident Fund Policy has been finalized, however there are concerns regarding budget availability and financial impact on net profit from Social Business on implementation.

**STAR System:**

- Country Program Directors and Managers were alerted to have an overview of who their STAR staff are and ensure they are increased and recognized.
- However, no formal system was developed yet.

“Friends-ification” allow to maintain the culture of the organization

**“Friends-ification”:** no formal process exists, however Friends culture exists in each program in their unique ways which bring staff (old and new) together. Such individual program activities are supported and will be further enhanced to incorporate Friends value into what already exists.

Employee engagement survey was drafted, not implemented yet.

**Office space** (Head Office):

- Office space and seating rearranged to make space for team expansions and restructures
- Ping Pong and other group events continuously supported
- Whiteboards added to meeting rooms
- ‘Executive Lounge’ room arranged for time-out (also used as a meeting room)
- Wall writings initiated and staff regularly encouraged to use their wall space.

**Local/regional talents:** push is continuous for local talents in all positions:

- **Teman Baik:** Indonesian director was nominated
- **ChildSafe:** communications Cambodian
- **Finance:** International Technical Coordinator Cambodia
- **Friends Phnom Penh:** Cambodia Director, all Project Managers are Cambodians

Strengthen the top management and middle management levels to ensure ongoing operations and sustainable growth of programs

- Training following the Management Grid was created and implemented in Laos, Thailand and Mith Samlanh.

- Individual coaching meetings were carried out with Managers in Kaliyan Mith Siem Reap, Mith Samlanh and Peuan Mit.

**3. Replication:** Good practices are identified and ready to be implemented with other Programs or Partners to increase the output and the speed of learning

A culture of sharing and learning from other programs and partners is created where teams actively seek to learn from other and also share their own best case practices

- Tool for the assessment of HR processes were designed and incorporated into the existing Finance/ Admin assessment tool.
- Assessments carried out in Cambodia will all existing 3PC Implementing Partners and 1 new partner: Krousar Thmey
- More linkage is needed and planned between the managers, including exchange visits and projects to collaborate together on.
- 1 Exchange visit to Siem Reap was organized for Head Office HR Officer.

Technical support to partners to improve standards and processes

Support was provided as per request to MYDI (Bagan TREE project) and Komar Rikreay (3PC Partner)

Support for hiring and HR issues was provided to MYDI (Bagan TREE Project)

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

The quality, fit and speed of hire ensures sustainable flow of operations and growth in outcomes

A total of **8,110** persons working for Friends-International were managed directly through its Programs, Mith Samlanh and the FISO:

- **625** paid staff
- **7,485** volunteers

Job announcements style was improved to emphasize the Friends culture more.

**Integration/Orientation:** Programs were supported with tools to organize and closely monitor the Integration phase. Tools include:

- Integration checklist
- Orientation standard template – list of activities to see at minimum (in Peuan Mit, Teman Baik. Etc.) to avoid haphazard orientation
- Introduction to Child Protection and Child Protection Policies
- 7Tips for T-Shirts were designed
- “Welcome to FI” email with attachments
- Email policy

**Alumni network:**

- Created database of all former staff contact details.
- Currently only the LinkedIn page is active but no strong engagement activities yet (growth from 500 to 900 followers in 2015)

**Intern program:**

Strong relationships maintained with Universities in 2015:

- Royal University of Phnom Penh = 7 interns
- Pannasastra University of Cambodia = 1 intern.
- National University of Singapore = 2 interns (1 later hired as staff)

**Program Volunteers**

- Program Teams were supported by 39 volunteers in 2015
  - Head Office: 24
  - Cambodia: 10
  - Thailand: 1
  - Laos: 4
- Increased clarity in needs required from Programs
- Emphasis on quality of recruitment and skills alignment of volunteers to be maintained.

**Volunteers Total:** 7,489 volunteers supported and were managed by Friends-International

- 39 Program Volunteers
- 112 FISO volunteers
- 7,338 ChildSafe volunteers

Training process is allowing teams and individuals to develop based on their roles' expected outcomes and personal preference for career growth

Teams monitored for the right guidance and support

International Coordinators, Country Program Directors and Teams are operating at highest level

**Training process:**

- Training Framework / Matrix / Individual Training Plans are in progress with relevant Management inputs
- This new tool allows us to see the gaps in training materials, last updates of existing materials and SoPs.

To simplify the overall system and comprehension, all the Training are being developed around 7Tips (HR, Finance, Technical Support, Reintegration...)

**Training of Trainers:** designed and delivered to 10 trainers / Technical Coordinators. Follow-up workshop was organized.

**Coaching:** Process needs to be formalized and managers trained on coaching techniques.

**English/IT Training:**

- Provided internally by volunteers and externally for key staff
- Laos still lacks basic IT skills.

**Coordination Meetings:**

- 2 Head Office sharing meetings took place.
- Individual Head Office teams have regular meetings to remain updated, including with Executive Director
- Mith Samlanh TCo meetings stopped in April and need to start again.
- Laos, Thailand and Indonesia continue to have weekly meetings (either with whole team, or with senior management)

**Contingency Plan / Succession Plan:**

- Head Office:
  - Deputy in place
  - Executive Director was able to delegate more responsibilities with a new improved structure
- **Mith Samlanh:** Program Director was supported with additional Coordinators who are potential successors
  - Saving Lives Coordinator
  - Building Future Coordinator
  - Finance Coordinator
  - HR/ Admin Coordinator

All Programs reviewed their structure to improve Management, delegation and clarification of work responsibilities and processes

**Siem Reap Team:**

- Program Director is now supported by 2 additional Assistants (Programs and FSB)
- Internal Promotion allowed for the rebuilding of the Social Business team
- Management Training was provided to Managers



**Bangkok Team:**

- A Program Technical Coordinator was recruited with strong Program Management experience to provide specific support to the Country Program Director.
- Management Training was provided to all managers; the Country Program Director was included as a co-trainer
- Bangkok Program continue to struggle with high staff turnover (2015: 50%, 2014: 58%)

**Aran Team:**

- Management for Aran was reorganized and now under the Safe Migration Project Manager
- Aran Team Leader received further trainings

**Vientiane Team:**

- Management Training provided to all managers at Peaun Mit, including CPD, together with the TA
- Role of TA reinforced

**Luang Prabang Team:**

- The Program does not have an established MoU and is therefore not able to carry out any activities apart from ChildSafe / Prevention
- Individual coaching was provided to LP managers
- TREE support was constantly provided

**Jakarta Team:**

- A new Country Program Director (CPD) was put in place replacing a foreigner who became Technical Coordinator.
- At the end of the year, this CPD resigned and was replaced with an Acting CPD
- Until then, there was a high turnover in the team due to dissatisfaction with management
- A new Technical Coordinator was recruited

**Communications Team:**

- Reorganization initiated with full time Online Communications Advisor and ChildSafe Communications Manager added.
- ChildSafe Campaigns Coordinator recruited with a large Communications emphasis.

**MER Team:** New M&E Advisor hired

**Finance/Admin Team:**

- Finance Manager promoted to Finance Technical Advisor
- Finance Officer promoted to Finance Manager
- New position: Sub-Grants Finance Officer recruited

**Grants Team:**

- Private Partnerships Officer recruited
- USA Fundraising Consultant hired
- 1 additional Grants (desk) officer hired for institutional funding
- Grants Volunteer position announced

- Head of Grants established
- International Grants Coordinator still being sought

**Programs Team:**

International Coordinator Program is an important and key position and will be an internal promotion at the right time without disruption to existing programs.

**TCo Team:**

- New Drugs / Health TCo recruited
- Social Work / Family+ TCo replaced
- Employment TCo position added and recruited
- Entrepreneurship / Micro-Enterprise Facilitator position added and recruited
- Home-Based Training role revised and new TCo recruited
- Electricity TCo position added and recruited
- Education & Recreation TCo positions still being explored

**CYTI/CSA Team:**

- Recruited CYTI/CSA Representative for North Africa
- Philippines under CYTI/CSA South East Asia Coordinator
- Support in Communications for CYTI/CSA to be provided by International ChildSafe Campaigns Coordinator.

**ChildSafe Team:**

- Structure revised in coordination with new ChildSafe Movement (replacing ChildSafe Network)
- International ChildSafe Campaigns Coordinator position added and recruited
- Structure still in development phase and stronger coordination and support to the programs needed on CS

**FSB Team:**

- Team restructured
- New TAs added to TREE, (Service Advisor x 1 and Chef Advisors x 2)
- Vocational Training Social Business Technical Coordinator added to support growth of Vocational Training businesses and FSB in general
- TREE Communications position added



# **INTERNATIONAL COORDINATION**

To ensure that all projects are implemented as best practices in a sustainable developmental approach and that all components (Friends Programs, CYTI/CSA 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

### 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: an effort needs to be made to improve the qualitative components of the data collection.

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 on the same regularity.

Mid-term reviews were carried out with all Programs using the "Go-Green" (color coding) system to improve overview analysis and reduce the amount of writing required.

All Programs were visited:

Phnom Penh: regular visits to the Programs and one specific assessment of Mith Samlanh over several weeks

Siem Reap: 1 assessment visit and farewell to staff party

Thailand: 2 visits

Laos: 2 visits including for the AdCom meeting

Indonesia: 1 visit to prepare the hand-over

The work on Standards and Guidebooks was continued using the 7 Standards and with a specific focus on:

- Saving Lives (7 standards) including Child Protection
- Building Futures (7 standards) including employment, vocational training, soft skills training (Futures Offices), family reintegration/Foster Care
- Administration/Finance (7 Standards)

- CPD Thailand attended the Positive Power & Influence training in March for 2 days

- All managers + CPD Laos attended the Staff Management training in June, 2 days

- FSB and TREE coordinators went on exposure trip to Europe (Denmark, Austria)

- Attendance at Skoll for the Young Leaders Program

- TCOs attended the Training of Trainers (2 days) by Tery (volunteer)

The Swiss Program Director joined the Executive Director for the Skoll World Forum

Coordination between Programs is efficient and allows for cross fertilization

The Quality of the work is recognized locally and internationally

Administration / Finance: training of all Finance Managers (especially new ones in Bangkok and Jakarta)

Focus was put on continuing to develop the skills for middle management teams

The lack of a Programs International Coordinator put pressure on the coordination that was carried out by the Executive Director

The system for the coordination of Technical Coordinators was improved with the creation of a Matrix and a strong collaboration between the Social Services Technical Coordinator and the CYTI / ChildSafe Alliance International Coordinator

One Sharing Meeting between all Programs, Countries and Technical Coordinators took place in Phnom Penh on 9-11 March before the Annual Board Meeting

Management Meetings were re-organized to reduce the number of people attending and the format to be more efficient. However, the meetings were not as regular as in previous years

Friends-International received various accolades for its work:

- AGFund: first prize for Child Protection (ChildSafe)
- Juve Award (Germany)
- UNWTO: Innovation for in Non-Governmental Organizations Award (short-listed for January 2016)
- Ashoka Changemakers Fabric of Change challenge for Home-based productions (semi-finalist)
- The Culture Trip's Phnom Penh's Local Favorite 2015 Award for Friends the Restaurant.

Salford University, Manchester, UK approached ChildSafe and a collaboration was initiated to be finalized early 2016, which includes:

- ChildSafe Certification of the Department of Nursing and Social Work
- Inclusion of ChildSafe principles in the curriculum for nurses and social workers
- Launch of ChildSafe Agents training and certification in 2-3 specific areas in Manchester in collaboration with a local NGO

Research / Evaluations on marginalized children were carried out:

- 10 Beneficiaries evaluations
- 6 surveys / mapping
- 2 KAP research prepared
- 2 KAP carried out
- 4 snapshot surveys were carried out
- 4 research finalized and shared

CYTI/CSA continued to develop 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 4 occasions and in person for the Annual Board Meeting in March in Phnom Penh

The Annual Board Meeting took place on 14 and 15 March (with a Sharing Meeting on 12 and 13 March)

The Friends Board faced some changes:

- The Chairperson retired and a new Chairperson, Secretary and Treasurer were selected
- The former Chairperson was elected as Honorary Member
- The Board has been looking into selecting some new members

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

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

Friends-International Support Offices 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 as yet put in place.

A new US-based grants person was identified and initial work was started

The presence in Singapore (via the Hub) and in Hong Kong (registered office) were maintained

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

Changes in the sharing of management duties: Deputy Director is now cumulating international coordination for Finance, Human Resources and Grants.

Various Technical Coordinator positions were operational:

- Administration/Support to Country Program Directors (x6 among them 4 new)
- Social work Saving Lives (x3)
- Social work Building Futures (x3)
- TREE (x6)
- FSB (x5)

The turn-over was again very high among foreign staff.

The Swiss office is efficiently pushing for the development of activities in Europe:

- Coordination of the activities with Salford University in the UK
- Exploration on the issue of migrants in Europe

Country Program Director:

- Cambodia, Laos and Thailand: positions were stable
- Indonesia: a new local Director replaced the foreign Interim Director

Funding is secured to allow for programs to function

The Grants team was entirely renewed with departures over the year:

- Direct management: carried out initially by the Executive Director and then by the International Coordinator for Finance
- A new position was added for private funding
- A new position was started in the USA to develop fundraising with the corporate and private donors.

The role of Technical Advisors to the Country Program Managers in supporting fundraising was further reinforced in Laos and Siem Reap. However, new TCos at Mith Samlanh, Indonesia, Kaliyan Mith Phnom Penh and Thailand made the process more slow in these countries

### Grants:

- Increase in the number of proposal, concept notes, letters of interest, presentations, etc. submitted (153 vs. 98 in 2014, 106 in 2013)
- 51% success rate of formal submissions (2014: 49%)
- 12 new donor contracts acquired (excluding renewed or existing donors)
- \$4,412,000 total raised
- Year-end appeal raised \$23,000 in unrestricted funds
- Total funding gaps in 2015: 9% of expenditure (2014: 5%)

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

- Overall gap: 9% (vs. 6% in 2014 and 10% in 2013)
- Phnom Penh and HQ: 1% (vs. 1% in 2014 6% in 2013)
- Mith Samlanh: 14% (vs. 15% in 2014 and 18% in 2013)
- Siem Reap: 12% (vs. 0% in 2014 and 5% in 2013)
- Laos: 7% (vs. 3% in 2014 and 3% in 2013)
- Thailand: 5% (vs. 1% in 2014 and 7% in 2013)
- Indonesia: 0% (vs. 66% in 2014 and 0% in 2013)

**ChildSafe:** ChildSafe was reviewed and upgraded to become the ChildSafe Movement: all the material was finalized and the official launch prepared for early 2016. The funding allowed for the work to take place with an additional person in the Head Office and additional money was put into supporting the development in Thailand and Cambodia.

### CYTI/CSA Alliance:

- Core funding continued but at a lower level than 2014, putting pressure on the Program. However, the Asia Hub (Bangkok) and the Africa Hub (Cairo) continued to function.
- In Cambodia, solid funding (3PC, Migration 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: +7% income but -63% in net income:

- an increase in costs (inflation, salaries, travels)
- slower sales in some social business unites contributing to overall net income decline
- Income issues in Lao Projects (restaurant and shops) reduced but not solved yet

- Continuing decline in cookbook sales
- Some investments in team stabilization on local (MS coordination, Laos TREE coordination) and on HQ level (TREE) leading to increase of salary cost base

Consultancies with CYTI/CSA and FSB providing services to organizations and donors continued this year

Government collaboration is effective

#### **Cambodia:**

- The MoU with the MoSVY and MoFA were renewed
- The MoU for the Phase 3 of the 3PC with UNICEF and MoSVY is being prepared
- MoU with the Ministry of Labor and Vocational Training: in final stages to be signed early 2016
- 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
- The team had 18 official meetings with government ministries

#### **Laos:**

- The MoU with the Ministry of Social Welfare is operational
- The Luang Prabang project is stalled and unable to develop while the MoU process is being reviewed. After various possible options were explored with the Ministries, Friends was asked to redo the entire MoU to include the Luang Prabang activities.
- The collaboration with the Vientiane Capital is operational
- MoU with MoT will be replaced by a collaboration through the main MoU

#### **Thailand:**

- Some disruptions continued over the year because of the political and safety situation
- The work on implementation of Child Protection Policies in Government Centers is going very strongly with additional centers requesting training and support. The system received the official support from the Ministry and will continue to be rolled out in 2016 and beyond.
- The MoU with the Ministry of Labor was renewed for 2 years
- The collaboration with the Bangkok Municipality (BMA) was maintained
- Collaboration with the Central Juvenile and Family Court was signed
- The collaboration with the Ministry of Social Development and Human Security is on-going
- Agreement to allow for work on child protection in the Government shelters is on-going

#### **Indonesia:**

- The local registration as Yayasan is on-going

#### **Myanmar:**

- The MoU is still processed
- A Local Representative was hired to support the process and while the MoU has gained speed at the beginning of the year, it got stuck in final stages due to the elections

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:
- Presentation at the reception of the AGFund First Prize for Child Protection (January)
- Skoll World Forum -panelist and video interview (April)
- Speaker at 'Social Enterprise Miniconference Copenhagen' Denmark (May)
- Speaker at Lecture Days 2015, 'Designing Social Innovations – neue Modelle des sozialen Unternehmertums', Austria (May)
- Ran Workshops on social entrepreneurship with students from FH Joanneum Graz , Austria (May)
- Travel Massive Networking, Bangkok (May)
- Participation to the Paleo festival with a booth and promotion of the ChildSafe campaigns and material, Switzerland (June)
- World Economic Forum – China (September)
- Anti-Trafficking (organized by the Royal Thai Police) (September)
- Presentation to the National Assembly Council, Thailand (October)
- "F\*cked UP Night", Speaker on 'Friends and lessons learned from failures', Phnom Penh (November)
- Presenter at the National Conference on Homeless People organized by UNHCR, Phnom Penh (December)
- Part of the Better Care Network: work on the design of international standards (regular meetings)
- Member of the Better Care, Better Volunteering network (regular meetings)
- Presentations to international visitors and to donors / interested parties in Cambodia, Thailand, Laos, Indonesia, France, Switzerland, UK and the USA

Risk management policy designed and regularly updated

The Friends Risk Management Matrix was updated further and elements implemented over the year (mainly on safety of staff during travels)

Management Meeting was reviewed and attendees were reduced to increase efficiency

Registration of name and logos (Friends, TREE Alliance) in countries was finalized in Cambodia. The registration of all brands including the new ChildSafe Alliance and ChildSafe Movement will take place once finalized early 2016.

**3. Replicability/Scale:** 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 continued to push the Alternative Care agenda in all Programs, including with partners (Egypt, Kenya, Thailand...)
- The Futures Offices project for youth employment pushed further that agenda in all Programs and with Partners (Mlop Tapang as the initial Implementing Partner and co-designer)
- The Sharing among teams and Programs was facilitated by the Executive Director and the International Coordinator for Partnerships.
- The Sharing is further reinforced at local level in Cambodia by the sharing within the 3PC Partnership

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

Friends-International is active in 12 countries

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

**Cambodia:**

- Total partners: 15 (including Friends Programs)
  - The network is carried by the Kaliyan Mith Phnom Penh initiatives: 3PC (9 partners), Drugs (1 Partners) and by extension CYTI/CSA
  - In addition there were 6 technical partners
- The network was further expanded by the addition of the Partners' own network with a total of 38 network partners

**Laos:**

- The Partnership on ChildSafe was not continued with organizations, but maintained with individuals from these organizations.
- Informal partnerships are being established for better referral of students

**Thailand:**

- 1 new partner in Thailand (FED)
- 6 Exploratory visits carried out in following provinces: Samut Sakorn, Ranong, Chiang Rai, Pangna and Bangkok

**Indonesia:** the Program in Jakarta is well established and starting to have impact, with a focus on Youth Employment.

- Partnerships are not yet developed.

**Philippines:**

- 2 partners (no new partners).
- Collaboration is ongoing with the Ministry of Tourism: launch of ChildSafe in Angeles City.
- Exploration in Angeles City.

FISO

2 social businesses are run as Franchises

**Myanmar:**

- 2 TREE Partners (Yangon and Bagan) developed their training restaurant models with the support of TREE and the Bagan restaurant will open early 2016.

**Egypt:**

- A new Regional ChildSafe Alliance / CYTI Alliance Africa Coordinator was identified and hired, operating from Cairo
- 4 partners are active
- Honduras: 2 Partners are active – the distance makes the collaboration less effective

**USA:**

- The support office was not yet re-established
- A new Advisory Board is taking shape in NYC

**Africa:**

- Partnership established in Kenya, Ethiopia and Egypt
- TREE restaurant being prepared to open in 2016 in Ethiopia

**Europe:**

- A Swiss Operations Office is now fully active.
- French and German support office operational
- The collaboration with Salford University (Manchester, UK) was initiated with the University being ChildSafe Certified and collaboration sought with a local NGO to develop a ChildSafe Agents network in Manchester

**Swiss:**

- This office is moving away from the FISO status to become an implementing office
- The Friends-International Executive Director is on the Board and visited the Office 2 times

**France:**

- A new organization, Ami(e)s, was established with a different structure which allows for tax deductibility. The Friends-International Executive Director is on the Board.
- 2 visits to the Friends-France office by the Executive Director

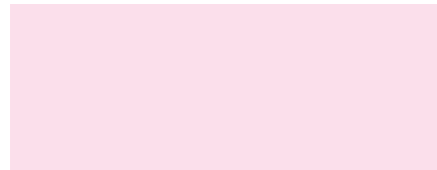
**USA:** the FISO is still not active with members, but the Friends-International Board Member is running the administrative requirements.

**Germany:** the team was not able to be very active and additional members are being sought to develop activities further

The TREE Alliance franchise was further expanded with the support to one Partner in Yangon (Myanmar), and the support and preparation of new training restaurants in:

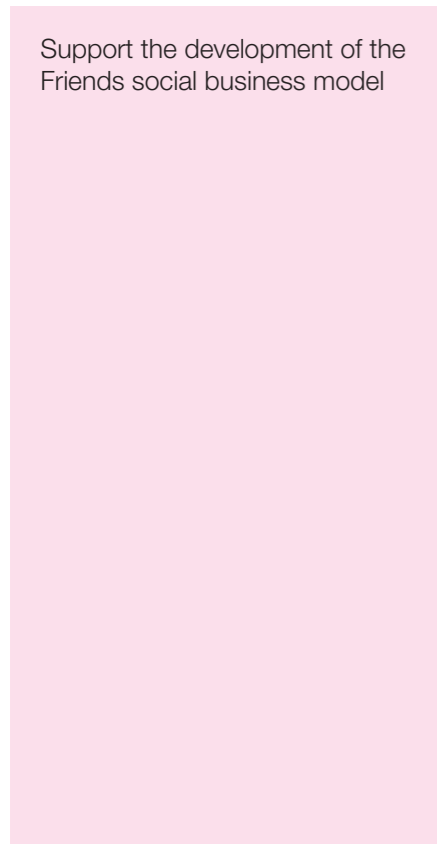
- Bagan (Myanmar), opening early 2016
- Addis (Ethiopia), opening early 2016





- Bangkok (Thailand), opening mid-2016

The Franchising model is being developed with other / training businesses (beauty, shops, mechanics, noodle shops...)



Friends-International continued to take part in talks and discussions with Cambodian institutions RUPP, NUM and various practitioners with the goal of facilitating a social entrepreneurship (post) graduate diploma

The annual National Social Enterprise Conference of Cambodia as well as FI's teaching and mentoring support for RUPP's development studies course was not repeated due to lack of resources of RUPP

Various student and visitor groups with a special interest in social entrepreneurship were welcomed and exposed to Friends Social business models

Participated as speaker at 'Social Enterprise Miniconference Copenhagen' in Copenhagen, Denmark, May 2015

Participated as speaker in Lecture Days 2015, 'Designing Social Innovations – neue Modelle des sozialen Unternehmertums' at Kunsthaus Graz, Austria, May 2015

Conducted student workshops on social entrepreneurship showcasing FI's models at FH Joanneum, Graz, Austria, May 2015

Joined F\*cked UP Night, Phnom Penh, speaking about 'Friends and lessons learned from failures', November 2015

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 reviewed and re-strategized to include all actors: NGOs, individuals, businesses/corporate sector
- The Partnership Programme for the Protection of Children (3PC) in Cambodia is a recognized and national child protection network coordinated by Friends-International
- Collaboration with the Star Foundation was established: FI was recognized as referral organization in South East Asia. A list of nominations among organizations known and supported through CYTI/ChildSafe Alliance was submitted to Sttar Impact: 2 nominated partners received the reward (REACH in Vietnam and Bahay Tuluyan in The Philippines)

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

A key element of the development of Friends:

- Teams in all Programs were reorganized around that objective specifically
- The Support Team was reinforced to support that expansion
- The Future Offices project (access to employment for marginalized youth) was initiated with initial Offices to be opened early 2016 with Mith Samlanh in Phnom Penh and with our Partner M'lop Tapang in Sihanoukville followed by offices in all the Friends Programs.
- New vocational training businesses were opened and upgraded: beauty salons, mechanics
- Direct placement and internships were developed with a strong model developed in Indonesia
- 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 continued to be developed:
- Foster Care was further developed
- Time spent by children in Friends and Partners' shelters was further reduced
- 2 Campaigns were launched:
  - Towards Donors: 'Don't Create More Orphans', urging donors to support family-based care models
  - Towards Cambodian communities: 'Orphanages Tear Families Apart', urging people to seek support and advice instead of placing children in orphanages (piloted in Siem Reap)

**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

There is a need to have an International Technical Coordinator for the Education Projects within all Countries to ensure better quality and cohesion.

**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:
  - Futures Offices' curriculum
  - Micro-enterprise pushed forward
  - Direct placement explored
  - Cooperatives
  - Friends employment services being designed

Influence Systems and Policies

#### **Cambodia:**

- 3PC continued to expand its reach through collaboration with an accent on Alternative Care. As a collaboration between the MoSVY, UNICEF and Friends-International, 3PC became an official component of the Government's 5 year plan and was written into UNICEF's strategic plan. The links with local Government structures (CCWC) were further reinforced throughout.
- The Drugs project continued to be the model in Cambodia and further pushed principles of harm reduction and standards for detoxification.
- Collaboration work was developed with the Cambodian and the Thai Governments for the repatriation and support of migrant children, with a push for their social reintegration in Cambodia.

#### **Thailand:**

- Developed the development of Child Protection Policies in Government shelters across the country.
- Continuation of the work with the Royal Thai Government to improve the system for the repatriation of migrant children and become a bridge to facilitate the collaboration with the Cambodian Government
- Agreement and start of activities for the implementation of ChildSafe in collaboration with the Ministry of Tourism is underway

## Thank you to all our donors and friends who made our work possible in 2015 (in alphabetical order):

### A

A Really Good Run Pte  
Adecco Management Consulting  
ADM Capital Foundation  
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### B

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Juve Awards

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Long's Bar

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Million Dollar Round Table Foundation  
Mith Samlanh  
Monash University

### N

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National Institute of Education  
National University of Singapore

### O

One Plantation  
Orr Family Foundation

### P

Pacific Asia Travel Association  
Paul Newfield  
Phnom Penh Capital Hall  
Planet Wheeler Foundation  
Project Hammer  
Project Skillseed

### R

Race of Champions  
Riverview Children's Foundation  
Rotary Club of Stawell and Ararat  
Salling

### S

Save The Children  
Scope Global

Senteurs d'Angkor (Kaya Café)  
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VISA

### W

Weyerhaeuser Family Foundation

WISE

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*And last but not least, to all our wonderful individual donors who give through PayPal and other channels, our amazing volunteers who give their time to supporting Friends, our partners and our customers!*

*If we have forgotten anyone, we apologize, you are all so important to us!*