One Should Only Run Fast
When on the Right Road

Evaluation of Coalition Project, 2016-2018

CHAB DAI

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EXECUTIVE SUMMARY

Cambodia is ranked 9th out of 167 countries for prevalence of human trafficking, with an estimated 261,000 people living today in modern slavery (17/1000 people) and nearly three times that many people vulnerable to slavery (63/1000).[1] Tens of thousands more are suffering from other forms of exploitation and abuse. Clearly there is need for continuing to mobilise to fight human trafficking, abuse, and exploitation – not only in Cambodia, but regionally and globally, as in an increasingly inter-connected world the flow of human trafficking does not respect international borders.

Now there is also a significant amount of global evidence to suggest that collaborative, cross-sectoral efforts are required to most effectively deal with social issues of this magnitude and geographic scope. Increasingly, CSOs themselves are recognising the value of collaborative action and are seeking ways to improve the way they cooperate toward eradication of different social ills: human slavery, poor education quality, public health emergencies, etc. As Chab Dai is the only CSO-based collaborative organisation in Cambodia that aims to address human trafficking, its work is clearly very relevant.[2] Furthermore, Chab Dai has developed trust with many small Christian NGOs, organisations that tend to be wary rather than welcoming of external engagement and transparency, and reticent to engage in collective action. This is a big achievement! And word has "got out" about the good work of Chab Dai, so the organisation has also been actively engaged in sharing its work with like-minded organisations around the world and assisting others to form similar collaboratives. Chab Dai is a strategic player in the fight against human trafficking in Cambodia, Asia, and beyond. Chab Dai's Coalition initiative is not just relevant, but revolutionary.

This evaluation reviewed the work of the Chab Dai Coalition Project for the period 2016-2018[3] using a mixed

methods approach to assess relevance, effectiveness, efficiency, sustainability, and impact. Half of the member organisations (25/51) shared their views, through completing an on-line survey and/or interview. Due to time limitations, the evaluation did not seek primary data from Government sources or from non-member organisations – ideally these two sources of information would be included.

In summary, it is very apparent that member organisations greatly value and appreciate Chab Dai's Coalition Project and are anxious to see the Coalition continue. Many members were able to provide specific examples of how they have changed their organisational and/or implementation practices as a result of the Coalition Charter or trainings. In addition several members expressed intangible benefits, such as "being part of something bigger," "being encouraged by coming together with other NGOs," and feeling that the Chab Dai name gives them some status with other organisations. The Royal Government of Cambodia (RGC), especially the Cambodian National Committee for Children (CNCC) and the Anti-Trafficking Department, see Chab Dai as a partner and collaborator for rolling out related policy and funding publication of some related materials. This is no mean feat in the current political milieu in Cambodia.

At the same time, there is a general sense among members and observers that the Coalition's energy and relevance are waning and that 2019 is a crucial time for review, revision, and revitalisation of the Coalition. The Cambodian landscape – socially, politically, economically, culturally, religiously – has altered radically in the past decade: the Coalition has not kept pace. In sum, the Coalition's *raison d'etre* (reason to be) and vision are not in question; but the Coalition's focus and *modus operandi* (way of doing things) are in need of a *renaissance* (revival or rebirth).

There are some organisational issues within Chab Dai that must be addressed if the Coalition Project is to function optimally. Foremost is to clarify the ambiguous

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[1] Global Slavery Index, accessed 3 February, 2019 at https://www.globalslaveryindex.org/2018/data/country-data/cambodia/
[2] Two former collaboratives – COSECAM and ECPAT – have closed, and UN-ACT operates at a more macro-level.
[3] Some of the recommendation from the two previous evaluations still hold: namely that Members want to

contribute toward a common goal, Coalition staff need more support from leadership, the Project's M&E system is insufficient, and training quality should be improved.

nature of leadership (International Director and Cambodia National Director) so that both leaders can thrive in their respective domains of responsibility, and so that staff inside Chab Dai and members and observers outside of Chab Dai are clear on where authority and responsibility lie, and who takes initiative.

For the Coalition, it is time to take a good hard look at the Project in its totality, as well as the individual activities under the Coalition to see what is worth preserving, what should be stopped, what can be modified, what should be expanded. Member responses to evaluation questions will be useful in this process as they give an indication of what members find most helpful, least satisfactory, most important, and so forth. The Coalition should take a more strategic approach to its mission and be less focused on providing direct services to members. One way to do this is to assist members to devise holistic Capacity Building Plans; another is to take the role of "broker" to match members and training opportunities. Further, at this juncture in CSO evolution in Cambodia it would be good to focus less on general organisational governance and more on elements specific to improving the quality and rigour of programming (such as evidence-generation, project monitoring, research relating to member-identified topics, etc.).

The evaluation found that the Coalition has access to a veritable "gold mine" of data, through its own work as well as via the work of its members, but that this potential resource is not being fully utilised. The Coalition team should use its own data to much greater effect through intentional consolidation and reflection. Additionally, the Coalition is well placed to assist members in reflecting on their own practice to generate evidence of what works; and then to sharing this evidence within the Coalition, within Cambodia, and to wider global networks.

One of the most important points emerging from this evaluation is that the Coalition may not actually be a Coalition – for the simple reason that it does not meet some of the key criteria of "Coalition", such as being member led, members make decisions, and members work together on joint action points. For Chab Dai Coalition the major flow of resources and services goes from Chab Dai to members rather than members coalescing around Chab Dai to achieve a common aim; members act independently of each other and of Chab Dai and seldom collaborate toward joint aims; and the Coalition also implements activities independently of the membership and these activities do not necessarily feed back into the Coalition. Several members expressed a desire for engaging in joint advocacy and addressing systems-related issues through Chab Dai/the Coalition. This growing sensitivity for the importance of "systems change" could form the bedrock for joint advocacy campaigning going forward.

The evaluation found evidence to show that the Coalition is relevant and effective. However, it was not possible given data limitations to make a definitive statement about efficiency, sustainability, or impact. There is no doubt that anecdotal evidence strongly indicates that the Coalition is having an impact on its members (less able to say if there is impact on ultimate beneficiaries) and that these impacts are very likely sustainable – i.e., the positive results will continue now without reference to Chab Dai or the Coalition.

1.0 Introduction

1.1 Purpose of the Evaluation

The Coalition Project has had three external evaluations to date: (1) "Evaluation Report: Impact Evaluation of Cha Dai Coalition within anti-trafficking sector in Cambodia (Report Dec. 2012); (2) "External Evaluation of Chab Dai Coalition's Learning Community and Charter-Doorsteps Projects (2013-2015) (Report Jan. 2016); and (3) "Mid-term External Evaluation of Chab Dai Coalition Program 2016-2018 (Report Oct. 2017).

As per the original Terms of Reference, the purpose of this fourth evaluation is *to review the effectiveness and impact of the project implementation by conducting in-depth interviews with members, to solicit information related to the following categories:*

- **Relevance** (There is a need to assess the appropriateness of project objectives to the problems, needs and priorities of the project boundary partners.);
- **Effectiveness** (The evaluation should assess if the project formulated and implemented was the most effective, "best", means of achieving the goal and objectives.);
- **Efficiency** (The evaluation assesses whether the results of the project were achieved at reasonable costs of time, effort, and financial resources.);
- **Impact** (The evaluation should define the long-term effects of the project, whether the progress to date are potential produced positive results or negative, and the relation to the overall goal of the project.);
- **Sustainability** (The evaluation should assess the likelihood of continuation of benefits produced by the project to be continued after the period ended.)

1.2 Refining the focus

Through preliminary conversation with Chab Dai Coalition Project staff, it is apparent that scrutiny of the two variables of "relevance" and "effectiveness" were the most urgent "felt need" for this evaluation so this is what the consultant focused on. "Efficiency" was considered of secondary interest. Given the Project's current monitoring structure and available data, it is not actually possible to provide strong evidence for "impact" nor for "sustainability". Chab Dai recognises the difficulty inherent in measuring "impact" (on victims, or potential victims, of trafficking) given that Chab Dai is two steps removed from these targeted primary beneficiaries and that Chab Dai is entirely reliant upon members' ability to identify/report on their own organisation's impact.

Also, one of the most common measures of "sustainability" relates to systems change or advocacy efforts Advocacy was not a Coalition priority during the period under review though the larger Chab Dai organisation did actively engage with an advocacy agenda, not least through its seat on the NCCT (National Committee to Combat Trafficking).[4]

Though the Coalition Project has already been approved for funding of another 3-year cycle (2019-2021), it is nevertheless anticipated that findings of this evaluation may contribute to refinement of the implementation plan for the period 2019-2021. Evaluation findings are also expected to be able to contribute to the organisation's 5-year Global Strategy currently being developed for 2020-2024.

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[4] This is an instance of the potential Chab Dai has for fostering integration and knowledge flows among its 5 Pillars and ten projects, and leveraging the good work across pillars and projects for use in its diplomatic advocacy efforts.

2.0 Background Details

2.1 Chab Dai - overview

Chab Dai (which means "joining hands" in the Khmer language) was founded in 2005. Since then it has grown to include ~50 member organisations. The Coalition Project is considered the "core business" of Chab Dai as it was the primary reason for founding Chab Dai. However, Chab Dai also recognised the need for additional programs beyond coalition building and capacity support of organisations. Given the dynamic trends of human trafficking in Cambodia and around the world, the organisation has added projects so that it now works on prevention and community engagement, community-based client care and legal support, and a research team dedicated to highlighting the voices of survivors of sexual exploitation. By the end of 2018, Chab Dai had 55 staff members across 5 program areas (or "Pillars") implementing 10 distinct projects (see Table 1 below).

Table 1: Chab Dai projects

Chab Dai Cambodia Portfolio

• **Justice and Client Care Program**
   ○ Community Based Client Care
   ○ Case Support Management Project
   ○ Legal Support Project
• **Prevention**
   ○ Ethnic Community Project
   ○ Safe Community Project
   ○ Community Heroes Project
• **Coalition & Capacity Building**
   ○ Coalition
   ○ Global Learning Community (GLC) Asia
• **Advocacy**
• **Research**
   ○ Butterfly Re-integration Research Project

Chab Dai also has several global initiatives in its portfolio. These include the Global Learning Community, starting up the ARAT Conference, mentoring to set up coalitions in other countries, presenting at international conferences, joint research publications with academics, and Freedom Collaborative. In May, 2018 Chab Dai's founder moved from Cambodia to England to form a Chab Dai International Office for the purpose of "sharing knowledge, engaging with new partners, and broadening the scope and impact of the anti-trafficking movement."

2.2 Coalition Project - overview

2.2.1 Team composition & responsibilities

The Coalition Project team is comprised of 8 people (4F, 4M) in the following positions: Manager, Assistant Manager, Charter Coordinator, Communications Coordinator, Child Protection Officer, Child Participation Coordinator, Capacity Building Officer, and Librarian. Only the Case Support Project, under the Justice & Client Care pillar, has a comparable number of staff; all other Project teams have fewer staff.

During the last year under review for the current evaluation (2018) one major change was made to how the Coalition Project staff interact with members.[5] Starting in January 2018, each Coalition staff member was assigned to be the contact point for 8-10 members. The responsibilities of the contact point is to facilitate general communication between members and the Coalition and specifically the focal point is responsible to make logistical arrangements for the Charter meetings. Members and Coalition staff reported that this change has been very positive. Members appreciate being able to approach just a single person for information (rather than being required to know which of the 8 coalition staff they should address a particular question to) and say they have more confidence now to approach the Coalition. Staff say they are more intimately acquainted now with members, though the down-side is that this change has increased staff work-load.

2.2.2 Membership

There are currently a total of 51 organisations officially registered as members of the Chab Dai Coalition, a figure which includes Chab Dai itself. At any given time there are usually 2-3 organisations in the process of being considered/approved for membership.

Duration of membership for the current cohort ranges from less than one year to 13 years.

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[5] This change was recommended in a mid-term evaluation of the Coalition conducted by Ms. Navy Chan (2017).

There are four criteria for memberships.

1. Organisation is Christian.[6]
2. Organisation works in the sector/s of human trafficking, abuse, exploitation.
3. Organisation operates within Cambodia's legal framework (i.e., has legislation letter/s with Ministry of Interior (MoI)/Ministry of Foreign Affairs (MFA) and a Memorandum of Understanding (MoU) with relevant Government ministry/ies and follows government policies and guidelines).
4. Organisation has Child Protection system and policies in place.

Responsibility /expectations for both the Coalition and for the members are clearly set out in a document called "CHAB DAI MEMBERSHIP AGREEMENT" that was most recently updated in August, 2017. This agreement is reviewed by the Coalition Team every two years to ensure that members are in compliance.

In its Member Directory, Chab Dai categorises the members on the basis of their primary type of interventions, as follows: Prevention, Intervention/Legal Support, Aftercare, Alternative Family Care, Training/NGO support, Vocational Training, Small Business/Income Generation, and Drug Addiction Rehabilitation.

2.2.3 Project Aims (Goal, Outcomes)

The goal of the Coalition Project is stated in the ERIKS proposal as: *Our coalition in Cambodia works toward collective impact against trafficking and abuse by raising standards of care, promoting best practices, and providing members with opportunities for collaboration, mentoring, and training*. The Coalition project aims to produce impact at level of care for clients; individual organisations; and collective impact from the Coalition's activities.

Individual Organisation Impact/s may include:
- Improved organisational and project performance.
- Greater staff wellbeing and less staff burnout.
- Raised standards of care for survivors and vulnerable communities and individuals.

- More effective stakeholder participation.
- Inclusion of and investment in staff of all levels.
- Increased organisational transparency.

Collective Coalition Impact/s may include:
- Shared learning of best and innovative practices, and documenting joint lessons learned.
- Gained recognition and support of members for high quality of services from the Cambodian government, partners, and donors.
- Increased trust between members through Charter implementation process, therefore increasing appropriate service referrals and program specialisation.
- Opportunities for joint-advocacy.
- A stronger movement that is able to make greater collective impact on issues of exploitation in Cambodia and beyond.

During the period being evaluated, the Coalition Project had 4 Objectives/Outcomes, as described in the project logframe. To achieve these Outcomes, the Coalition Project implemented about a dozen different activities, shown in Section 2.2.4 below. The relationship of the activities to the Outcomes is represented below in Table 2. It is notable that while the Outcomes tend to be stated in terms of changes for children, Chab Dai's vision is not age-specific, and most of the Coalition member organisations do not have a particular focus on people 18 years old or younger (the official definition of 'child' in Cambodia).

Table 2: Project outcomes and related activities[7]

Outcome (as per proposal)	Related activity/ies
Outcome 1: Chab Dai member organisations and their staff have the capacity and support to implement their organisations and programs effectively and sustainably, so that vulnerable beneficiaries, especially children (right holders) are protected from	- Chab Dai Charter - Training events - Training follow up visits - Focused Forums - Expat activities - Road Trip - Collaboration with RGC

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[6] N.B. there is no objective way to assess this, it is by self-declaration.

[7] This table was developed by the Evaluation Team. There is no available Coalition document which so intentionally aligns activities with anticipated Outcomes.

Outcome (as per proposal)	Related activity/ies
exploitation & receive best practices and standard of care.	
Outcome 2: Chab Dai Members are well connected and work collaboratively between each other & with other stakeholders, especially with the government ministries so that vulnerable beneficiaries, especially children-(right holders)-are protected from exploitation & receive best practices & standard of care.	• Chab Dai Charter • Focused Forums • Bi-annual Member Meeting, Phnom Penh • Provincial Member Meeting • Expat activities • Collaboration with RGC
Outcome 3: Informed policies are developed and implemented to protect and give services to children in the area of anti-human trafficking.	• Collaboration with RGC
Outcome 4: Civil society actors and other stakeholders have appropriate information to develop program responses in area of anti-human trafficking & abuse, to protect or give services to children (right holders).	• Working Group Meetings • Freedom Collaborative • Library • International Conferences

2.2.4 Coalition Project activities

The Coalition Project Team implements a large portfolio of activities, as shown below for the period 2016-2018.[8] In some cases, expertise for the training events comes from Chab Dai/the Coalition but in most cases the trainers are external to Chab Dai.

- **Chab Dai Charter** (assessment, database, follow-up & support, feedback meeting)
- **Training events** (and training follow up visits)
  - Advance Counselling
  - Basic Counselling / Basic Mental Health
  - Basic Human Trafficking

  - Child Participation ToT
  - Child Protection
  - Conflict Resolution
  - Financial Accountability & Sustainability
  - Human Resource Management
  - Leadership & Management Skills
  - Project Cycle Management
  - Staff Care and Well-being
  - Needs-based Training (Good Touch/Bad Touch, Alternative Care, First-Aid Training & refresher, Trauma-informed Care, National Minimum Standard for protection of victims of human trafficking)
- **Focused forum** (6 topics are run consistently)[9]
  - Caregiver forum
  - Expat networking forum (leadership and staff)
  - Financial forum
  - HR forum
  - Manager forum
  - National leadership forum
- **Bi-annual Member Meeting, Phnom Penh**
- **Provincial Member Meeting**
- **Expat activities** (refers to information about trafficking in Cambodia; in English)
- **Road Trip** (visits to all members, PNH & provinces)
- **Library** @ Chab Dai office
- **Collaboration with Government**[10]
  - National minimum standards training from RGC to members
  - Child Participation training & Annual Workshop
  - Foster Care training
  - Publishing "Referral Directory"
- **International Conferences**
- **Working Group Meetings - external**[11]
- **Small grants**[12]
- **Coalition Advisory Group** (formed in 2018)

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[8] Starting in 2018, the Coalition stopped actively working with the Freedom Collaborative, due to changes in the nature of partnership between Chab Dai and the Collaborative's owner Liberty Asia. The Coalition continues to informally promote the Freedom Collaborative to local and international stakeholders.

[9] Based on Member requests, the Coalition also organises other meetings and retreats, such as the PCM Alumni Retreat
[10] Defined in practice as facilitating RGC representatives to conduct presentations or trainings, or Chab Dai funding events and publications. Specifically includes facilitating the Cambodia National Council for Children (CNCC) around Child Participation training, support of the National Child Protection Commission.
[11] Examples are: UN-ACT; Civil Society Organisation for Child Protection (CSO-CP), a network and partnership organisation and Disability; Child Protection Mainstreaming Working Group.
[12] This was discontinued during the 2016-2018 cycle.

2.2.5   Key Achievements 2016-2018

Table 3: Coalition project key achievements[13]

	2016	2017	2018
Training	328 staff participated (on mental health, organisational development, child participation, human trafficking and human rights)	280 staff participated (on mental health, organisational development, child participation, human trafficking and human rights)	560 staff participated ((on mental health, organizational development, child participation, human trafficking and human rights)
Forum	183 member staff participate (forums for caregivers, expats, on human resources, and financial management)	140 member staff participate (forums for caregivers, expats, on human resources, and financial management)	258 staff participate (forums for caregivers, expats, on human resources, and financial management)
Bi-annual Member Meeting (PNH)	621 member staff participate	549 member staff participate	570 member staff participate
Annual Provincial Member Meeting	47 member staff	44 member staff	45 member staff
Library	320 new resources: 207 in English, 111 in Khmer, 2 in Vietnamese	85 new resources. - 72 individuals borrowed	634 new resources: 296 in English, 330 in Khmer, 8 in Vietnamese - 199 individuals borrowed
Charter	37 members doing Charter	36 members doing Charter	35 members doing Charter
Newsletter	93 newsletters with information regarding opportunities for training, coalition activities and other upcoming events to 153+ subscribers.	Data not available.	Data not available.
Caregiver retreat		First Caregiver Retreat with 22 people joining.	Caregiver Forum with 36 (F=23) staff from 15 members.

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[13] "Staff" in this table refers to staff from member organisations as well as Chab Dai staff. There was also a very small number of non-Member individuals who participated in some trainings.

3.0 EVALUATION METHODOLOGY

3.1 Methodology overview

This consultancy was primarily implemented by the Lead Consultant, Dr. Jill Reimer, with periodic support from a Khmer technical assistant for the survey and with reference to third-party sector specialists on an as-needed basis, e.g. advocacy specialists, collaboration specialists, and a graphic designer.

The Consultant worked closely with Chab Dai's Coalition Project Manager and Team (and the M&E and Operations Manager) at relevant points in the process, to ensure that deliverables were well-captured and that the solutions proposed meet organisational needs. The following steps comprised the approach to this evaluation.

- **Preparation of detailed work-plan** completed within 3 days of contract start date.
- **Desk Review** of Coalition Project documents (proposal/s, logframes, progress reports, evaluations, member documents, etc.).
- **Semi-structured interview/s and participatory engagement with Coalition Team**
- **Mapping of member agency participation profile during 3-year target period** to ensure complete picture of participation for specific stakeholders.[14]
- **Key informant interviews with Coalition members**. Given the limited amount of time available, a maximum of 20 interviews could be conducted with members. In addition, all interviews were conducted from Phnom Penh as there was insufficient time for travel. Interviews with people not in PNH were conducted via skype or telephone. The selection of Coalition members to participate in interviews was done by the Coalition Project Manager based on criteria jointly determined with the Consultant (international/local; high/low communication; Charter/non-Charter; urban/rural).

- **On-line survey**: An on-line survey was sent to all members, and followed up with telephone call/s to facilitate response. Focus of the survey was in regard to member knowledge of Coalition Project services, member use of Coalition Project services, relevance of services, and effectiveness of services. There was also space for members to suggest different topics, forum, activities going forward.
- **Presentation / joint review of draft report** with Coalition Project team, to ensure accuracy and promote ownership.
- **Final Report** completed after the presentation and input from Project Team.

3.2 Desk review

The document review included analysis of internal documents such as reports and proposals. In addition, the consultant explored three related content areas of organisational design, coalitions as a particular kind of entity (characteristics, theories, assessment tools, etc.), and literature about capacity development. Findings and reflections from the desk review are woven throughout this report.

3.3 Quantitative survey

A ~32 question survey was developed over a week-long period, using the main idea of effectiveness and relevance. Some survey questions originated from the PARTNER Social Network Analysis survey conducted with Chab Dai in 2016; other questions were drawn from various "collaborative self-assessment tools" that are described in Annex 6. The survey was comprised of 5 sections covering purpose of the survey, respondent information, organisational background, reflections on Chab Dai services & supports, and suggestions & recommendations for Chab Dai. The majority of questions related to member levels of satisfaction with Chab Dai, and their perceptions of the importance and usefulness of current activities and topics covered by Chab Dai. A small number of questions related to "impact" or "results", e.g., what changes have members made programming or in management which they attribute to Chab Dai?

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[14] This mapping exercise was begun but not completed during the evaluation. It is highly recommended that the Coalition team complete this exercise as the results will be useful to inform future programming and engagement with Members.

Questions were originally developed in English, and then translated into Khmer. The quality and accuracy of translation was checked by Chab Dai staff and the form modified accordingly. The survey was digitised on Kobo Toolbox.

A total of 20 member organisations completed the on-line survey (14 of who also participated in a face-to-face interview). Overall, the process of soliciting member response was slow and time-consuming, requiring several steps and multiple people: members received multiple requests/reminders to complete the survey, via email and via phone from both the Coalition team as well as the Evaluation team. The deadline was extended three times to provide more opportunity for participation. At one point the Evaluation Team directly called some members and worked individually with htem via phone to complete the on-line interview.

Survey response data was first cleaned and analysed in SPSS, then exported to Excel for ease of manipulation and formulating graphs and visual representations. Open-ended questions were thematised as per the description in Section 3.6 below.

3.4   Key informant interviews

A semi-structured interview question frame was developed for use with key informants (see Annex 4) and in all cases it required an hour or less to complete the ~20 question interview. Using such a frame enabled collection of consistent and comparable data. Many of the questions were intentionally different from survey questions, and posed to solicit a deeper level of information than was possible through the quantitative questionnaire.

Chab Dai selected member organisations to participate in face-to-face interviews according to the following criteria: all 5 Member Advisory Group members, a range of members with a poor/mediocre/good communication and participation record, and members with different primary activities (e.g., prevention, shelter-care, freedom business, etc.).

In total, 20 representatives of 20 member agencies were interviewed (this number excludes the Chab Dai staff although Chab Dai is, technically speaking, a member agency because the questions asked of staff were very different from questions asked of the other members).

An additional 3 organisations originally identified by Chab Dai to be interviewed were pursued but not available for interview. Respondents were given a choice about whether they wanted to be interviewed in Khmer or English; just one was interviewed in Khmer while the rest chose to be interviewed in English.

3.5   Consultation with Coalition Team

In addition, the consultant engaged in interviews and an iterative consultation process[15] with the Coalition Project Manager and staff and with Chab Dai's International Director, Cambodia National Director, Cambodia M & E and Operations Manager, and the Board Chair.

Early in the evaluation process, the consultant spent a half-day with the full Coalition team, engaging in participatory exercises to identify for the past three years of implementation: (1) positive factors that help their work; (2) hindrances to their work; (3) major achievements (things the team is very proud of); and (4) what major activities or directions has the Project stopped/started. Following the initial brain-storming, the ideas were clustered and the following themes emerged: (1) Structures/systems within Chab Dai; (2) Staff-related issues; (3) External environment & relationships (RGC, CSO, national); (4) Members; and (5) Coalition Project Activities. The final step in the process was to think about ways to capitalise on positive factors and achievements for even greater effect going forward, to address hindrances in practical ways, and to consider what else might need to be stopped/started in order to the Coalition to achieve its aims.

3.6   Qualitative data analysis

A significant amount of qualitative data was generated through conversations with many stakeholders. In a process called "thematic analysis" the qualitative data from the interview notes (and open-ended questions in the survey) was coded to identify themes based on prevalence of responses and category of respondents. In addition, potential themes were also derived from the Cambodia literature review. The initial step in the coding process was done in a very tactile way, by cutting up interview transcripts in order to facilitate physical consolidation of recurring ideas.

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[15] As questions and issues arose during interviews with Members, and the process of Desk review, Consultant emailed or otherwise asked for clarification, additional information, etc.

Then, the actual coding was done primarily on the basis of frequency – how many of the respondents had a "similar" answer or stated similar ideas and how could those then be logically understood and labeled? The list of themes was finalised once saturation had been reached. Reaching a saturation point is a critical dimension of establishing validity; it can be defined as the point at which no additional themes emerge from new sources. These finalised themes provided the interpretive context in which to understand the work of the Chab Dai Coalition Project in Cambodia.

3.7 Limitations

One major limitations of this evaluation was the limited budget, which constrained the number of days allotted for the evaluation. A second limitation was limited access to academic journal articles, so the literature reviewed may not be the most current, though of course it is still relevant to the issues at hand.

A third limitation was that participation by members in the Survey was low – in total, 20 members (less than 50% of the total of 51 members) completed the Survey and it took significant effort (including two rounds of direct phone calls) by both the Coalition staff as well as the Evaluation team to get this number of responses over a 3-week period. It is possible that members were genuinely too busy to spend the hour required to complete the survey; it is also possible that the on-line nature of the survey confused or frustrated members thereby hindering their ability to complete the survey. This low response rate may also be indicative of the actual value that members assign to engagement with Chab Dai.

Fourth, it is not always straight-forward to distinguish between Chab Dai the organisation, and the Coalition Project. To an extent, members equated the two and were not always sure where to place attribution for something. And it is likely that in some cases, the evaluation team understood something to have been done as part of the Coalition Project when in fact it was done by the larger Chab Dai and should be credited to the larger organisation rather than to the Project.

Further, there is likely an extent to which Survey and KII respondents are not people with first-hand experience of the Coalition activities (for instance, an organisation's Director may not participate in the HR forum event) and

this lack of direct familiarity will obviously influence their responses. If everyone with first-hand experience of Coalition activities would have answered the questions posed by the evaluation it is possible that a different picture would emerge.

A sixth limitation is that although a combined total of 25/51 member organisations participated in the survey and interview, the findings generated from members could be construed as disproportionately representing the views of the 14 members who were both interviewed as well as completed the survey.

And finally, there was a difference in how members responded to some survey questions and how they responded to interview questions. In cases where survey and interview responses differed on a similar question, the consultant prioritised the interview responses because there is a greater possibility that interview respondents understood the purpose of questions, and question construct, during interviews where questions of clarification, and examples, helped to inform a respondent's ability to respond.

3.8 Evaluating collaborative work

There is a growing body of validated tools developed for assessing the effectiveness of collaborative ventures, including coalitions. These tools are frequently designed to measure specific elements of cooperation (such as quality of communication, strength of partnerships, level/degree of member participation, structure & health and governance & accountability of the collaborative, etc.) and most are in the form of self-administered surveys. (See Annex 6 for a list and brief description of such tools). None of these tools were employed for this evaluation, because the mandate of this evaluation was larger than just assessing "collaboration effectiveness."

Chab Dai should to become familiar with various tools such as those included in the Annex section, to understand the strengths/limitations inherent in each, and then to develop a strategy for using the appropriate tools on an on-going basis (e.g., an annual survey for members, a semi-annual assessment for a well-defined core of members, etc.).

4.0 Major Findings

This section combines findings generated through interaction with multiple Chab Dai staff, the Chab Dai Board Chair, and a representative of the donor organisation with the survey questionnaire, as well as key informant interviews. Responses to the survey and the key informant conversations provide a comprehensive picture of "member views" on a range of issues. In summary, the 25 participating organisations are generally representative[16] of the whole membership cohort in terms of key variables such: type of organisation, duration of membership, work location, type of interventions, Charter participants and non-participants, and CCC members and non-members. It was initially hypothesised that there could be differences of perspective based on members identity as Local or International NGO, the length of time that members have belonged to the Coalition, whether or not the members participates in the Charter, and whether or not the members is also a member of the Cooperation Council Cambodia (CCC). Such differences were quite minor; nevertheless, this section comments on such differences where it is possible.

It is interesting to note that initial responses from all members consulted about Chab Dai and the work of the Coalition were very positive and complementary. However, when digging a little deeper the responses and perceptions of "success" or "benefit" were sometimes more nuanced. For example, respondents said they greatly appreciated Chab Dai's trainings – then went on to express some disappointment about general delivery (largely presentations), about the quality of information, and about the lack of attention to helping participants understand how to apply the information once they returned to their organisation.

4.1   Organisational context
It is not possible to fully understand the operations, achievements, and impact of the Coalition without also considering the organisational context – including the history as well as overall structure and processes of Chab Dai – in which the Coalition sits, as well as the perceptions of Coalition staff about that context. In addition, it is not always straightforward to distinguish between "Chab Dai" and "the Coalition" in terms of aims, activities, and achievements.

4.1.1   Leadership in transition
From interviews it was clear that for many members, particularly International NGOs, much of the perceived benefit of participating in the Coalition relates directly to the presence and dynamism of the organisation's founder. Given her recent move away from Cambodia to an international location and role, it is imperative to capitalise on existing momentum and goodwill to formally shift greater responsibility to Coalition members for setting their own agenda, running their own meetings, identify and collaborate on their own advocacy priorities, etc. The Member Advisory Group[17] represents a strong step in this direction and work should be strengthened.

In addition there is an extent to which the International Director personifies the relevance, innovation, and global reach of Chab Dai's Coalition project. For instance, the first 6-monthly report for 2018 says:

> "Helen [the founder and now International Director] went to the US to present the coalition research paper she has been writing together with an academic professor from Seattle. They presented their research at a Conference and from that, there were many more opportunities to partner with academic institutions….The Coalition Toolkit will be developed from this research and this can help other organisations build coalitions in their countries."

Clearly Helen's initiatives are very important for achieving stated outcomes and do reflect the ethos of the Coalition though they appear to occur somewhat independently of both the Coalition and Chab Dai organisation. To ensure that such initiatives genuinely reflect Chab Dai's evolution it is really important to consider ways to more deeply engage Chab Dai leadership and Coalition staff in these initiatives. Doing

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[16] Here the word "representative" is not used in the statistical sense.

[17] Please see Section 5.5 for more detailed description and analysis of the Advisory Group.

so deeply engages Chab Dai leadership and Coalition staff in these initiatives and will contribute to their pride in the organisation, their sense of vision ownership, and of course –to the vitality and sustainability of Chab Dai as an organisation. It is not advisable, and may not be possible, to try to replicate the charisma or energy of a visionary founder; but it is certainly possible to "systematise" some of the characteristics that attract members, including "innovation", "current-ness", "high powered speakers", "fresh ideas", and so forth. This is also an opportune time in the organisation's and Project's evolution to more deeply engage with members to foster a greater sense of ownership on their part.

According to Khmer and expatriate staff in Chab Dai, representing the Coalition and other Pillars/projects, there is lingering ambiguity about the role of the International Director vis-a-vis the National Director, in the operations of the Chab Dai Cambodia office. Currently there is still significant engagement by the International Director in financial, operational, and personnel details of Chab Dai's work, which causes confusion among the Cambodian staff and is perceived to be preventing the National Director from really getting traction as an independent, fully vested leader. It is critical for the success of Chab Dai in Cambodia that the Board work with the key parties – International Director and Cambodia National Director – to very clearly distinguish between those roles and responsibilities; and that appropriate communication is also shared out to the larger organisation so that all staff are clear on what to expect from their leadership.

4.1.2   Charter: Modelling by example
One of the most effective ways to stimulate change in others (individuals or organisations) is to model the good/best behaviour for those others – in other words, to "practice what is preached." Applying that maxim here, the consultant recommends that Chab Dai take very seriously its own Charter process and prioritise work on its own Improvement Action Plan (IAP) so that it can fully meet all Charter standards and be a model of best practice for organisational governance and personnel management and well-being.

4.1.3   Structuring and management
The Coalition Project team described feeling "orphaned" and being without sufficient support, advice, and leadership from senior levels in the organisation; and it is

not unlikely that other projects/pillars feel similarly. Therefore, it is important that as part of the 5-year Strategy review/development Chab Dai is currently engaged in, leadership considers whether the existing organisational structure provides optimal oversight and support for all staff, pillars, and projects and contributes most effectively to stated organisational outcomes and aims.

It could also be a constructive part of "organisational assessment" to ensure that all levels of senior management have key performance indicators – such as support and advising – built into their job descriptions and are assessed annually on whether or not they have delivered on those KPI.

4.1.4   Need for greater integration
The Evaluation Team's interaction with members, as well as with Coalition and Chab Dai staff, suggests that that the different projects and pillars operate somewhat independently of each other. This represents a missed opportunity for synergy and for generating learnings that could then be applied to improved quality of interventions and sectoral performance in Cambodia as well as enhancing global efforts to counter human-trafficking. Greater effort should be made for identifying and intentionally sharing learnings across Chab Dai's own projects (and subsequently, more intentionally sharing Coalition and Chab Dai learnings with Coalition members).

4.1.5   M&E system
The organisation's monitoring and knowledge management system is currently ad hoc – each Pillar (and/or project within the Pillar) has its own system and methods for collecting, analysing, and managing data largely based on donor requirements. An organisational approach to "Knowledge Management" is conspicuous by its absence. There are currently efforts being made to bring more consistency across the pillars,facilitated by the presence of an M&E Coordinator.

In late 2018 Chab Dai staff had training in Outcome Mapping. The intention was to use the reverse logic of OM/OH theory to inspire Chab Dai's teams to focus on outcomes, and to shift away from being an organization that tends to only measures activities and outputs. There has been significant improvement in staff ability to identify outcomes and impact since the OM training.

In making any changes to the current M&E system, it is advisable for Chab Dai to continue to "go slow" or else the organisation risks losing the "goldmine" of rich data it currently possesses (though under-utilises).

4.2 Coalition project implementation

This section describes observation about the organisation and implementation of the Coalition Project. A total of 15 different elements are described below. This is an indicative rather than an exhaustive review of the Coalition Project.

4.2.1 Responsiveness by the Coalition

During the past 3 years the Coalition has made several creative changes to its programming, some in the form of "stop/start" and some in the form of more gentle modifications. Examples include:

- **Training events**
  - Integrated attention to Child Participation into the Project Cycle Management course
  - In 2015, introduced pre-/post-tests into training events as a way to demonstrate "results" in terms of "learning".
- **Charter**: In 2018, reduced the number of indicators from 109 to 70, and shifted to using a Development Café style approach which reduced the amount of time required to facilitate the process from two days to one day.
- **Freedom Collaborative**: Stopped focusing on this in 2017. Re-allocated the full-time FC staff to be responsible for Communications.
- **Research**
  - In 2016 Chab Dai hosted research by Kirsten Foot, author of *Collaborating Against Human Trafficking: Cross sector challenges and practices* (2016).
  - In 2018 commenced research with Emerging Markets Consulting (EMC) for the purpose of informing anti-trafficking organisations of the current status of the Cambodian employment market to contribute to raising the standards of survivor/at-risk communities vocational training, education, and pathways to employment; and simultaneously raise the awareness in the private business sector about the opportunities and benefits for employing survivors/at-risk people.

- **Small grants to members**: Stopped in the current project cycle (i.e., commencing in 2019). These grants were available for nearly 10 years. They were discontinued because based on Coalition Team's observation, most members are now sufficiently sensitised through Chab Dai trainings and events to the importance of staff care and Charter improvements, so they should be able to allocate budget for their own organizational development.

This demonstrates that it is very possible for the Coalition to make tweaks as well as significant changes to its programming. As one outcome of this evaluation, then, it is suggested that the Coalition team use the report/findings to analyse its portfolio and determine what can be dropped, what should be continued, what should be tweaked or modified, what new things should be added, and what should be expanded.

4.2.2 Staff turn-over

During the period in review (2016-2018) a total of 22 staff resigned from Chab Dai and of these, one third (7) were from the Coalition Project. While staff turn-over is an ordinary part of life in Cambodia, it is nevertheless a critical function of Senior leadership to keep abreast of trends in staff turn-over and transparently address any underlying causes insofar as it is possible to do so.

4.2.3 Bridging external resources to members

Coalition Project reports contain exciting descriptions of ways that Coalition staff participate in important external events (such as the Dissemination Workshop on Manual and Good Practices on Child Friendly Police Procedures on 20 March 2018 and a workshop about a Child Protection Audit Tool for protecting child with disability, sponsored by the Disability and Child Protection Mainstreaming Working Group. What is less clear is how the information (etc.) from such events is fed back into the Coalition and informs Coalition efforts and members best practice.

It is important to think strategically about how to incorporate such information into Coalition activities – the Coalition should be more creative than simply passing on information to members, and should seek to first of all determine whether some of its own practice should incorporate the new ideas and/or how to thread the new ideas into existing curricula or activities. For

example, the Coalition Manager indicated that as a result of participation on the Disability and Child Protection Working Group, Chab Dai made its own office more physically accessible. That is a fantastic first step! The next logical step is to seek ways to weave the new concepts and ideas into Coalition's Child Protection training curriculum. This is one example of how the Coalition should be systematic about integrating "best practice" into everything it does.

4.2.4   Trainings

Training comprises a significant proportion of the workload for the Coalition staff. During the period under review, a total of 16 different training topics were offered/implemented. The majority of topics relate to general organisational activities and are not targeted to trafficking, abuse, exploitation per se. Topics that could be construed as more targeted to the sector include: Good Touch/Bad Touch, Counselling, Trauma-informed care, Minimum standards, Basic Human Trafficking. This distinction – i.e., what directly relates to the sector and what is more general – could be one of the criteria used by the Coalition team to refine (and reduce!) their list of trainings offered to members.

To determine topics of interest to members the Coalition solicits their input via periodic surveys. Sometimes Chab Dai provides the expertise for these events; most often it is brought in from external sources. The vast majority of training is "one off events" – rather than taking a ToT (Training of Trainers) approach which might be more impactful in the long run. It is evident from members responses to these surveys that, overall, members (and Chab Dai!) have a truncated understanding of capacity building – conceptualising it as something that can be achieved through occasional one-off trainings rather than understanding it as a process which requires different types of input at different points (e.g., coaching, shadowing, journaling, etc.) and which requires support from superiors to enable the "learners" to apply their new knowledge back in their own organisation.

The majority of trainings are conducted as "one-off" events not connected to other trainings. To foster deeper learning and engagement in content by members, the Coalition is encouraged to consider ways to logically sequence content of increasing complexity and then offer a series on the same topic (e.g., Human Trafficking I and II); as well as to think of ways to combine multiple topics

into "packages" (e.g., "Working with children" to include child protection, child participation, child rights). In addition, it would contribute toward impact and sustainability if the Coalition more often utilised a ToT approach to trainings where one of the requirements for participants is to echo the training back at their own organisation/s.

To date there has not been consistent documentation of trainings, or gathering materials, something the Coalition Team is encouraged to rectify. The training materials represent a potentially valuable resource that with minimal effort, could be turned into Toolkits (or other "resource packaging") and in this way continue to be useful even after training event/s have been completed and for people who were not directly involved in the face-to-face event/s.

It is imperative that Chab Dai also consider identifying critical "cross cutting themes" which can/should be addressed as part of any/all trainings – for instance inclusion, child protection, gender. It is not always necessary to have train "about" a cross cutting theme (e.g., Gender) but it is necessary to ensure that those themes are well represented, and with practical examples so members can take action, as part of the content of all trainings.

In summary, while there is absolutely no doubt that members value these trainings highly, and are very appreciative of the trainings, and most members can give an example or two of something that has changed within their organisation or operations as a direct result of engaging with Chab Dai Coalition, nevertheless, technically speaking there is actually very limited evidence to show that these trainings (or other "meetings" such as the Forum/s) are actually "effective." That is not to say the events are NOT effective[18] – but to highlight that because of current monitoring and measurement practices, minimal strong EVIDENCE exists to be able to definitively conclude that participants are learning and applying new skills, knowledge, attitudes. It

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[18] The evaluation by L. Carter (2017) did raise some important questions about the degree to which Coalition trainings are "taken up" by participants. Many of the observations and recommendations made in that report hold true still; it is recommended that the Coalition team spend time reviewing that report to learn from Carter's recommendations.

is a positive development that Chab Dai's plans to use Outcome Harvesting as part of its M&E system is likely to at least partially address this gap.

4.2.5   Project Outcomes

The four Outcomes of the Coalition Project are explicitly stated in the project's proposal to ERIKS, its main donor. According to Coalition staff, there are no other guiding/planning documents for the Coalition – and yet there are additional things the Coalition is engaged with (or that are engaged in under the auspices of the Coalition but without adequate reference to Coalition Team, e.g., "Collaborative Research").   And in the proposal document there are gaps in logic where activities are assumed to automatically result in Outcomes. To overcome these conceptual shortcomings, the Coalition Project Team moving forward is advised to conduct a "Theory of Change" exercise which will help to explicitly link activities to Outputs to Outcomes and will also help the Team to more clearly define its priorities.

Stating the anticipated linkages between activities, outputs, and outcomes is also a critical component in answering the "effectiveness" question – that is: to what extent do activities contribute to particular Outcomes? Can we understand "change" using the concept of attribution or contribution? Do activities have additional Outputs or Outcomes not specified in a project document, but nevertheless valued and valuable? (and so forth)

4.2.6   Project activities

There are a large number of activities being implemented by the Coalition Team. The effort required to complete their tasks is a point of concern for the Team – all members indicated that their workload is too great and they often must work on evenings and weekend.[19] The situation is obviously not sustainable. There are four possible responses: (1) do nothing (and risk further decline in staff morale, staff burn-out, staff attrition) ; (2) reduce activities and workload; (3) hire more staff for the existing workload (the Team already has a clear plan for what staff are required for which pieces of work); or (4) Chab Dai leadership could conduct (or mandate) an efficiency/effectiveness analysis to determine how well Coalition Team members manage time and various

tasks,[20] and address the situation accordingly.   This fourth option could also inform options 2 and 3, providing evidence upon which to base decisions for decreasing activities or increasing staff.[21]

4.2.7   Potential duplication

There are some Coalition activities which could perhaps be (or are being) done with better quality by other people. The most obvious potential for duplication is between the Coalition and the CCC – Cooperation Council of Cambodia.   The Coalition and CCC both have a certification process for ensuring "good governance and quality programming";[22] both offer trainings on different topics; both have research agenda; both are engaged with civil society organisations; both provide policy-related information to members; both have library facilities (etc. etc.). Several of the Coalition members are also member of CCC.[23]

It might save considerable effort if the Coalition would conduct a detailed review of its services compared to CCC services; and/or if the Coalition would require membership in CCC and GPP certification as a pre-requisite of Chab Dai membership.

This report also includes several recommendations as to how the Coalition might possibly reconceptualise service delivery in order to be more efficient by avoiding

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[19] Interestingly, two members opined that the number of Coalition Project staff is high for what they are achieving.

[20] In some cases, the activities require several Team members to implement – most obvious is the Charter exercise that demands presence of four Team members with each Coalition Member for 1-2 days at a time.

[21] Of course if Chab Dai acts upon this evaluation's recommendation to revisit its vision/mission, that process will likely also results in clear suggestions for what to drop or do differently that could positively affect staff workload.

[22] Chab Dai's system is called the Charter; CCC's is called GPP (NGO Governance and Professional Practice). A couple of major differences between the two certifications are (1) the actual process that staff engage in, as well as (2) Chab Dai's emphasis on staff-care. By requiring GPP certification of members, the Coalition could focus on a couple of niche areas with its Charter- eg. staff care. See Annex section for a preliminary comparison of the Charter and the GPP.

[23] Notably, 3 of the member agencies interviewed had never heard of CCC; one had been in –country for 7 years. This is an example of how the Coalition could be a "broker", providing basic information to members for them to act upon.

duplication with other institutions offering similar services or courses.

4.2.8 Direct vs. indirect service delivery

The Coalition team does a very good job of responding to members requests for particular types of training or events. When expertise does not exist in-house, the Coalition enlists assistance from members with expertise in the area (e.g., Hagar teaching about Trauma-informed Care).

Given the dramatic increase of available related expertise and resources in the past decade, it could be helpful if the Coalition would even more strongly develop its "brokering role" for some of its activities, rather than defaulting to an "implementer" role. For instance, the Coalition could research available courses on "project cycle management" or "gender equity", and expertise from within Coalition members as well as from sources external to Coalition members (e.g., GAD-C), and provide this information to members who could then act upon it themselves.

To some extent, the Coalition has already started thinking in this direction. For instance, on a Road Trip in 2018 they advised their members So Soy! that the Phnom Penh Social Enterprise HUB is good for those who would like to begin a social enterprise business. It is imperative that now such an approach or mind-set is more rigorously applied.

4.2.9 Universal vs. Targeted services

With the exception of two events being tailored to Expatriates (Expat Leaders Forum and Basic Human Trafficking) and one to Khmer (National Leaders Forum), currently, all services are offered to all members (universal targeting).

It might be useful for the Coalition to start thinking about whether to target services according to other criteria. For instance, if the Coalition used the nature of organisational development and growth as criteria, it would develop some "suites" of services appropriate for different phases of organisational development (e.g., a "start-up kit" for NGOs who are within their first year). There are other variables or criteria that could be targeted too, such as organisations that work with Youth. The point is that at this stage in its own organisational development, the Coalition should be able to provide

more nuanced and thoughtful options to its members based on their identity and common needs.

4.2.10 Communications

Generally, members were very complementary about communication with the Coalition. However, there is still concern from several members about quality and frequency of communication with Chab Dai and with the Coalition. For instance it was not uncommon for a members to have informed the Coalition of new/different recipients for the newsletter, or new contact persons in the Director (or other) position, and for this information to not be acted upon by the Coalition.

The Coalition's newsletter is one of the primary forms of communication between the Coalition and its members. The newsletter is a weekly missive containing announcements about up-coming events, funding opportunities, notice of RGC *prakas* or legal documents, and so forth. It is colourful, simply laid out, easy to read, and has links to facilitate access to its contents. Members are highly appreciative of the newsletter and find it accessible. Interestingly, the events featured may/may not be sponsored by Chab Dai and may/may not be specifically relevant to the sector of human trafficking. The criteria for inclusion of content are not readily apparent.

In addition, in the current format, because the contents of the newsletter are all "of equal value" they may not be sufficiently accessible to readers. For example, a recent newsletter included an introduction to a new person who said they would be highlighting relevant research in the forthcoming period and then gave links to two articles specially focused on issues related to human trafficking. However, this "news" was sandwiched between announcements about job opportunities and leadership training. It is advisable that the Coalition develop 2-3 different kinds of "missives" for different purposes rather than using the current "newsletter" as a catch-all for information to members.

When asked for its communications strategy, the Coalition team's answer came as follows:

> "For communication strategy in Coalition project, we have [the] newsletter to spread information to members and partners and also [we use] email, phone

calls as well. In addition, we have verbal communication via member road trip visit one time per year. Coalition does not have any Facebook page, twitter, youtube because we have it as Chab Dai Coalition. For the newsletter, we do not have any categories to describe recipients - when we add members to the list it just show about their name, email address, and organisation name only."

A full communications strategy could be of enormous benefit to the Coalition. Such a strategy would include (a) clear messaging –what do you want to tell people (updates, new information, analysis, etc.) and why do you want to tell them (for action? for a written response?) (b) A description of the relevant audiences (who needs the information); (c) A description of available/preferable channels per audience type (by what means do we communicate with a particular audience); and (d) A plan of activities and a timetable. A communications strategy would identify different types of channels (e.g., a weekly bulletin, a monthly newsletter, an annual card in the mail, a monthly phone call with the member's Director, etc.; and formats/templates for sharing information so that recipients will know what to expect or look forward to. The strategy would also identify sources of information (e.g., a monthly publication could feature a 1-page description of a different member each time, written by featured member).

Further, the benefits of being in a coalition may/will accrue differently to different members/and even positions within a member organisation. So it is really important in the Communications Strategy to be strategic about 'pitching' services of a coalition: with whom within agencies is particular information shared? As one member stated: "*It is better if the leader is [consistently] informed about events and activities – not just the staff who is responsible for that thing. So [leaders] can support our staff to participate.*" In summary, if the Coalition wants to improve participation by members in its events, one way to do so is to ensure that organisational leadership, as well as front-line staff are informed of the events

4.2.11 Project monitoring
As for the M&E function in the Coalition, the Manager and staff are conscientiously keeping very detailed records of activities and outputs on a series of Excel spreadsheets. This data is used to write monthly and other reports. In addition, the Coalition stores information about the Charter on a data-base accessible to all members. While this kind of detailed tracking is foundational for a good M&E system, it is also necessary to analyse and consolidate data, present data in a simple and useful format, reflect upon it, and utilise it to improve implementation and programming. For example – the annual reports contain records of the number of individual participants in a training but there is no mention of the number of members participating (e.g., what proportion of members, Local or International, participate in trainings each year) and no higher-level overview (e.g., are trends in participation detectable? What could they tell us about member interest, etc.?). Such data management will require thoughtful coaching for the Coalition Team, and improvement of staff's capacity to use Excel (and/or other appropriate software).

Given the special nature of collaborative organisations, it could also be very useful to the organisation for Chab Dai to set up a system for regularly gathering data from members regarding their view of the Coalition, rather than waiting for periodic external evaluations to do this important work. Of course external evaluations are necessary – but the evaluator's work would be enhanced by the existence of the cumulative information; and in the meantime, the Coalition could use the findings to "tweak" its services and programming to be more effective.

4.2.12 Growing Coalition membership
Current Coalition staff does not have a big picture understanding of the extent of the I/LNGO landscape nor the faith-based NGO landscape in Cambodia (e.g., how many Christian NGOs function Cambodia? How many work in the sector of Chab Dai's interest? What proportion of the total number do members of Chab Dai represent? etc.) Without such basic information it is difficult to plan for maximum coverage and impact.

Apparently the Coalition has adopted a passive approach to membership – that is, the Project does not have a practice of nor strategy for soliciting new members. Chab Dai is responsive to organisations that want to become members, but (*defacto*) requires those organisations to take the initiative to approach Chab Dai. The Coalition is strongly encouraged to take a more

proactive and holistic view of the Cambodian NGO landscape and to develop a clear strategy for growing (and maintaining) its membership.

Additionally, in thinking about how to retain and grow membership, it would be instructive for the Coalition to make use of existing data to show membership patterns over the past 3-5 years to determine: What kinds of organisations have joined and why? And – importantly- who has left Chab Dai and for what reason/s? The 2016 Annual report contains a list of members who left Chab Dai, along with a brief reason stated. This is a good starting point for reflection, and should be added to for a comprehensive picture of member attrition.

4.2.13 Conceptualising Collaboration

The question of whether or not to start accepting non-Christian organisations as members has long haunted the Coalition; and has consistently been framed in this binary manner (yes/no; in/out). This issue is dealt with at length elsewhere in the report.

Here, it is worth considering that there is potential for devising different ways for diverse stakeholders to work together. Collaboration among interested NGOs (and even private sector groups) can be based on particular criteria which does not include "Christian", kept distinct from the "Christian members", would allow Chab Dai to maintain its "Christian identity". One could imagine a range of different types of affiliation for different purposes, based on different criteria, and with different labels – "friends of Chab Dai", "partners", "associate member", "observer" and so forth.

4.2.14 Coalition Member Advisory Group

Chab Dai desires to have greater and deeper engagement with members. This is critical if the Coalition is to continue playing a meaningful role in Cambodia for the foreseeable future. One recent step in this direction has been to formulate a "Member Advisory Group". At the Bi-Annual Member Meeting in November 2017, Chab Dai's International Director shared about her vision for having a Coalition Member Advisory Group[24] and asked participants to vote on member NGOs that they would

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[24] The name of this group is instructive, as it suggests (demonstrates?) that the focal point for action is the Coalition Team (eg. the Members advise the Team) rather than Members being the primary drivers of direction and action.

like to be part of this group. As per a follow-up email[25] to the five selected members, it was anticipated that meetings, intentionally informal, would be held "every two or three months" for the following two major purposes:

1. To provide input and advice on the activities of the coalition project, including focus forums, capacity building and member meetings.
2. To assist with bridging communication between the coalition team and the members in terms of feedback to and from member organisations.

One of the selected Advisory Group members eloquently summarised the aim of this group as "[*To] keep the organisation relevant. We need to make sure the heart of Coalition is living spirit among the widespread members*." To date, the Advisory Committee has had a single meeting.

Table 4: Member Advisory Group

- "We met only one time. We didn't talk about the principles/ ToR / etc. for this group but rather we just jumped into doing some work. We need to go back and really get established."
- "We are being led by Chab Dai … we are waiting on them. What does Chab Dai want / need? It would be good to have regular meetings! To have an agenda, and so forth. It is fine to have Chab Dai lead [the Advisory Group], but then Chab Dai needs to be the leader of it! We [the AG members] are willing, we are waiting."

In summary, it seems that the Member Advisory Group is a "window" on the (current) general pattern of implementation by Chab Dai/the Coalition. The original idea was generated by leadership, "floated" at a membership meeting where it was received with enthusiasm, an initial meeting was held, and then the initiative stalled before it could get momentum. In this instance, the designated members of the MAG expressed enthusiasm and willingness to take up that role. So it is advisable to jump-start this Advisory Group as soon as possible, though perhaps with a different name, as part of the re-visioning of the Coalition.

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[25] H. Sworn. Personal communication. 16 January, 2019.

4.2.15 Fostering member participation

Clearly there is some frustration among the Coalition Team about lack of engagement, interest, response from members; likewise, some members say they are waiting for the Coalition to either take more leadership or to assign responsibility to members who could then "just get on with it."

Another coalition - CRC Cambodia (Coalition for the Rights of the Child) – organises itself in a way that may be instructive for Chab Dai. CRC has 5 thematic clusters and members divide themselves accordingly. Each thematic group has rotating leadership from among members, all groups meet quarterly, all groups determine their own agenda. CRC staff ("the Secretariat") are assigned to support and coordinate the thematic group meetings (e.g. logistical support). The Coalition runs independently of the thematic groups, with its own bi-monthly member meeting. This allows people to really focus on their area of interest and expertise. The Director explained that the Coalition focuses on "doing what our members cannot do by themselves, such as accessing the Council of Ministers: we take the voice of our group up to higher authorities."

4.3   Overview of respondents

4.3.1   General description of respondents

Twenty member organisations, of the 51 members, completed the on-line survey which is a response rate of just under 50%. This included a total of 12 international NGOs and 8 local NGOs.[26] Of the 20 people responding to the survey, 8 were male and 12 female; 5 respondents were at Director level, 8 at Manager level, and 2 at implementation level in their organisation. The position of people who "usually participate in Coalition activities" was identified by survey respondents as being Director/Managers much more often than Admin/operations/front-line staff. Respondents' length of time in their organisation ranged from 2 to 25 years (11 people 5 years or less; 9 people 6 years or more).

Duration of Coalition membership ranged from 2 to 12 years, with 10 organisations as members for 5 or fewer years, and 10 as members for 6 or more years. Nine respondents are members of CCC, while 9 are not CCC

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[26] Among Members, roughly half are international NGOs and half are local NGOs.

members, 1 indicated it is in process of joining CCC, and 1 did not know.

Of survey participants, 12 are engaged in the Charter while 6 are not and 2 respondents said "do not know". Reasons given for not implementing the Charter include:

- 2 organisations said they plan to do Charter in future.
- 1 organisation said they are currently too busy but in future plan to do either the Charter or get certified with CCC's GPP.
- 1 member said they do not understand the necessity of it
- 1 organisation said it's not appropriate to participate as they do not directly implement, but rather they fund other implementing agencies

All respondents have a presence in Phnom Penh (of which a very small number have just have an office but no operations); some also operate in the provinces of Banteay Meanchey, Battambang, Kampong Cham, Kandal, and Siem Reap.

As for programming focus of survey and KII respondents, they are representative of the entire membership insofar as they span all eight of the member key focus areas of prevention, intervention/ legal support, aftercare, alternative family care, vocational training, training/support of NGOs, small business/income generation, and addressing drug addiction.

4.3.2   Reasons for membership in the Coalition

All respondents to the survey gave at least one reason for being a member of Chab Dai, and most gave more than one reason.

Table 5: Reason for membership

- "We believe in partnership" (Work collaboratively / collective impact / give & receive support / learn & share about best practice / referrals out & in) [8]
- "It helps us to be part of a big group. We know that we are not alone. When we talk about what we do, we say we are part of Chab Dai and people recognise that. It's good to be part of something bigger! Also, it helps us to develop [our organisation], to solve our problems. When we have questions, when we have new [staff], we can

get information."

- "Chab Dai is a resource organisation that can provide for and support its members." (Resources specified included materials, information, connections, trainings, guidance/advice) [N=4]
- "It is Christian" ("Networking with like-minded organisations" / "being in community") [N=4]
- "We get updates on Government policy." [N=3]
- "Staff capacity building through training, meetings, and forum." [N=2]
- "There is strength in numbers." [N=2]
- "Through Chab Dai we can advocate with the Government." [N=1]

These responses show a clear bent in the direction of regarding Chab Dai as a "resource organisation." As in the survey, several interview respondents expressed their rationale for membership largely in terms of what the Coalition could contribute to their organisation rather than with a more holistic view of how members could "give" as well as "take", as exemplified in the following responses.

Table 6: Chab Dai as a resource organisation

- We are not so involved with all things that [Chab Dai] does. I have no time for the Forum meetings, and I am not so deep into their social work. If we need more we can ask and they will offer."
- "We are working on our level at the moment –we take what we need from Chab Dai. So it is enough for us [e.g., we are satisfied with Chab Dai]."

In addition, a half dozen members indicated appreciation that Coalition activities/trainings are "free" and stated this as a big motivation for engagement with Chab Dai. In this regard, the Coalition is encouraged to re-visit whether or not services (and membership!) should be free; and part of that should be consideration of differential scale in the event that NGOs are genuinely unable to find the financial resources to contribute.

4.3.3   Awareness/knowledge of Chab Dai

The survey asked three questions to ascertain general member awareness about Chab Dai and other aspects of Chab Dai's work (e.g., the 5 Pillars). Respondents were asked to describe in their own words, the vision of Chab Dai. Answers to this question ranged from lists of activities that Chab Dai does for the Coalition, to

descriptions of the organisation's non-Coalition project work. Other key concepts included in the responses included members and coordination; working collaboratively; and ending human trafficking. Note especially:

- Very few respondents mentioned that Chab Dai is faith-based (N=1) or Christian (N=2).
- About half (N= 11) specifically mentioned "human trafficking" and one-third (N=6) mentioned "abuse" and/or "exploitation".
- One respondent said "networking to focus on child trafficking" (in fact Chab Dai does not explicitly or exclusively focus on children).
- Two members stated that improving quality of member programming was part of Chab Dai's vision/mission.

This wide variance and lack of consistency in content suggests that it may be beneficial for the Coalition to take steps to ensure that members are made more familiar with Chab Dai's vision. Doing so is likely to stimulate a greater sense of ownership in that vision/mission, and perhaps generate ideas for greater engagement by members toward those common ends.

In response to a question about their level of familiarity with Chab Dai's five pillars of programming, members indicated that they were either "partly satisfied" (N=11) or "satisfied" (N=9). And regarding their awareness of research conducted by Chab Dai, just over half said yes (N=11) and 9 indicated that they were not aware of Chab Dai's research. The most commonly cited research that respondents were familiar with was the Butterfly Study and just two respondents mentioned the specific titles/topics of Butterfly reports they knew of (about stigma; "The Journey of Change"). The only other piece of research cited was "At What Price Honour" (N=1). This lack of awareness suggests that more should be done to familiarise members with research that Chab Dai has sponsored.

4.3.4   Responsiveness to external environment

The survey asked respondents to reflect on what they consider the most significant change in the external environment that affected their programming. The purpose of this question was two-fold: first, to get an idea of the extent of member awareness of the dynamic environment affecting human trafficking, exploitation,

and abuse in Cambodia; and second, to see if Chab Dai is responding to what members consider to be significant environmental changes.

In response to the survey question about their perceptions of significant external environmental change/s to affect their work in the past 3 years, respondents identified two kinds of changes.

Changes affecting the organisation & programming
- Government regulations for NGOs are increasing [N=3]
- There is better cooperation for legal services / better referral processes [N=2]
- Funding is more difficult to obtain [N=2]
- New Government policy stipulating shift to community from centre-based care [N=1]
- Children with disability being referred to us but no services or skilled personnel [N=1]
- Lack of support from Government for addressing this sector [N=1]

Changes in population / people movement
- Growth of slums / dislocation of people in Phnom Penh [N=2]
- Migration / Labour trafficking [N=2]
- Increase in numbers of tourists changes economic opportunities for local people [N=1]

Much richer understanding of the external environment emerged during the face-to-face interviews, and several members stated that they had already changed direction or priorities in response to the dynamic external environment, as shown in the key informant interviews.

- There is greater awareness of **labour trafficking**, and several NGOs say they have shifted their priority away from addressing sex trafficking to addressing labour trafficking.
- **Daycare** for very young children was identified as a serious gap in services for vulnerable families and communities. With many women in factory-work, and many adults migrating for employment, young children are often left behind. This "left behind" cohort, regardless of age, are vulnerable to abuse and exploitation.
- **Migration**: domestic and international, by men and women – was identified as a major issue by several interview respondents.

- **Domestic violence / gender-based violence** was identified by multiple members as something that requires more attention because it affects more than half of Cambodian families.
- Significant rise in **teen-age pregnancies**, which render both the mother and the child vulnerable to abuse and exploitation.
- An increase in **drug addiction** was cited by several members.
- **A shift away from clandestine sex trafficking**, to a "new normal" where prostitution has lost some of it its stigma and (young) women are being enticed into commercial sex work, requires a deeper understanding of socio-cultural and economic push/pull factors if NGOs are to respond adequately. Related to this, members identified the need for moving away from "giving the low-key handicraft or hair-dressing kinds of informal sector skills to young women" to enabling engagement with the formal economy which increasingly has safeguards and standards and holds potential for being a more sustainable livlihood.
- More than one member highlighted that **government** social services are now more available – for instance, DoSVY is starting to take a lead in family assessments. And these services are more solidly formalised, e.g., there is official documentation for assessment, a reintegration plan, and a closure plan. The same was said about legal services and cooperation with Government authorities for legal issues.
- Increase in **RGC regulations and requirements for NGOs** ("*Government things are getting more standardised*"), and a tighter policy-environment were identified as significant determinants of NGO priorities and programming. For instance, the Government's requirement to close shelters in favour of community-based care and solutions was specifically cited as impactful on NGO operations.
- **Decrease in availability of funding** was cited by more than half of interview respondents as negatively affecting their ability to operate (different root causes for reduction were identified, including the fact that Cambodia has moved from being a low-income economy to lower middle-income economy). Two members said that this was also making NGOs more competitive with each other and less cooperative.

4.4 Benefits from coalition membership

In both the survey (Q.4.2) as well as the interview, members were asked to describe what they consider to be Chab Dai's "value add" – in other words, what they get from Chab Dai that is special or unique. By far the most common responses related to Chab Dai's "Christian identity".

- Christian identity [N=5]
- Network / work with like-minded groups [N=4]
- Close relationships / encouragement [N=2]
- Help NGO develop soft skills [N=2]
- Staff care programmes [N=2]
- Organisational improvement [2]
- Strong voice when dealing with government [N=1]
- Chab Dai staff are humble / committed [N=1]
- Visits to members [N=1]
- Information about government policies [N=1]

It is interesting to note that several of the points respondents identified as "value add" by Chab Dai, can – objectively speaking – be accessed elsewhere and are not actually unique to Chab Dai. For instance, there are now numerous places where NGOs in Cambodia can access training related specifically to organisational governance and management (and often in Khmer language) – as well as relevant short, free virtual courses. Information about government policy changes is readily available through CCC and several Coalition members indicated that in fact the information is available much more rapidly and comprehensively through CCC than through Chab Dai. What is uncontestably unique is that Chab Dai is a Christian coalition. And that Chab Dai is something of a "one stop shop", directly providing a wide range of services to members. Small Christian NGOs are particularly well-served by the Coalition, as encapsulated in the following response to this question: "*Chab Dai is our main networking framework. It is a very specific and focused coalition so it is perfect for our needs.*" Additional comments from members are in the table below.

Table 7: Coalition's "value add"

- "It helps us to be part of a big group. We know that we are not alone."
- "Without Chab Dai, our NGO's partnership network would be greatly limited. Chab Dai fosters the opportunity for us to connect to numerous other NGOs throughout Cambodia which assists us in successfully providing services to clients."
- "When we talk about what we do, we say we are part of Chab Dai and people recognise that. It's good to be part of something bigger!"
- "There is a link with people in other part of the world. We share together. But is it not unique. It was very special at the beginning – but now everyone is getting much smarter and can get information better for themselves."
- "[When we started work in Cambodia] the Charter was really helpful because we had no expertise [in running or becoming an organisation]. Chab Dai was a reference for us. Otherwise it would feel like we were figuring things out in the dark."

Overwhelmingly, survey respondents said that the most significant benefit they receive from being part of the Chab Dai Coalition is knowledge/information about the sector (general knowledge, technical knowledge, and knowledge coming from participation in the Butterfly research). Interestingly, in responding to this particular question none of the survey respondents identified links to Government, links to other members or links to non-member organisations as among the most important benefits. However all of those linkages were identified as important elsewhere in the survey responses.

Figure 1: Most significant Member benefits
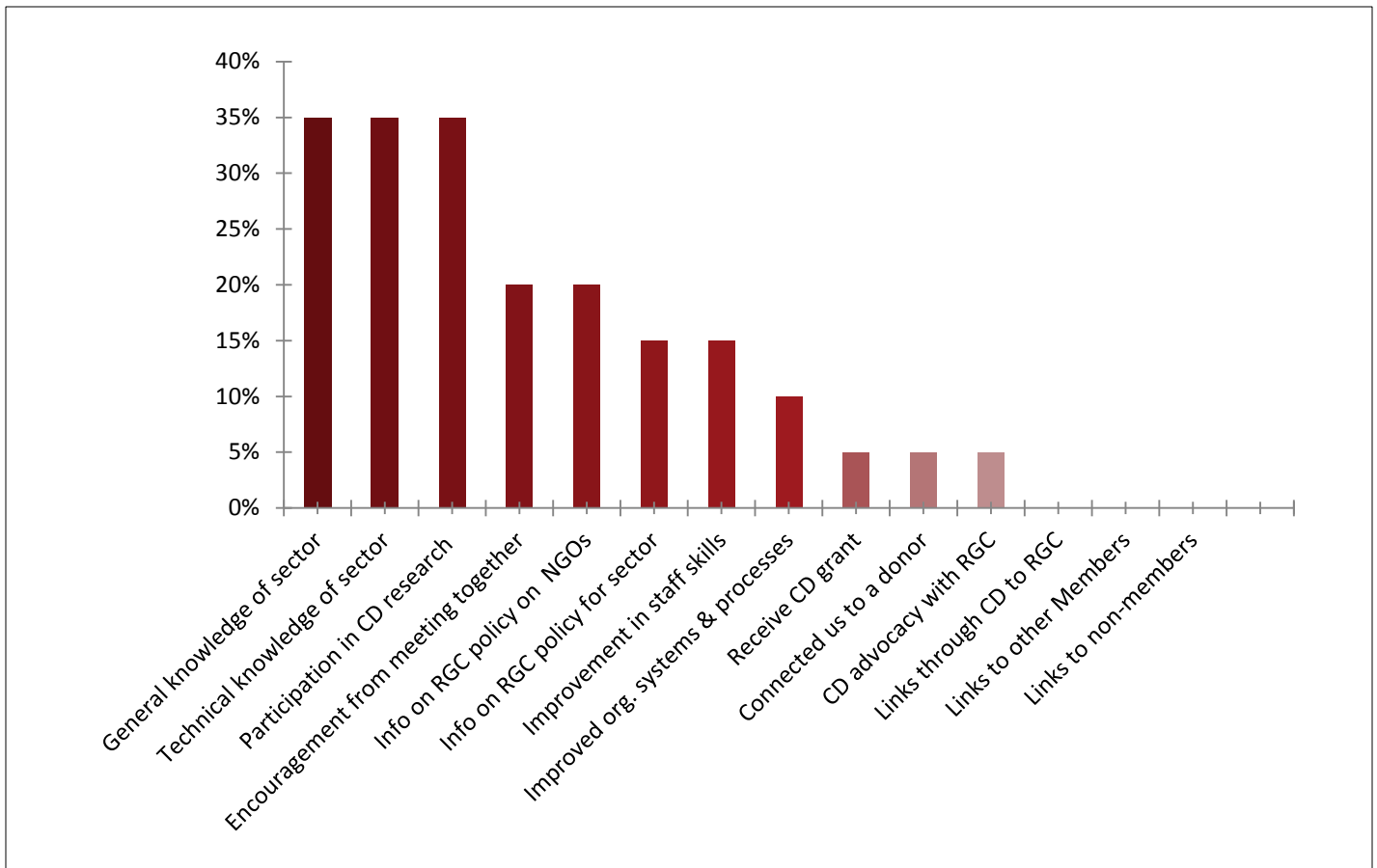
The following interviews illustrate a more detailed description than a closed-question survey response can:

Table 8: Benefits of membership in the Coalition

- One member explained: "Chab Dai has enabled [us] to improve Services as well as Operations. Through Chab Dai [we] were able to learn what those jobs meant in operations and do them well. Primarily these benefits come through participation in Chab Dai trainings."
- "Very helpful to get information – about legal things, about what can other members do when we have specific situations."

In one aspect, interview responses showed a slightly different picture than the survey. The majority of interview respondents said that partnership with members (referrals in/out, etc.) was an important benefit of membership. [N.B. This could be a result of survey respondents interpreting "knowledge of the sector" as including knowledge of the work that other organisations are doing, but understanding the actual forging of partnerships or referrals as something they do independently of Chab Dai.]

During interviews, local NGOs were more likely to indicate "training" as a major benefit of Chab Dai, in contrast to International NGOs that more frequently identified "networking" and "connecting with other organisations." As mentioned earlier in the report, some NGOs said that FREE services, support, trainings from Chab Dai was a major benefit of being part of the Coalition. This particular sentiment came solely from Local NGO respondents. (And – during interviews, three Local NGO members implored Chab Dai to continue with free services because they could not even afford the $10/person fee that the Coalition recently began levying for training events.)

Only five respondents indicated with certainty that they had better/more interaction with Government as a result of Chab Dai (Q.4.9): Yes [N=5], No [N=7], and don't know [N=8]. The interview responses, some highlighted in the table below, demonstrate a similar picture – many members feel they are adequately engaged with

Government but do not directly attribute this to Chab Dai's influence. Note that for members who have been part of Chab Dai for several years, it is likely that Chab Dai has had at least some impact on their relations with Government but this may not be recognised because of staff turn-over, and because "good relationships" are the norm now though in previous era that was certainly not the case.

Table 9: Influence on interaction with RGC

- "We have pursued on our own relationships [with Government Ministries] – Chab Dai didn't really help us."
- "I don't think that Chab Dai has changed how we do things [with the Government]. We set out to follow the laws of the land. Even if it is hard to do that [in Cambodia]!"
- "We are being directly invited to high-level meetings by the MoSVY, not through Chab Dai."
- "Chab Dai has not had influence [on our Government relations] – we link with Government already."

However, one member explicitly stated it received direct assistance from Chab Dai's National Director with advocating to the Government.

- "Chab Dai does indeed help us in advocating with the Government – Yeng has the gravitas, the status to help with this. Yeng is one of the persons I go to

when I have questions about dealing with the Government."

And there was an implicit request from three other members to Chab Dai to help with advocacy. One example is included below:

- "We don't need Chab Dai for Government relations. But it would be good if Chab Dai could help to promote an advocacy agenda that members could come around."

As a final note, some members are now distinguishing between types of interaction with Government (e.g., "training for," "support of," "collaboration with," "advocacy to," etc.) – this marks a milestone in CSO governance as it demonstrates that organisations are maturing from a minimalist appreciation of government relations, to have more nuanced understanding of how to interact with the authorities of the land. Chab Dai could capitalise on this growing awareness and work with members to develop advocacy campaign/s that address systemic barriers to effective response to trafficking, abuse, and exploitation.

4.5   Member contributions

Members were asked what are the two most significant contributions they have made to the Chab Dai Coalition (Q.3.13). The most common responses, as shown in the graph below were training other members and then facilitating/leading events, followed by referrals.

Figure 2: Member contributions to Coalition
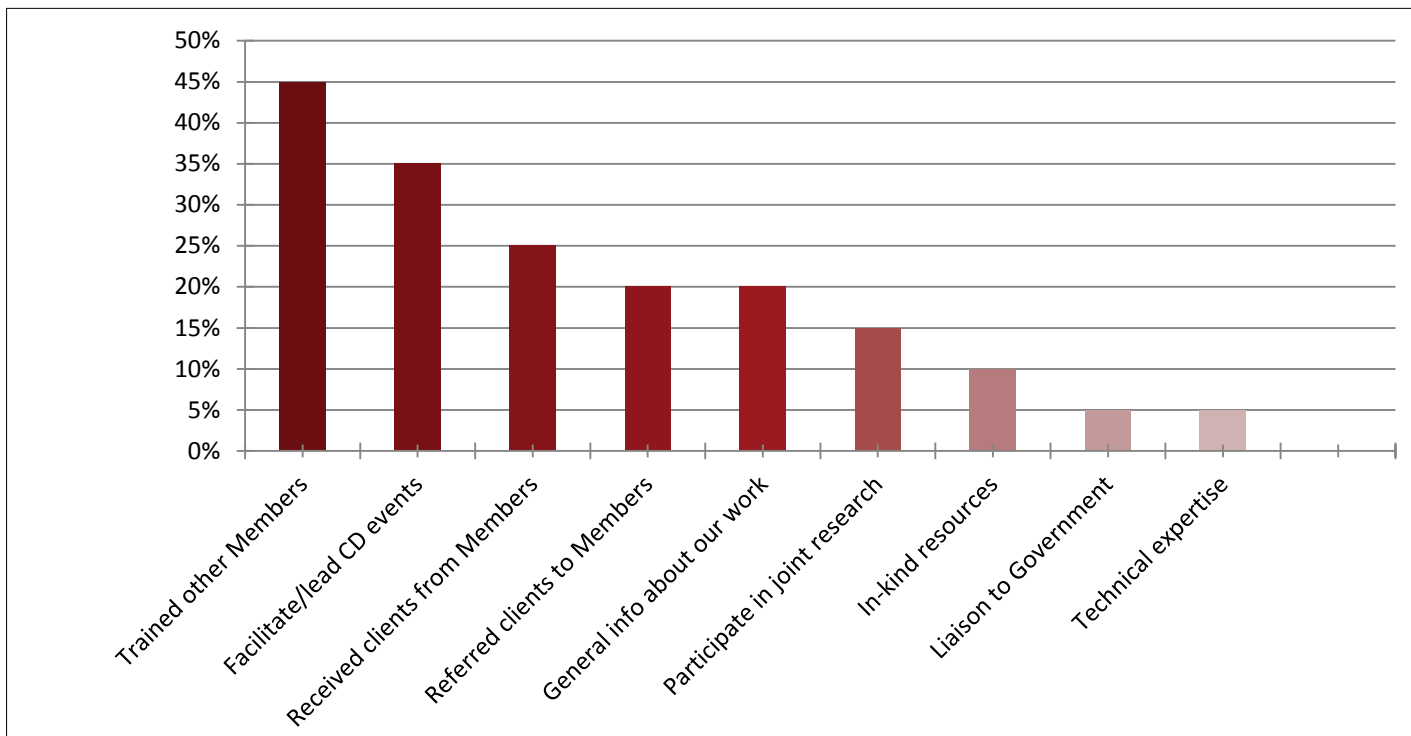
4.6   Satisfaction with services/support

Members were asked about their level of satisfaction with services and support provided by the Coalition (Q4.1) using a 4-point scale to specify low, partial, moderate, and high satisfaction. The results are presented in the following figure.

The majority of interview respondents indicated that the frequency and quality of communication was "*enough*" or "*most of the time good, but sometimes not great*." There appears to have been a recent period – first half of 2018? – characterised by poor communication but that was subsequently addressed by the Coalition and now respondents are much more satisfied with this aspect of membership, as demonstrated by the responses captured in table below.

Several members indicated that they greatly appreciate the frequenty newsletter which Chab Dai sends out, as they can stay up to date with events and jobs and the information is presented very clearly. However, several members also indicated that they do not receive adequate "news" or substantive information via the newsletter.

Table 10: Reflections on communication with Coalition

- "The best thing the Coalition has done is give us one contact person. I know him, I have a relationship with him, and I talk to him directly. Before we did not know who to approach about what issues." (Several members interviewed had this same sentiment; none referred to this particular change as a negative.)
- "I used to be a little stressed by Chab Dai because there is a big turn-over of staff. It is hard to know who to work with. And the new staff don't seem to know their role well. But it seems better now."
- Responsiveness from Coalition staff was greatly appreciated by members. "Normally we call and use the email. They are very responsive when we call - they pick up, or they will call us right back."
- An informal / relational quality was also appreciated. One members said: "As questions come up we can call [Coalition staff]. They are more like friends than colleagues." Another agreed: "I could maybe get the information elsewhere; but Chab Dai staff are so helpful, personal – I would rather call a friend than a random organisation. This kind of good relationships with staff is unusual."

Figure 3: Member satisfaction with services and support

Categories (top to bottom):
- Facilitate links to RGC
- Helps improve quality of work with beneficiaries
- Help Members collaborate with non-Members
- Your level of familiarity with CD programs
- Ability to influence work of NGOs in Cambodia
- Usefulness of Road Trip
- CD influence on RGC policy
- Enabling Members to do "best practice"
- Effectiveness of CD trainings
- Clarity of communication from CD
- Enabling Members to collaborate together
- Frequency of communication from CD
- Overall satisfaction with CD
- Relevance of CD vision
- CD channels relevant info to Members

Legend: ■ Low/totally unsatisfied   ■ Some/Partly satisfied   ■ Moderate/satisfied   ■ High/completely satisfied

4.7 Usefulness & importance of activities

In order to establish what members regard as most useful and most important of the myriad Coalition activities, the survey asked two closed questions: (1) what are the two most important activities offered by the Coalition and (2) how useful are the following activities.

As shown in the figure, survey respondents overwhelmingly identified the Bi-annual Member Meeting (PNH) (N=10) and Training Events (N=10) as most important activities of the Coalition. The next most important was Charter (N=6) ; and then Government collaboration (N=3). No one selected Training Follow up visits, Expat Trainings, Alumni Meetings, or Library.[27]

Table 11: Member changes due to participation

- "Before [doing Charter] we had an idea of conflict of interest; but after the [Charter] mid-term we put this into a policy."
- "We developed a Code of conduct for staff as a result of the Charter."
- "We are doing Charter. It is has been [a good way] to affirm that we are moving in the right direction. We were already making lots of changes [in our organisation] anyway."
- "We have completed our final assessment. And I think the Charter can serve as our benchmark going forward – even without Chab Dai [continuing to be] involved with us."
- "We are doing Charter [and] I think we are in final step. We have done some changes, especially related to staff well-being – we do more debriefing, counselling, EMDR. We are really listening to our staff voice by the process of the Charter."

During interviews, several members were easily able to identify changes they had made in their organisation/s as a result of working through the Charter.

While the Charter was identified as being useful and important, there was nevertheless noticeable ambivalence about its usefulness among some participating members, and a few had questions about how to end the Charter process. See Table 12 for details.

Figure 4: Usefulness of activities

- Bi-annual member meeting (PNH)
- Training events
- Charter
- Collaboration with RGC
- Charter Improvement Grant
- Road Trip
- Advocate with the RGC
- Provincial Member meeting

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[27] Very few respondents indicated that their organisation had utilised the Chab Dai library: just 4 said "Yes" while 12 said "No" and 4 indicated "Don't know". INGO members were slightly more likely than local NGOs to have used library resources. This does not mean the library is not valuable – just that it is apparently not valued by Membership and the Coalition should make concerted effort to rectify that.

Table 12: Concerns about the Charter

- *"Before I felt like the Charter person was very pressuring to us. I did not like this. We are not Chab Dai staff. Now a new person has been assigned to us and there is no pressure."*
- *"Yes we are [doing] Charter. We started the process about 6 years ago. But I wonder where are we now? I would like to be done with it … we are now night and day from 6 years ago. I wish we were finished. In the beginning it was really helpful. I was new [then], I did not know these things. We have grown and changed so much since that time and the issues are totally different. It's not as relevant today as when it started."*
- *"We do the Charter. [But] every year it seems the same. Chab Dai comes to help us, we talk for a long time. When do we end?"*
- *"There could be a better evolution – a more clear start/finish point would be very helpful."*

In regard to the Charter it is important to note that more than half of current members have completed the mid-term milestone (and: 5 have completed the baseline, 5 have completed final assessment). So the Coalition Project Team should be looking ahead to how it will use the current resources dedicated to the Charter, once all (or most – if there is regular influx of new members) members have completed it.

In response to the question of "how useful are the following activities" (Q.4.4), five activities were indicated as "not important at all" by at least one respondent: training events, training follow-up, Alumni Meeting, Expat training, and Provincial Member Meeting. All of the activity options listed had at least one respondent who indicated it as being only "slightly important."

Collaboration with RGC and Advocacy with RGC received the most votes as being "very important," followed by the PNH Bi-Annual Member Meeting. The full set of responses from members is shown in Figure 5 below.

Figure 5: Importance of activities
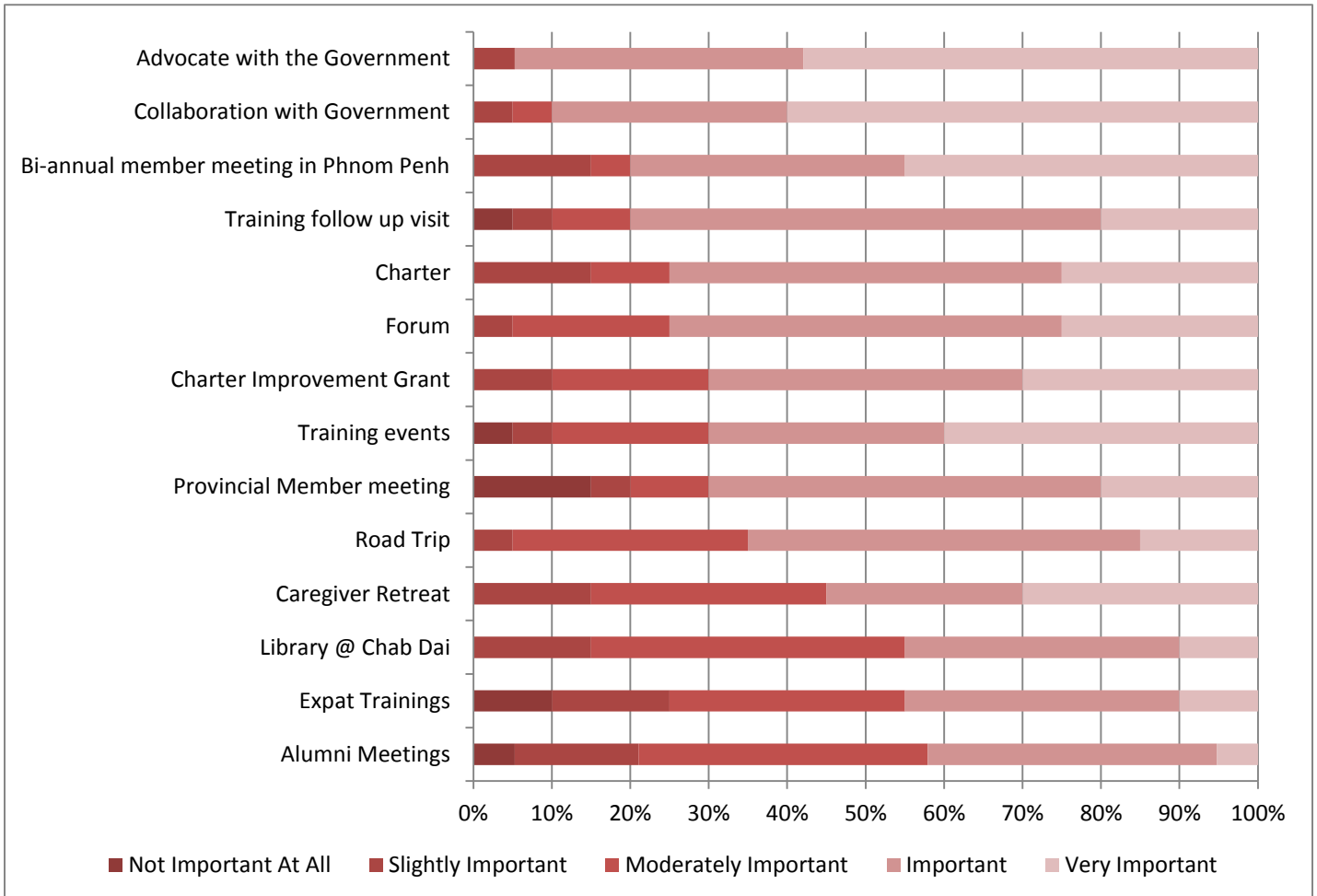
4.8   Effectiveness of training

Members had a lot to say when asked about the effectiveness of Chab Dai trainings (two questions were posed: how effective is Chab Dai training, and can you give me examples of where your staff have applied what they learned back at your organisation).   Overall, all members were appreciative of Coalition trainings, and affirmative of the importance of trainings.   However, when pushed to reflect on the quality of trainings, and effectiveness of training events, the majority of members were less complementary.[28]

Table 13: Quality and effectiveness of trainings

- "Overall it is not hugely effective. When the staff come back and we ask them what they learned, they will usually tell us about a game. They do not share principles or messages really. [Chab Dai does] a lot of presentations and giving information. Also we do not know what Chab Dai has taught so it is impossible for us to follow up on the trainings. A lot of things I think [my staff] will learn at a Chab Dai training do not stick – [my staff] don't remember what they have 'learned'."
- "[Trainings from Chab Dai Coalition] are not very effective – though I guess that after our staff participate, they do understand a bit more theory. But I am not sure how much practice of specific tasks is encouraged or fostered in the actual trainings? Anyway, my staff feel more confident after they participate in a training. That's a big step."
- "It is hard to evaluate because we forget a lot. But if something is relevant to daily basis work then we

apply. But sometimes it's only general information, general knowledge – we don't need it now so we forget and then we do not apply it."
- "The training is too theoretical; too high level; too much about presentations. There is too much about writing and reading. [Training] needs to be more practical, more hands-on. Can we show people what we mean, rather than tell them or expect them to read? We need to give the participants a chance to apply the concept while they are in the training, not just wait to go back to their organisations."

A small number of members made the astute observation that "training effectiveness" is not solely the responsibility of the trainer/training organisation but that it is also incumbent upon the trainee/member organisation to ensure there is support, space, emphasis on application of learnings.

One member that requires every staff member to complete a report of training/s immediately after the event, and who intentionally checks in with staff after a training to help them think about application to work, was complementary of Chab Dai's training/s:

> "We have our own evaluation of what achievement that staff get from the training- we do post-test and satisfaction survey. Also, we have case conferences, a weekly meeting with leadership group and some staff who work in case management – we realised that some staff bring some of their ideas from training to these case conference meetings. They share, 'this is an idea that I get from Chab Dai or from CCC.' This is evidence that the staff is bringing knowledge from the training back to our organisation. Is it just knowledge that changes?   No, they also apply skills to the situation."

Another member mused: "That is a good question. But it reflects more on us than on Chab Dai – for me, I would not put that on the trainer. [The trainer] may not know the situation in our organisation so it is up to us to implement." Another reflected: "It is good to hold the head of organisations [members] accountable for using the information – it is not up to Chab Dai only to do the following up. We should have supervision meetings with staff to help us know if they are learning and applying."

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[28] It is important to note that two "stand-out" trainings were identified by several respondents, and those were the First Response training led by Sue Taylor of Hagar, and the First Aid training. These were described as: "very effective", "very useful", "staff applied what they learned," etc. The Child Protection training also received a lot of attention and was considered "unique" and "mind opening" by several Members. However, as Carter's 2017 Evaluation of the Coalition clearly demonstrates, participant enthusiasm does not equate with actual learning by the participant/s; and in some cases pointed out by Carter, participants were "armed" with incorrect information or understanding and may have done more harm than good when attempting to apply their knowledge after the training event.

4.9   Importance of training topics

Respondents were asked to identify the two most important topics that Chab Dai provides training about, and the results are pictured below. Child protection, parenting, and project cycle management are the clear front-runners while expat training, child participation and conflict resolution are considered least important. From interviews it was also clear that the child protection training was highly valued by members, and was something they could put into immediate use in their organisations and projects.

Responses to the question of what topics they would like training in for future (Q.4.6) can be placed in three categories: training related to organisational management and functioning (N=15), specific skills for staff project implementation (N=10), and to programming (N=7).

Organisational matters
- Fund raising / resource mobilisation / proposal writing [N=3]
- Financial controls [N=3]
- Leadership & management [N=2]
- Self-care and well-being [N=1]
- Good governance in organisation [N=1]
- Time management / organise work load [N=1]
- Project cycle management [N=1]
- Child protection policy [N=1]
- How to develop a Media strategy [N=1]
- HR [N=1]

Skills for staff / project implementation
- Social work training / Case Management [N=4]
- How to work with child victims - response / referral / counselling) [N=2]
- Family therapy training [N=1]
- Parenting skills [N=1]
- Drug rehabilitation [N=1]
- Conflict resolution [N=1]

Programming
- Freedom business (what is it / how to run it) [N=3]
- Vocational training / market demand [N=2]
- Sustainable community development [N=1]
- Equivalency education - the need [N=1]

It is interesting to note the range of training topics identified – that is, there are few topics which more than a single organisation expressed a desire for training on. It is unreasonable to expect that Chab Dai can provide bespoke of tailored training for a single organisation. Additionally, many of these topics have already been covered through trainings organised by Chab Dai, begging the question of whether the request reflects staff turn-over among members, or the need for more deeply addressing the topic, or is perhaps a reflection on the quality of training by Chab Dai. As identified elsewhere in the report, it is also necessary to recognise that many of these topics are available in Khmer language through other organisations; and via on-line courses, many of which can be accessed free of charge.

Figure 6: Most important training topics
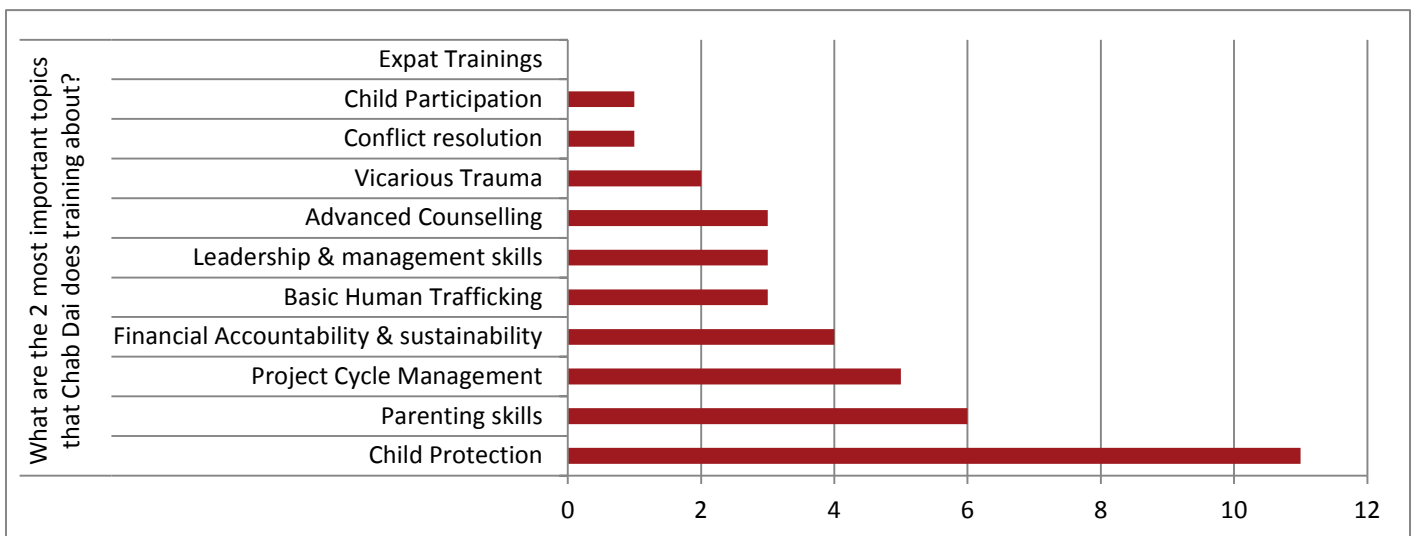
4.10 Most important forum

The Coalition Project forum events are designed to give opportunity for members to share with each other – challenges, lessons learned, best practice, and so forth. As one member summarised: *"Chab Dai facilitates but the members share with each other. What's the difference between a forum and a training? Training is when Chab Dai stands in front of the room and forum is when NGOs share*."

To date there have been 6 topics addressed in this way. In response to the question about what they consider to be the most important Forum (Q.4.7), respondents clearly cited the HR forum, as shown in the table below.

Figure 7: Most important forums

During interviews and discussion with Chab Dai staff, it was clear that momentum has been waning in the past year for the Expat Leadership forum and the National Leadership Forum. INGO interview respondents suggested that they highly value the Expat Leadership Forum but that its future was uncertain because of the departure of Chab Dai's International Director. They explained that they are committed to being actively engaged in this Forum but lacked direction or guidance from Chab Dai.
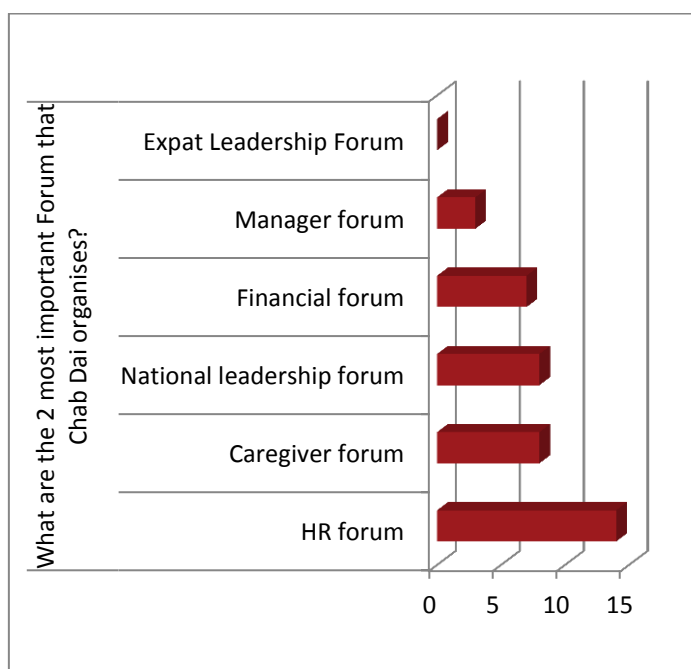
4.11 Changes attributed to the Coalition

The survey asked (Q.3.12) "What are up to 3 changes your organisation has made that you directly attribute to Chab Dai?" Responses can be categorised into four major types, as outlined below. The two most common changes to have been made by members were reportedly greater staff understanding and capacity; followed by networking, referrals, and collaboration; then improvements in staff care for greater staff well-being.

Change to our organisation/governance/operations
- Chab Dai helped us get proper policies in place when we started up / Improved or wrote up staff policies / improved organisational governance [N=4]
- We started conducting child protection training for our staff / We improved child protection policy [N=4]
- Salaries are increased now [N=1]
- HR Management improved [N=1]
- Change to Media Policy [N=1]

Staff capacity
- Greater staff capacity / staff understanding / improved work performance [N=14]
- Staff well-being (staff know better how to care for themselves / organisation did some activities to address staff well-being / got staff care grant from CD) [N=7]
- We have conflict resolution skills now [N=1]

Collaboration with others
- Increase in networking with other members / more referrals / collaboration [N=8]
- Links to government / better government relations [N=3]

Increased knowledge
- We have more information about Government policy (for the sector; for NGOs) [N=4]
- More knowledge of the sector [N=1]
- Applied Butterfly research to improve our aftercare work [N=1]

4.12 Views on extending membership

The survey asked "Do you think that Chab Dai Coalition should allow non-Christian organisations to become members?" to which respondents answered as follows.

Table 14: Membership for non-Christian organisations

	Total	Local NGO	Int'l NGO
Yes	5	2	3
No	8	3	5
Does not matter	5	1	4
Don't know	2	2	0

The survey did not allow for an explanation, preferring instead to explore this question during face-to-face interviews. In the interviews, one-third of respondents (N=6) indicated that they are positive toward opening up membership to non-Christian organisations; just over one-third (N=7) expressed a cautious "maybe"; and one-third (N=6) said definitely NO.

Support for extending to non-Christian organisations
- "To me, it is ok, we can accept NGOs that are not Christian. [Because] our goal is to help our whole society. [But then] Chab Dai needs to revise its own goals and aims; why do you want non-Christian members? You need to be really clear about if you want non-Christians, because that will affect the organisation."
- "Why not open it up to non-Christian members? If the purpose is to fight anti-trafficking then we need the widest possible network."

Members offering a cautious yes
- "Being Christian is not why we joined the Coalition. But it's nice. And we do recognise that it's good to have similar values. What makes Chab Dai special is that people have similar values. I like where they stand at this point. Their core values are what anyone on a journey of faith would have. BUT, human trafficking should be the focus [of the Coalition]."
- "If the goal is anti-trafficking it makes sense to collaborate with others [non-Christian organisations] on the issue. Anyway, some of the current members are active and collaborative and some do nothing and are just a name on the list – so it doesn't matter if they are Christian or not! I think it would be fine to open up to non-Christian members; but [I am] happy to maintain Christian identity whether or not non-Christian members are allowed to join."

- "Yes, it is no problem to let non-Christian agencies join. Dilution is always a threat, isn't it? As long as they are willing to participate in the things that are there because of the Christian faith; they must [agree to] be present, not absent to the Christian stuff. Helen strong on working with UN and secular agencies; [this kind of] outward focus is essential. Is the natural extension [of Christian concern about injustice]. [Or, rather than having non-Christian organisations as members] maybe we could have an alternative called something like: "friend of Chab Dai?" Another member indicated a similar conclusion: "A group that is dedicated to working together collectively has a greater impact. You don't have to absorb [non-Christian organisations] but you can find opportunities to work together with them."

Members not in support
- "I think if Chab Dai stays Christian then it's the way for [my organisation] to stay. There are so many differences between non-Christian and Christians. Already it's hard to work within bunch of Christians who cannot get along with each other. And the mind-set is different if you are not Christian. Like oil and water – we cannot go together."
- "[No!] Chab Dai is already too little Christian. They do many other things that are not Christian. [For example] they have staff who are Buddhist. A Buddhist cannot promote a Christian worldview. They should only have Christians on their staff. They are more global and general than just being Christian. Opening to non-Christians will make this worse."

Reframing the question
- One member reflected on the type of Christianity promoted by Chab Dai: "Being a Christian coalition is valid, our motivation is a faith conviction, we are not just here to 'do good'. It's the kind of Christianity that concerns me. [Chab Dai has] too much of a certain kind of narrow theology … it should be more justice based, rather than only singing Jesus loves me songs. If I ran Chab Dai … I might have devotions but not for so long; I would speak more about justice; rights of children; rights of women; and so forth. I would make that kind of Scriptural reflection more integral to the organisation and Coalition."

- Four members indicated a view that the real question is not whether Chab Dai should incorporate non-Christian members or not, but rather – what is Chab Dai's own goal/s and then ask if this question is relevant: "It's a question they need to answer for themselves, we cannot answer for them. They need to know what their goal is; what they want to do and does this fit?"
- And one of these astutely flipped the question upside down to ask: "What do these non-Christian organisations inquiring about membership want from Chab Dai?"

4.13   Recommendations from members

The Figure below provides a clear picture of the outcomes respondents identified as being important to focus on going forward (Q.5.3).

It should be instructive for the Coalition to see that the two most common points raised relate to members being more engaged and pro-active, e.g., they think it is a priority for them to share their knowledge and share their "best practices."   It seems that members are certainly ready for greater engagement, and perhaps a different kind of collaboration.   This may be an opportune time to re-conceptualise what membership means, and re-launch the Coalition.

Six survey respondents gave detailed suggestions for changes that would improve the impact of the Coalition (Q.5.5) as follows.   Some very practical and insightful suggestions were also provided during the interviews, and are included in Table 15 below.

- After every Forum and/or Meeting, the action points should be followed up persistently [by Chab Dai] to ensure that agreed action points are done.
- Do research on Cambodian families.
- More advocacy with Government and more strategic planning around trafficking/prostitution
- Increase the numbers of forum and training or meetings in the provinces to facilitate participation by people who do not live in Phnom Penh.
- Do more to link members with relevant Government staff and Departments.
- Stay strong and focus on your calling as umbrella of Christian organisations.

Figure 8: Member recommendations for future
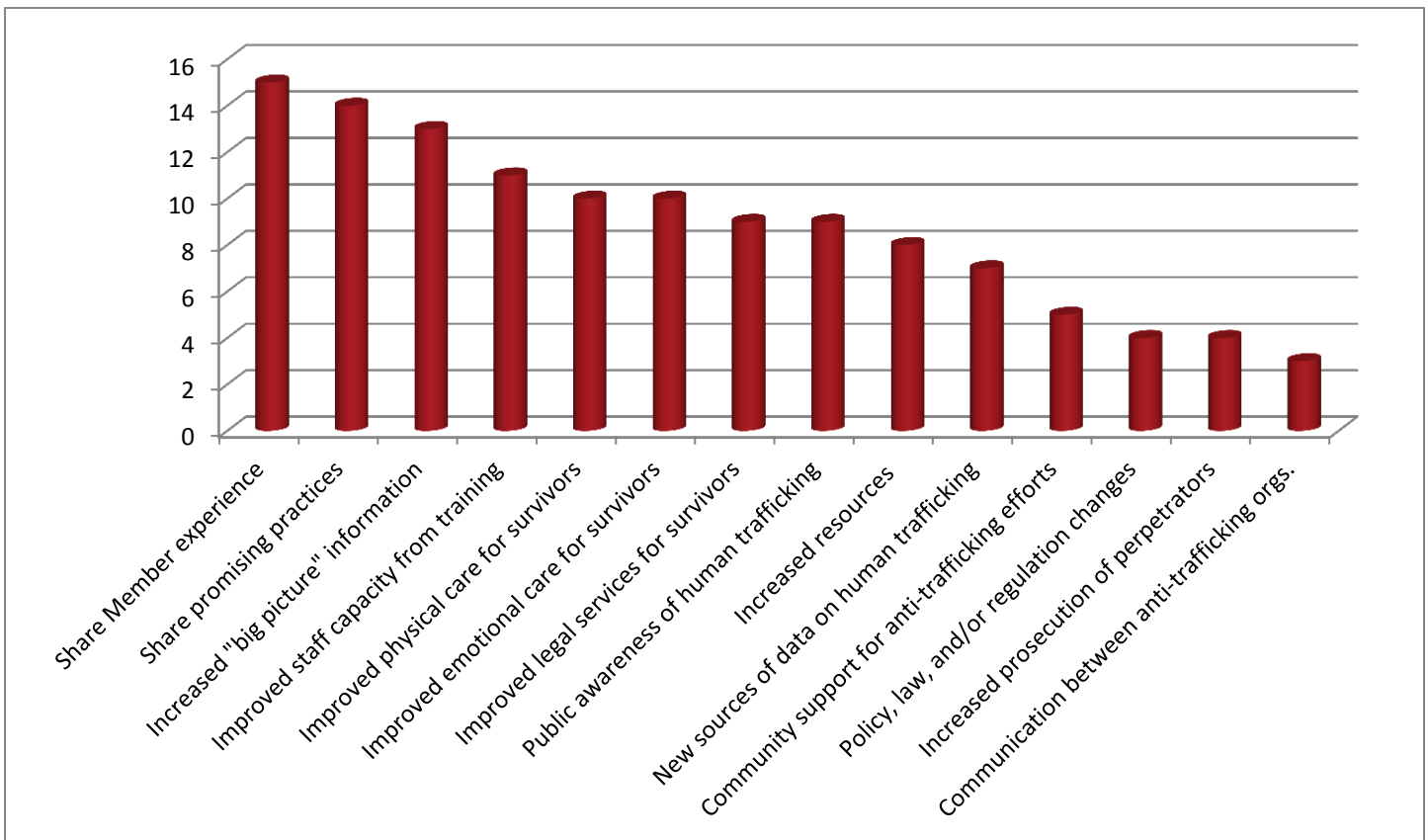
Table 15: Suggestions from members

- "*What [the Coalition] is doing is fine but they could be doing much better. There is potential to do a lot more with this group! For instance we could be much more of a coalition, gathering together around specific topics and get more energy that way. Also, I want to learn from others. How can the Coalition help us all to learn from each other? For instance, we document how our clients are doing 1-2-3 years on. And we change our programming based on what we learn. But we don't share this learning with other [members] because …there is no time or place to do that. Maybe we could do that through Chab Dai*?"

- Several members echoed this suggestion that Chab Dai be more proactive and intentional about facilitating members to learn from each other and to document best practice. For instance, one said: "*It would be good if Chab Dai could facilitate learning from good practices [of members]. They could do some kind of data collection, some documentation of programming and results. And then help us to share and learn.*"

River of Life drawing: showing the evolution of the Coalition project from start until 2016.

- "*One time I wanted to know what materials other member organisations had about [topic x]. So I just sent out my question directly to all the members. I did not get many replies. I wonder if this is something that the Coalition could help with – getting information about activities or materials that would help all of us?*"

- "*Chab Dai should be using technology more; and help [members] get updated with technology to improve our work and communications.*"

- "*Please make sure that the new staff really understand their work well; otherwise they waste our time by not good communication and not good work.*"

- "*They should help the members how to analyse the social context. So the organisation does the right thing in the right time! If we don't know the context we assume problems and we give the wrong solution!*"

- "*Even within Chab Dai membership there is overlap in our work and locations. Is there some way that Chab Dai can help us figure out the mapping of our work so there is not overlap, not to compete?*"

- "*[Chab Dai] should mobilise members to get together with each other more. Chab Dai can be more effective if members are stronger together. They should stay as umbrella. Not just do their own work, and do not overlap with the work of the members. There is some competition. Chab Dai doing too much of its own work and not paying attention to the Coalition.*

5.0 CONCLUSIONS

5.1   Relevance

Given that human trafficking, abuse, and exploitation continue to affect hundreds of thousands of people and families in Cambodia, it is clear that more, and more effective, work must be done to address this scourge. Now there is also a significant amount of global evidence to suggest that collaborative, cross-sectoral efforts are required to most effectively deal with social issues of this magnitude and geographic reach. And increasingly, practitioners are recognising the value of collaborative action and are seeking ways to improve the way they cooperate toward eradication of different social ills: human slavery, poor education quality, public health emergencies, etc. As Chab Dai is the primary collaborative organisation for CSOs in Cambodia that aim to address human trafficking, its work is clearly very relevant.

Chab Dai has developed trust with many small Christian NGOs, organisations that tend to be wary rather than welcoming of external engagement and transparency, and reticent to engage in collective action. Likewise, Chab Dai has gained trust from key Government entities and engages in strategic dialogue with them as well as collaborating to roll out trainings and to print documents. And word has "got out" about the goodwork of Chab Dai, so the organisation has also been actively engaged in sharing its work with like-minded organisations around the world and assisting others form similar collaboratives. Chab Dai's Coalition initiative must be recognised as not just being relevant, but revolutionary!

At the same time, there is a general sense among members and observers that the Coalition's energy and relevance are waning and that 2019 is a crucial time for review, revision, and revitalisation of the Coalition. The Cambodian landscape – socially, politically, economically, culturally, religiously – has altered radically in the past decade: the Coalition has not kept pace. In sum, the Coalition's *raison d'etre* and vision are not in question (i.e., to end slavery and exploitation); but the Coalition's focus and way of operating are increasingly regarded as needing new energy. This sentiment is well illustrated in members reflections during the evaluation.

Table 16: Reflections on relevance

- "Chab Dai is in a bit of a stall since Helen left. The next 12 months are really important for Chab Dai and especially the Coalition to 'be seen' to let members know they are still relevant and have new initiatives."
- "In the beginning Chab Dai was all about helping the organisations within the Chab Dai coalition. That is what was necessary at the time because there were so many organisations who arrived and did not have much knowledge or information. But by now we need much more of an external focus, looking at society and what's happening around us. Let's do some research; and then let's do some advocacy to change things."
- "The Butterfly research is kind of dated … Chab Dai and this research is not keeping up with the industry. [Butterfly] is only about residential care; it is not about the majority of people/women/victims who never go to an institution."
- "Chab Dai seems to have lost sight of its purpose. They need to [stay focused] – but, only after they have revisited and determined what is their [focus]! Are they Christian? Are they anti-trafficking? What are they? What are they trying to accomplish? Maybe Chab Dai could stop all other activities and just focus on the Coalition? They are spending too much time on the case management stuff which other organisations are already doing and doing better. Coalition is their core business. But attention and money gets siphoned off."
- "Maybe Chab Dai should just serve new organisations from period of start-up through registration? Could put down on paper the steps to follow and help with government relations and paperwork for that period? The situation in Cambodia has really changed – no so many groups are coming to start up; lots of the members don't really do anti-trafficking they are tangentially involved in that but doing other good work."

5.1.1 Appropriateness

Throughout this report, the appropriateness of various services offered by the Coalition has been questioned. Some of the aspects of the Coalition in question include:

- **Trainings**: Given the surge in availability of options for training, how should the Coalition modify its approach to capacity building and to training for members? Several recommendations in this report address that question.
- **Toolkits**: Trainings are generally approached by the Coalition as one-off events rather than regarded in a more holistic way. Could the Coalition provide a useful service by developing toolkits (information and materials about the topic), sequenced modules, and "packages"?
- **Minimum standards**: The Coalition is not consistently bringing information about global best practice, or even minimum standards, to bear during training events. The content largely depends upon the trainer.
- **Charter**: The quality of organisational Governance among NGOs in Cambodia is being addressed now from many different angles, notably there is much more Government standards and policies. How should this inform the Charter? And, how does the Charter relate to CCC's GPP? Is there duplication? How can the two tools be rendered more complementary?
- **Membership fee**: Membership, along with all of Chab Dai's services, is financially FREE. While that may have been appropriate in the early days of Chab Dai, it is time to re-consider. All of Chab Dai's members receive funds from international sources – international donors are cognisant of need for capacity development. And, more importantly, there is abundant evidence to show that people value something more if it comes at a cost to them. Of course, it is probably necessary to have a differential scale to account for member differences.
- **Research**: Doing research is very appropriate and necessary, given the dearth of quality research about human trafficking and related issues. But what topics are addressed, who does the research, how members are involved, how the results are disseminated, what use is made of research results – all of this must change to better reflect the current milieu. It will likely require significant energy to change the view of members so that they appreciate the value of research and can understand how to apply it to their own work.
- **Potential duplication**: What of Chab Dai's work – not just the Coalition but also the different projects – is already being done? How/does Chab Dai compare to CCC?

5.1.2 Sufficiently strategic?

It would be useful for the Coalition to begin thinking of doing less, and doing it better. For instance, does the Coalition want to continue focusing on building member capacity? If so, there may be a small number of "niche" training topics to focus on and in which it could establish a reputation for high-quality, in-depth training, for instance Child Protection (with the caveat about "do no harm" addressed elsewhere in the report). For each of its current activities, the Coalition should ask:

1. Is this necessary given the current context and resource availability in Cambodia? What should we stop, continue, modify, expand?
2. Is this being conceptualised (and then delivered) in the most appropriate (effective!) way given the current context of Cambodia?
3. Are there other actors we should engage with in delivery of this service?

The Coalition project in Cambodia has so far focused primarily on developing the capacity of individuals and individual member organisations to function more effectively; but it has not given comparable attention to promoting actual collaboration among those members nor to the systems change (socio-cultural, political, and economic) which is absolutely fundamental to breaking the chains of human trafficking and exploitation. Chab Dai as an organisation, and then as the Coalition project should conduct a PESTLE assessment to help it identify issues to focus on in the public sphere. The organisation, and the Coalition, should be able to stipulate a continuum of things that can be approached jointly by multiple members, and issues to be advocating for (socio-cultural change, political change, economic change) at what level (family/community, National, Regional).

The Coalition has access to a veritable "gold mine" of data, through its own work as well as the work of its members, but this is not being fully exploited perhaps

because its potential value has not been recognised. The Coalition team could use its own data to much greater effect through intentional consolidation and reflection. Additionally, the Coalition is well placed to assist members in reflecting on their own practice to generate evidence of what works; and then to sharing this evidence within the Coalition, within Cambodia, and to wider global networks.

5.1.3   Identity

Chab Dai requested that respondents were asked for their opinion on whether or not Coalition membership should be expanded to include non-Christian organisations.   However, the question of whether or not Chab Dai Coalition should change its criteria for membership to include non-Christian members is perhaps the wrong way to approach the issue.

More fundamentally, Chab Dai should be asking whether or the organisation's aims are still relevant/ appropriate (given the huge socio-cultural, economic, and political changes that have transpired in Cambodia and ASEAN in the past decade); and depending on that answer, ask "what is the best way to achieve the organisation's aims?" This may require revisiting the organisation's vision/mission, and/or the goals of each of the five pillars and then projects within the pillars. Once these more fundamental issues are addressed, the ideal composition of membership will be clear.

There was also some concern by a small number of members expressed about the lack of solid theological teaching as part of the Coalition's work, and a request for more of this and less of the more general Gospel teaching that currently characterises devotions for at Coalition events.

5.2   Effectiveness

It is not possible within the scope of this evaluation to draw solid conclusions about the "effectiveness" of Chab Dai's trainings or forum or major events.[29] The pre/post test scores that the Coalition tracks show a consistent picture of growth in knowledge [post-tests are administered at the end of the training so may be a

better reflection of short-term memory than authentic "learning" and future application]. There is a lot of anecdotal evidence from members to illustrate the effectiveness of different facets of programming: for instance, some members shared that they have added policies (e.g., Child Protection) or practices (e.g., annual staff-care retreat) as result of doing the Charter and/or trainings. However, partly because data collection from member is ad hoc, it is not possible to determine trends or themes. By themselves, these compelling vignettes and testimonials does not constitute "strong evidence" in the technical sense.

It is possible to conclude that the Coalition is doing a lot of activities fairly well, as witnessed by the majority of responding members who are complimentary of Chab Dai and the Coalition. Many say they have more knowledge or have made some changes in their personal home-life or in their organisation as a result of exposure to Chab Dai/the Coalition. However, the ostensible value that someone puts on something is not necessarily an authentic indication of how valuable that thing is for improving something, nor how effective.[30] .

Likewise, members may appreciate Coalition trainings, but this does not necessarily mean those trainings lead to learning or organisational change, or improvement of implementation. Indeed, there are many ways that the effectiveness of many Coalition activities could be improved. This report abounds with examples.

The evaluation by L. Carter (2017) raised some important questions about the degree to which Coalition trainings are "taken up" by participants. Many of the observations and recommendations made in that report hold true still; it is recommended that the Coalition team spend time to learn from Carter's recommendations.

5.3   Efficiency

Efficiency is defined as: "achieving maximum output from a given level of resources used to carry out an activity." At the time of report completion, there was insufficient information available to enable assessment

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[29] One reason why it is not possible is because of course it is also necessary to modify its monitoring system/s if the Coalition is to make evidence-based conclusions about the effectiveness of its programming.

[30] For instance the fact that very few members utilise the Library does not mean the Library is not a valuable component of the Coalition – though it does mean the Library is currently ineffective and this may simply be attributed to the way the Library is currently "marketed" to Members.

of the degree of efficiency that has been achieved by the Coalition. Instead, the Evaluation Team offers a suggestion for how the Coalition team can do a self-assessment to determine "efficiency".

There are three processes the coalition can implement to determine for itself whether or not it is making the best use of its primary resources – time, finances, and relationships. First, review the time/effort that each staff member expends per major activity – not just the trainings or forum but also including "administrative work" and reporting. Given that there is not centralised administrative function in the Chab Dai organisation, it is likely that administration does take a sizeable amount of time. It was observed during the evaluation that the Coalition team does several things as a group – for instance the 6-monthly report and the annual reports are produced collectively. Consider: is collective action for such an activity the optimal use of everyone's time? Are there better ways to achieve the same outputs or outcomes?

The second component for the Coalition team to assess is the proportion of annual budget spent on the Coalition compared to other pillars/projects; as well as proportion of Coalition's budget spent on major activities – again it is necessary to ensure that expenditure on administration and overhead is included in this assessment, as well as specific attention to "monitoring and evaluation".[31] This information is included as Annex 10 - the Coalition team should discuss what they see – what is consuming most of the budget? Are most resources being spent on the most important activities? Are there some important activities that require very little budget which the Team could capitalise on for even more impact? And so forth.

A third process that the Coalition team can implement is to analyse member participation for different activities/events, and over time. For instance – the Team could generate a graph for each member against all the Coalition activities for the 3-year period being reviewed (2016-2018) to show levels of participation. The team can generate a graph by activity, to show which activities are most frequented by members. More detailed analysis can be done to distinguish between International and

National NGO participation (and so forth …). It is important to review participation not only according to numbers of participants but also according to "identity" or participants – for instance, by member organisation.

And as a final note, it would be very useful for the Coalition team to look at the member perspectives on importance, usefulness, etc. of various activities as contained in this Evaluation Report, and compare those with where Team resources are being allocated. Perhaps there are instances of time-consuming activities that could be minimised or dropped altogether on the basis of member opinions.

5.4   Impact
The evaluation should define the long-term effects of the project, whether the progress to date has produced positive results or negative results, and the relation to the overall goal of the project.

In summary – the project aims to

1. Improve quality of member governance and implementation by providing training;
2. Promote collaboration among members & between members and other stakeholders;
3. Influence policy formulation and implementation; and
4. Ensure that CSOs have sufficient information to design effective responses.

Impact evaluation is the most difficult form of evaluation, and in the case of Chab Dai the difficulty is compounded because of fragmented nature of membership: the major flow of resources and services goes from Chab Dai to members rather than members coalescing around Chab Dai and trying to achieve a common aim; and then the Coalition also implements activities independently of the membership that do not necessarily feed back into the Coalition.

Nevertheless, it is possible to conclude as follows from member self-reporting about the first two objectives:

- By and large, members are happy with trainings and with the Charter and they report slowly but steadily incorporating ideas [from Chab Dai] into their governance and implementation for better quality.

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[31] It is standard practice that a minimum of 10% of a budget be spent on M&E activities. The Coalition currently spends about 3% of its budget on M&E.

- There are mixed messages from members about how much networking and connection (with members, with the RGC) can be attributed to Chab Dai. There were a few instances of direct attribution; but the majority of members said that while Chab Dai may have contributed to their networking they were functioning largely independently of Chab Dai for networking and collaboration. It is difficult to determine whether or not this independence is in some way attributable to Chab Dai's influence, though that is probable at least for members who have had membership for an extended period.

It is not possible to make a statement about achievement of impact on the second two aims:

- With existing data from Chab Dai it is not possible to know whether the Coalition has influenced RGC policy formulation and implementation, although there is evidence to show that Chab Dai has helped to roll out the CNCC's package about Child Participation and that Chab Dai has participated with UN-ACT and the Anti-Trafficking Department to monitor quality of shelters per standards.
- Even with existing data from Chab Dai and from interaction with members for this evaluation it is not possible to determine whether or not CSOs are accessing and/or using "appropriate information" to design programming that effectively responds to human trafficking, exploitation, and abuse. The activities that the Coalition reports on as relating to this Outcome are participation in two local working groups (one on disability and one for child protection), plus "collaborative research" (which takes different forms). From this it seems that Chab Dai's efforts to achieve this Outcome consist of either generating or disseminating information.

In order to have a greater chance of demonstrating impact in the next phase of implementation, Chab Dai could work with members on their respective M&E and knowledge management systems so those systems make a direct contribution to the questions that Coalition must answer.

It is also suggested that (as part of its fourth objective) Chab Dai develop a standardised way to assist members to identify their current approaches and projects, and

provide evidence for the success of those respective approaches, at which time they can be called "models" and then replicated by others.

5.5 Sustainability

5.5.1 Defining sustainability[32]
Sustainability is often simplistically defined as continuation of existing activities. However, a more holistic view of "sustainability" is based on the understanding that an organisation's contribution to a community's prosperity or client's journey will always be temporary. In this sense, sustainability can be defined as "the ability to maintain and improve upon the outcomes and goals achieved with external support after that support has ended". In other words, will the benefits last after the Coalition (Chab Dai) has finished a particular activity, left that location, or has stopped altogether?

It is difficult to measure the sustainability of the Coalition's work, not least because member change and improvement must be identified and reported by members back to Chab Dai and while Chab Dai gathers anecdotal evidence, there is little history of disciplined reporting on specific points from members back to Chab Dai. Some proxy indicators of sustainability can be derived from (many) member anecdotes about what they have modified – personally, professionally, organisationally – as liberally included throughout this report.

One way to ensure sustainability is through systems change as affected by the Coalition – and in this regard, it is necessary to have an advocacy agenda whereby the Coalition becomes something greater than the individual efforts of its members by coalescing the support and energy and relationships of those members toward a jointly determined goal.

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[32] Attributed to World Vision, accessed 1 February, 2019 at https://www.wvi.org/sites/default/files/WV%27s%20Sustainability%20Drivers%20-%20Summary%20-%202-15.pdf

6.0 RECOMMENDATIONS

6.1   Organisation-related considerations

6.1.1 Transitioning leadership

Key observation: There is some ambiguity about the role of the International Director visa-a-vis the National Director, in the operations of the Chab Dai Cambodia office and Projects.

- Clarify (and document) the distinct roles and responsibilities of both positions.
- Making changes to job descriptions and related performance reviews can be a way to achieve and ensure clarity and compliance.

6.1.2 Improve transparency and trust

Key observation: There is a lack of transparency of leadership decisions and priorities; there is lack of trust between leadership and staff, and between Projects and leadership.

- Senior Management Team (SMT) could initiate an "SMT Plus" – where they invite a different unit manager to participate in each meeting. The role of the "plus" person is simply to observe and to listen.
- SMT could circulate to all staff, a 1-page summary of its meetings, within 1 day of that meeting. Not all of the details should be included in the summary – but it is important that staff are made aware of the general discussion content and decisions of the SMT.
- Chab Dai has completed the Charter. Now it should prioritise the resulting Performance Improvement Action Plan from the Charter.
- Senior leadership should keep abreast of trends in staff turn-over (for all Projects) and transparently addresses any underlying causes insofar as they are able to do so.
- Review current structure of the organisation – in light of the new 5-year strategic plan. Ensure that Project Managers are receiving adequate technical and managerial support.

6.1.3 Sustainability planning

Key observation: There is not sustainability strategy in place; developing such a strategy is complicated because

of the Coalition's distance from ultimate beneficiaries, and lack of reporting requirements for members.

- For Chab Dai, and the Coalition, develop a simple "sustainability strategy," driven by the question "how we can increase the likelihood of improvements lasting beyond Chab Dai's (or member's) involvement?" Consider using World Vision's "5 Drivers of Sustainability" in the process.
- Advocacy with government is a key element of any sustainability strategy. Chab Dai, and the Coalition, should (be able) to stipulate a continuum of things that can be approached jointly by multiple members, and issues to be advocating for (socio-cultural change, political change, economic change) at what level (family/community, National, Regional).

6.1.4 Shift to model being a "learning organisation"

Key observation: Despite Chab Dai's aims, there is limited effort to foster the ability of members to reflect on their own practice and share "best practices" with each other (moving toward evidence-based programming); and inadequate effort made to learn from Chab Dai's many projects and share that learning back to Coalition members.

- First, initiate an internal learning process. Ask what approaches/models are Projects using? How successful are they? Determine the strength of evidence given to support claims of "success". Determine if the approach is replicable. Discuss how to scale it up. Second, initiate a more reflective learning practices where the members can learn from each other about approaches/models/factors in "success (as above),with the Coalition facilitating documentation of that information.
- Take a more expansive "systems change" approach,[33] both to Chab Dai organisation as well as to the Coalition Project as well as to the task at hand – eradication of slavery. This approach focuses on addressing the conditions required for social change,

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[33] See Kania, Kramer, & Senge. *The Water of Systems Change*. June 2018. Available on: www.fsg.org

starting with an organisation itself. The most difficult condition is "mental models" or *habits of thoughts and deeply held beliefs and assumptions and taken-for-granted ways of operation that influence how we think, what we do, and how we talk*. But without this change to make our own organisation as successful as possible, we cannot hope to change others.

6.1.5 Analyse Coalition staff portfolio

Key observation: All Coalition staff report have "too much to do" and consistently being too busy.

- Conduct an efficiency/effectiveness analysis to determine how well Coalition Team members manage time and various tasks, in order to arrive at a workload that is manageable for everyone. This analysis could also provide evidence upon which to base decisions for decreasing activities or increasing staff.
- Use this report/findings to analyse its portfolio and determine what can be dropped, what should be continued, what should be tweaked or modified, what new things should be added, and what should be expanded.
- It might save considerable effort if the Coalition would conduct a detailed review of its services compared to CCC services; and/or if the Coalition would require membership in CCC and GPP certification as a pre-requisite of Chab Dai membership.
- Even more strongly develop a "brokering role" for some of its activities (i.e., linking members with existing organisations or services) rather than defaulting to being an "implementer".
- Consider that the Charter has been completed by 5 organisations, and 25 are mid-way through the process. What are the implications for future use of resources, when this activity is completed?

6.2   Coalition or Collaborative?

Key observation: The Chab Dai Coalition does not appear currently to meet the criteria for being a Coalition. Rather, it may fit the definition of a network more closely than of a Coalition.[34]

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[34] Networks can be defined as: "[S]ocial arrangements made up of individuals and representatives of institutions based on

Discussion: Coalitions are structures of formal collaboration undergirded by a common vision, and facilitate shared decision making power, influence, and material resources among individuals, groups, and organisations. Formed to carry out joint or coordinated activities, coalitions can be time-bound or open-ended partnering to achieve a common purpose. (World Bank)

Technically speaking, Chab Dai's Coalition is not "carrying out joint or coordinated activities." For Chab Dai Coalition the major flow of resources and services goes from Chab Dai to members (though members do contribute expertise and knowledge occasionally) rather than members coalescing around Chab Dai to achieve a common aim; and then the Coalition also implements activities independently of the membership that do not necessarily feed back into the Coalition. So, while Chab Dai bills itself as a coalition, it is missing some essential characteristics of coalitions, such as:

- Members determine direction.
- Members make decisions.
- Members work together for an achievable aim.

Members do not determine the Coalition's direction – rather they have become members because they agree with the existing mandate and direction (which was established before the period being evaluated). Members do not make decisions – rather, the Coalition Team makes decisions and informs members about those decisions (and to do so the Coalition may, of course, solicit input from members). And finally, while members do generally work with a similar population (people trafficked, exploited, abused or at risk of such) toward the common aim of "ending human trafficking, exploitation, and abuse" in fact members are not jointly engaged on a common project or task (such as an advocacy message). And the role of some of Chab Dai's members in the sector is rather tangential. Many members described their work as "trafficking prevention" because they work with marginalised communities; but it is disingenuous to conflate engagement with a poor

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establishing and building relationships, sharing tasks and working on mutual or joint activities, enabling new learning and mobilizing alternative action." (Younis, 2017, p. 2).

community or with marginalised groups as necessarily being prevention of abuse, exploitation, trafficking.[35]

Rather than a Coalition, the Chab Dai Coalition can perhaps better be described as a network or a collaborative effort, or even as a membership organisation. The distinction is more than simply a semantic issue. If the Chab Dai Coalition is not a coalition and it is something else (such as a network or a membership organisation), then its impact/results must be assessed according to different criteria; and expectations for structures, services, priorities, results will/should be different.

Regardless of what kind of collective Chab Dai is, it may be useful to recognise that collective groups go through three distinct cycles and that these cycles tend to repeat as groups have successes at change, and as the environment evolves. The three cycles are: **Formation** (structure and staff in place); **Implementation** (strategies are implemented as planned); and **Institutionalisation** (activities incorporated within other agencies or institutions).[36] Other authors prefer to describe the 3 points in more details (e.g., Florin et al, 1993, p. 514) and this might be a helpful reference and set of steps for Chab Dai to consider as it seeks to revitalise the Coalition: 1) Mobilisation, 2) Establishing organisational structure, 3) Building capacity for action, 4) Planning for action, 5) Implementation of action, 6) Refinement of plans/action, 7) Institutionalisation.

Specific recommendation relating from this observation are as follows:

- (Re)assess the Coalition's *raison d'etre* (and reframe vision, mission, outcomes, and activities accordingly) and from this, decide what type of collaborative it should be, and then (re)organise and function accordingly.

- Jump-start the Advisory Group as soon as possible, though perhaps with a different name, as part of the re-visioning of the Coalition.
- Conduct a "Theory of Change" exercise as part of the re-visioning. Among other benefits, the ToC will help to explicitly link activities to Outputs to Outcomes and will also help the Team to more clearly define its priorities.

6.3   Identity: Christian NGOs only?

Key observation: Chab Dai leadership, and the Coalition, have been wrestling with the question of whether or not to open up membership to non-Christian organisations because several such agencies have inquired about membership and because Chab Dai is virtually the only remaining collaborative groups[37] in Cambodia targeting human trafficking, abuse, and exploitation.

- Rather than framing the question whether to expand membership to include "non-Christian" organisations as members, it would be more useful for the Coalition Project to ask a different question, and that is, "what is our purpose, our aim, what are we trying to achieve together?" Once that question has been answered (and it would be useful to set up a membership-wide process for grappling with it), THEN it is likely that the answer to the "Christian vs non-Christian" question will also be clear.
- In addition, determine "what does our Christian identity look like"? What kind/s of Christianity does Chab Dai want to promote? In relation to this, consider more seriously and intentionally incorporating a theology of practice/justice into the Coalition's events (not simply having a worship time).

6.4   Activating members

6.4.1 Thoughts on members and collaboration
Key observation: There is frustration on both sides about the (lack of) engagement by members. And because of the current mind-set, there are limited ways for members

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[35] This may be why some Members are concerned that the Coalition has "lost its vision" – eg. now, not all Members are necessarily working to combat human trafficking but rather, by virtue of working with poor and marginalised groups they join Chab Dai.

[36] Butterfoss, F. & Kegler, M. "A coalition model for community action." In Minkler, M. (2012). *Community Organising and community building for health and welfare*. New Brunswick: Rutgers University Press.

[37] COSECAM and ECPAT are now defunct; and UN-ACT (Action for Cooperation Against Trafficking in Persons) functions largely as a purveyor of information in Cambodia (see their website -- http://un-act.org/)

to influence the Coalition, contribute to the Coalition, make use of the Coalition's potential.

- Take a more proactive and holistic view of the Cambodian NGO landscape and to develop a clear strategy for growing (and maintaining) its membership. As part of this exercise, the Coalition should make use of existing data to analyse membership patterns over the past 3-5 years to provide a comprehensive picture of member attrition.
- The Coalition is encouraged to re-visit whether or not services (and membership!) should be free; and part of that should be consideration of differential scale in the event that NGOs are genuinely unable to find the financial resources to contribute.
- Consider the potential for devising different ways for diverse stakeholders to work together. Collaboration among interested NGOs and even private sector groups that can be based on particular criteria that does not necessarily include "Christian." One could imagine a range of different types of affiliation, based on different criteria and with different labels – "friends of Chab Dai", "partners", "associate member", "observer" and so forth.
- Figure out how to turn the Project into something that members take more responsibility for. One way to do this is through a "re-launch" that includes a revised membership Agreement which demands more of members and centralises their involvement rather than keeping them tangential to the Coalition aims.

6.4.2 Communication with members
Key observation: *While members are generally positive about communication with Chab Dai, there are still some gaps in communication and preventable frustrations among members and the Coalition staff.*

- Develop a Communications Strategy for the Coalition (and for Chab Dai?). Such a strategy would include clear messaging; a description of the relevant audiences; a description of available/preferable channels per audience type; and a plan of activities with a timetable. A communications strategy identifies different types of channels and formats/templates for sharing

information. It also clearly identifies sources of information.
- Develop a more informative newsletter format; and distinguish between a regular publication that is essentially "announcements" and a "newsletter". The newsletter produced by the Family Care First project provides an excellent example of a disciplined approach to providing members with helpful and important information, content-oriented, and technical information.

6.4.3 Member engagement
Key observation: *The Coalition team expresses frustration with lack of involvement by members; and members expressed a frustration with being badgered by the Coalition, or not being adequately informed, or not wanting to participate because the offerings are not relevant for them or not particularly interesting.*

- The Coalition could consider levying an annual membership fee – such a practice would likely contribute to a stronger sense of ownership and positive obligation toward engagement in Coalition activities.
- Revitalise the Advisory Group.
- Work with the members to develop a plan for joint action, including advocacy.
- Review the membership agreement; work with a core set of members to make it a more positive and motivational document. Ask: how can members be galvanised to take more initiative?

6.4.4 Keeping relevant
Key observation: *The social, cultural, economic, and political landscape in Cambodia has changed radically in the past 14 years, while the Coalition's activities have not kept pace. A major issue when Chab Dai started, was lack of Government regulations for NGOs and in the sector, as well as lack of minimum standards for Governance as well as programming.*

- Conduct an analysis to see the commonalities and differences between the Chab Dai Charter and CCC's GPP – do not duplicate. It is likely that the Charter could be significantly reduced. However, recognise that it may be necessary for Chab Dai to maintain a "full Charter'" as one of its organisational aims is to expand globally and there may not be a CCC

equivalent in other contexts. The Charter is primarily about organisational Governance, and at a very basic level (e.g., "pay salaries regularly") - is this really necessary? Should there be more focus on quality programming?

- Run something like a PESTLE analysis regularly with members, to identify what is changing in the larger environment and develop responses.
- Capitalise on growing awareness and appetite among members for advocacy campaign/s that address systemic barriers to effective response to trafficking, abuse, and exploitation.

6.5   Looking at implementation

6.5.1 A targeted vs. universal approach

Key observation: *Currently, Chab Dai's work is done on universal basis (e.g., all managers, all expat directors, all organisations). It would be more effective and efficient to target services to members according to criteria other than simply by language (Expat and National).*

- Given the differences between members (in budget, size, purpose, engagement, language ability, etc.) a more nuanced approach to targeting of services could potentially have a better effect. For instance, one local NGO member said: "*I just have one request – give a different scale for local and international NGO for trainings. Chab Dai needs to treat us different please. Maybe they can do on a case-by-case basis?*"
- This concept is applicable to the question of "membership" as well. There are many ways for organisations cooperate; it is possible to conceive of different types of affiliation with the Coalition (e.g., members, affiliates, partners, etc.), each with its own clear criteria as well as responsibilities and benefits.

6.5.2 Training revisited

Key observation: *While the "training/s" provided by the Coalition were greatly valued and appreciated by members, most members were unable to provide clear examples of changes made in their organisation as a result of trainings, and were not able to answer whether*

or not staff had actually applied the content/learnings.[38] In several instances, members stated that the teaching techniques were "always the same, lectures and powerpoint." In addition, there are now many different sources of training related in topics that members require – other members or non-members may have a particular expertise (and be able to share that in creative ways such as setting up a 'shadowing' opportunity), and there are organisations that specialise in training on topics related to development (e.g., Silaka, VBNK), and organisations that have training/awareness-raising as one mandate (e.g., Peace Bridges, TPO, GAD-C, Ragamuffin, APLE, etc.). And lastly, there are now hundreds of courses available on-line through reputable institutions; many of these are offered at no cost.

Consider the following:

- Chab Dai could consider cultivating a more strategic approach to "capacity development". This would require gathering data about what courses and institutions exist; what relevant, free on-line courses could match member needs; and it would also require working directly with members to solicit ideas and commitment for what they could offer each other by way of training or coaching (etc.).[39]
- Help members to develop for themselves a more holistic approach to "learning" and an expanded notion up from simple "training" to "capacity development." This requires thinking in terms of a whole Training Cycle – not just one-off events, but a thoughtful and well-sequenced set of learning events / activities that culminates in solid acquisition of the desired knowledge/skill/behaviour. A capacity development plan is predicated on a capacity assessment, covers an extended period of time, will consist of activities (such as mentor

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[38] The resounding exception is the trauma-informed care training conducted by Sue Taylor of Hagar.

[39] During this evaluation one Member asked that Chab Dai help them with providing training to church leader for developing child protection policies in their churches. In fact one member of Chab Dai – Voice of the Children (VOTC) – does exactly that work. Though VoTC closed in December/2018, their parent organisation (International Cooperation Cambodia – ICC) could presumably provide training materials. It would also be useful to explore the potential for a church that received VoTC training to do an echo training.

meetings, reflection reports) in addition to attending training events.[40]

- As part of improving member ability to provide high-quality services for ultimate beneficiaries, it would be helpful if members identified "competencies" in Job Descriptions rather than only listing responsibilities or tasks. Stating competencies has the benefit of facilitating assessment of the knowledge, skills, attitudes that staff have (and to what extent), thereby highlighting what needs to be developed or enhanced.
- Work with members to help them develop an organisational "learning plan" and/or learning plans for individuals, including assessment. This process would require active engagement from managers so that managers can actively support the application of learnings to their organisation.
- Coalition Project could consider shifting its focus to be more of a "broker" of training (and other services) rather than a direct implementer.
- The majority of Coalition trainings are conducted as "one-off" events, not connected to other trainings. To foster deeper learning and engagement in content by members, the Coalition could consider ways to logically sequence content of increasing complexity and offer a series on the same topic (e.g., Human Trafficking I and II) and to combine multiple topics into "packages".
- More often utilise a Training of Trainers (ToT) approach to trainings where one of the requirements for participants is to echo the training back at their own organisation/s.
- Consider developing "toolkits" with training materials. Training materials represent a potentially valuable resource that with minimal effort, could be turned into Toolkits (or other "resource packaging") and in this way continue to be useful even after training event/s have been completed and for people who were not directly involved in the face-to-face event/s.
- Identify critical "cross cutting themes" which can/should be addressed as part of any/all trainings – for instance "inclusion," "child protection,"

"gender". It is not always necessary to have train "about" a cross cutting theme per se, but it is necessary to ensure that those themes are well represented, and with practical examples of how to take action, as part of the content of all trainings.

- It is imperative that the Coalition take steps to ensure materials and messages are truly "best practice" and to mitigate incorrect application as much as possible. Participant enthusiasm does not equate with actual learning by the participant/s; and in some cases pointed out by Carter in her 2017 Evaluation report, participants were "armed" with incorrect information or understanding and may have done more harm than good when attempting to apply their knowledge.
- Reduce the number of different training topics featured. The Coalition project could focus its efforts on a small number of "niche" topics, such as Child Protection which is highly valued by the majority of respondents, and thoroughly develop materials and activities for use in Cambodia and elsewhere. Distinguishing between content directly related to the sector and what is more general could be one of the criteria used by the Coalition team to refine (and reduce!) the list of trainings offered.
- Consider setting up an "accreditation scheme" where members achieve increasingly complex "levels" by participating in a series of Chab-Dai sponsored learning events to achieve increasing depth in knowledge, skills, and ability to apply learnings to work.
  - o This dividing out levels of content complexity would be helpful for members to determine which of their staff to send to particular trainings.
  - o It could require "off site requirements" such as written assignments that need to be reviewed by their supervisor, then submitted to Chab Dai) as a way to foster organisational support for the contents and impending changes.
  - o This kind of scheme would also provide Chab Dai with a basis for determining what topics the Coalition should continue offer and what to stop providing (i.e., When all organisations have at least one member certified in a particular topic, perhaps it is time to stop offering training in that topic?).

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[40] Peter Senge's work *The Fifth Discipline: The Art and Practice of the Learning Organization* is very instructive about the benefits of being a learning organisation, and how to build such an organisation.

6.5.3 Bridge information from outside in

Key observation: Coalition staff attend external meetings but do not always intentionally apply what they have learned or been informed of, back either to Chab Dai or Coalition practices, or to members

- Make a clear plan for how Coalition staff will feed the information (etc.) from external events (such as Working Groups) back into the Coalition in order to inform Coalition efforts as well as member practices. It is important to think strategically about how to incorporate such information into Coalition activities – the Coalition should be more creative than simply passing on information to members, and should seek to first of all determine whether some of its own practice should incorporate the new ideas (eg. build a ramp at the Chab Dai Office to make it more accessible for people in wheelchairs) and/or how to thread the new ideas into existing curricula or activities (eg. incorporate a section on "inclusivity" or "access" into the Lesson on Child Participation).

6.5.4 Incorporate attention to culture

Key observation: There is little evidence in training materials, of attention to "culture" (eg. Khmer worldview and behaviour), and to local examples and case studies, though attending to culture will make trainings much more relevant than generic materials.

- Given the cross-cultural nature of both the Coalition membership as well as the issue/s being addressed by the Coalition (trafficking, abuse, exploitation) it is necessary for the Coalition to more adequately attend to 'culture' in all of their services and activities. Recognise, and address, the fact that gender discrimination and inequality (which are mental constructs which can be changed) are a significant factor in trafficking, abuse, and exploitation.
- It is important that the Coalition Project be more culturally attuned in its own programming;
  - For instance, in regard to pedagogy, the trainings were described by the majority of respondents as being 'very writing oriented' and 'too much presentation'. It is important to employ a variety of pedagogical techniques to most effectively communicate with, educate, and motivate participants.

6.5.5 Incorporate Research

Key observation: Members are insufficiently aware of research that Chab Dai is conducting, despite the fact that it may relate directly to their programming and they may be "partnering" on that research. Reportedly, the research documents are shared by members do not read the documents, much less apply findings to improve their work.

- Do more to familiarise members with research that Chab Dai has sponsored; in creative ways, not simply distributing the documents. Few members are aware of this important contribution to improving sectoral practices.
- During the evaluation, members listed a large number of different topics that they would find helpful or useful to have research done about. The Coalition is advised to work with Chab Dai's research team to figure out ways to engage with members for applied research – collaboration can take many forms. Perhaps it would be a starting point to have a day's workshop on "Generating Evidence for Improvement"; and subsequently working together on research as well as how members can more consistently monitor and generate evidence about their work to contribute to a more solid picture of "what is the best way to address human trafficking, exploitation, and abuse" whether from a prevention angle or responding to survivors.

6.5.6 Monitoring & Evaluation

Key observation: The Coalition team gathers a large amount of data that it does not utilise fully The Coalition has access to a veritable "gold mine" of data, through its own work as well as the work of its members, but this is not being fully exploited perhaps because its potential value has not been recognised. The Coalition team could use its own data to much greater effect through intentional consolidation and reflection. Additionally, the Coalition is well placed to assist members in reflecting on their own practice to generate evidence of what works; and then to sharing this evidence within the Coalition, within Cambodia, and to wider global networks.

- Continue detailed tracking of activities and outputs is foundational for a good M&E system. However, intentionally add analyse and consolidation of data, present data in a simple and useful format, reflect

upon it, and utilise data to improve implementation and programming. Such basic data management is essential to providing a clear picture of progress.

- Rather than shifting entirely to Outcome Mapping, phase in Outcome Mapping and anyway, continue gathering other data that will help to provide a truly comprehensive picture.

Key observation: It is difficult to ascertain what the Coalition's impact is since that impact (as currently defined) is largely achieved "second hand" through members.

- Conduct more regular check-ins with members through on-line surveys that members commit to completing as part of their membership responsibility.
- Set up a system for regularly gathering data from members regarding their view of the Coalition, rather than waiting for periodic external evaluations to do this important work. The report annex contains a long list of tools that can potentially be used for this purpose.

6.6   Launch Coalition 2.0!

Key observation: There is strong indication that members are certainly ready for greater engagement, and perhaps a different kind of collaboration. This may be an opportune time to re-conceptualise what membership means, and re-launch the Coalition.

- "Shake it up!" Generate excitement and curiosity among members for "what is coming next" before those changes are made.
- Engage members throughout the entire process of review and revision.
- Revisit and revamp the Coalition vision/mission.
- Decide if the Coalition is in fact a Coalition. If not, what is it? And how should it function?
- Conduct a Theory of Change exercise.
- Modify the Member Agreement document to incorporate more attention to what members are expected to provide and contribute.
- Review data from past 3-5 years to learn more about what is working, what trends of member involvement are, etc.
- Reduce and revise list of trainings.
- Develop an advocacy strategy, jointly with members.
- Consider being more involved in the next phase of organisational evolution – that is, monitoring to generate strong evidence for what works.

Coalition team reflecting together on achievements and challenges in the project period 2016-2018, as part of the evaluation process.

Annex 1: Acronyms/Abbreviations

CCC	Cooperation Council Cambodia
CNCC	Cambodia National Council for Children
CP	Child Protection
CSO	Civil Society Organisation
CSO-CP	Civil Society Organisation for Child Protection
DATRV	Department of Anti-human Trafficking and Reintegration of Victims
EMC	Emerging Markets Consulting
ERIKS	Swedish donor for the Coalition Project
GAD-C	Gender and Development – Cambodia
GPP	Governance & Professional Practice (CCC)
HR	Human Resources
IAP	Improvement Action Plan
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MoSVY	Ministry of Social Affairs, Veterans, and Youth
NCCT	National Committee to Combat Trafficking
NGO	Non-governmental Organisation
OECD	Organisation for Economic Cooperation and Development
OH	Outcome Harvesting
OM	Outcome Mapping
PCM	Project Cycle Management
PESTLE	P – Political; E – Economic; S – Social; T – Technological; E – Environmental; L – Legal.
RGC	Royal Government of Cambodia
ToT	Training of Trainers
UN-ACT	United Nations Action for Cooperation against Trafficking in Persons
VoTC	Voice of the Children

Annex 2: List of documents reviewed

Chab Dai Documents

Category of Document	
1. Organisational documents	1.1 Chab Dai Organisational Structure (chart). N.D. 1.2 Chab Dai. Organisational Proposal document. N.D.
2. Proposal & Logframe/s	2.1 Proposal – Coalition 2016-2018. Submitted to ERIKS. 2.2 CD Coalition Logframe. Final. 6 Oct. 2015. 2.3 ERIKS Coalition proposal. 2019-2021. Submitted to ERIKS Nov. 2018.
3. Semi-annual and annual reports	3.1 Annual Report 2016. Chab Dai. February 2017. 3.2 Annual Report 2017. Chab Dai. February 2018. 3.3 Semi-annual report for January - June 2018. Chab Dai. 14 Aug 2018.
4. Charter documents	4.1 Chab Dai Charter Assessment Tool: Commitment to Excellence in Protection, Collaboration, Participation, & Transparency. 2018.
5. Training and events	5.1 Training need assessment: https://goo.gl/forms/kQw0UgK8U6R9USzC2 5.2 Manager Forum survey: https://goo.gl/forms/o7aPbcbh8KEmcRtH2 5.3 Chab Dai Provincial Member Meeting Survey 2018: https://goo.gl/forms/IJVXEi58SGCa20wr2 5.4 Chab Dai Bi-Annual Member Meeting Survey 2018: https://goo.gl/forms/7SOSU0EknA5xACBx2 5.5 PCM Training Follow up: https://goo.gl/forms/vj5MXYrysfQ2cNPs2 5.6 Training survey: https://goo.gl/forms/Rbh0xEVoTVHPCfUx1 5.7 Road Trip: https://docs.google.com/forms/d/1XBG23H1YpSA91Yi4y3o090cMuKvM48HfEor8Op_tNNI/edit#responses
6. Road Trip documents	6.1 Member Road Trip Visit Report. ND. 6.2 Chab Dai Membership Road Trip Form (2017-Responses). 6.3 Road Trip Group Name & Schedule – 2018. Chab Dai Membership Road Trip Form (2018-Responses).
7. Activity Tracker	7.1 Team internal tracking documents
8. Previous project evaluations	8.1 *Evaluation Report: Impact evaluation of Chab Dai Coalition within trafficking sector in Cambodia. 2012.* Giorgio Algeri. 8.2 *PARTNER Social Network Analysis Of Chab Dai. September, 2016.* PARTNER Tool, U.C. Denver. 8.3 Chab Dai Coalition Analysis Highlights – PARTNER Survey. 2016. 8.4 *External evaluation of Chab Dai Coalition's Learning Community and Charter-Doorsteps Projects 2013-2015.* January, 2016. Lucy Carter. 8.5 *Mid-term external evaluation of Chab Dai Coalition Program 2016-2018.* December 21, 2017. Navy Chan & Jessica Chhay.

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Annex 3: List of respondents

Respondents	Interview	Survey
1. ADRA Cambodia		√
2. American Rehabilitation Ministry (ARM)	√	
3. Asian Hope, Inc	√	
4. Center for Global Impact	√	√
5. Chab Dai Coalition Project	√	
6. Children in Families (Komar Knong Krousar)	√	√
7. Destiny Rescue	√	
8. Flame Cambodia	√	√
9. Freedom's Promise		√
10. Garden of Hope Cambodia		√
11. Great Peace Cambodia	√	√
12. Hagar Cambodia	√	√
13. Hope for Justice	√	
14. Horizon Vocational Training Institute	√	√
15. International Justice Mission (IJM)	√	√
16. Kone Kmeng	√	√
17. M'lup Russey	√	√
18. Mission Alliance		√
19. Mercy Teams Intl (MTI)	√	√
20. Mother's Heart	√	√
21. Nomi Network	√	√
22. Saving Moses Cambodia		√
23. Sunshine Cambodia (SC)	√	
24. Teen Challenge	√	√
25. World Vision		√
26. XP Ministries	√	√

Annex 4: Question Frame for Member Interviews

1. What is location of the primary activity of your organisation (PNH/Provinces)?
2. What is the vision/mission of your organisation? (write in full)
3. What is the Main programming/intervention/activity focus of your organisation?
4. How long have you been a member of Chab Dai Coalition? (since what year)
5. How does your work/focus align with Chab Dai's vision/mission?
6. Do think that Chab Dai is sufficiently "current" and "strategic" in its outlook?
7. What is happening, external to your organisation, that is affecting your work? Can you talk about 1-2 of the major shifts, describing how they influence your work?
8. Are you a Charter member or not? If not, why not?
9. Are you a member of CCC or not? If not, why not?
10. What so far has been the single most important benefit your organisation has received from being a member of Chab Dai?
11. How do you describe Chab Dai's "value add"? What does Chab Dai do/provide/give which you cannot access anywhere else?
12. How would you rate the communication that your organisation has with Chab Dai? What is your suggestion to improve communication between Chab Dai and your organisation?
13. Are there other places you could get some of what Chab Dai offers (especially trainings)?
14. How effective do you think Chab Dai trainings are for your staff/organisation? Please explain.
15. How well would you say that you apply what you learn from Chab Dai events, to your own work? What helps/prevents you/your staff from applying what they learn?
16. How well does your organisation get children involved in planning, implementation, monitoring? Why, why not?
17. How well do you collaborate / advocate with relevant government Ministries? Which Ministry? Has Chab Dai had any influence on that?
18. Has Chab Dai helped you to link or work with other NGOs? Please explain.
19. What was the nature of collaboration?
20. Some members say Chab Dai is "too Christian," some say "not Christian enough". What do you say and why?
21. What do you think about extending membership to non-Christian organisations?
22. Are you satisfied with Chab Dai?

In addition, the five interviewees who represent the NGOs elected to an Advisory Committee were asked additional questions about that activity, as briefly outlined below.

1. Why did they join the Advisory Committee?
2. What is purpose/mandate of the Advisory Committee?
3. How often has the Committee met?
4. What has the Committee done so far?

Annex 5: Sample of Coalition Membership Agreement

This Agreement between The Coalition and _____ representing _____ (sector name) shall be from _____ until_____

The purpose of this Memorandum of Understanding is to delineate the relationship between the Coalition and its members, member agencies, and community representation.

The Coalition recognizes all members come to the coalition with differing concerns, needs, abilities, resources, passions and perspectives. We utilize a community consensus building process to identify priorities for action and encourage all members to share and pool their resources and abilities to solve community concerns.

The vision of the Coalition: INSERT

The mission of the Coalition: INSERT

Coalition Member Definitions and Responsibilities: Membership (MODIFY BASED ON COALITION MEMBERSHIP DEFINITION) is open to all community members and service providers who support the vision of the Coalition.

Definitions of Membership include:
   a) Set policies for staff and programs
   b) Formulate goals and objectives in compliance with its funding sources
   c) Oversee the daily operation of its activities and programs
   d) Direct any _____ Coalition staff and volunteers working on its activities and programs
   e) Jointly set goals and objectives for staff and volunteers, and negotiate and approve their activities
   f) Create and follow its strategic plan within the requirements of its funding source
   g) The Coalition will respect the right of each individual member of the Coalition to hold their own opinions and beliefs

Responsibilities of Membership include: THIS CAN BE/SHOULD BE CUSTOMIZED BASED ON MEMBER
   a) Attend _____ number of meetings annually
   b) Participate in _____ committee (Access and Availability; Public Awareness & Education; Steering)
   c) Attend coalition sponsored training, seminars, and community-wide events
   d) Participate in assessing and analyzing XXXXXXXX in the community
   e) Participate in on-going logic model development and strategic planning processes
   f) Participate in on-going refinement of the coalition vision, mission, objectives, goals, and activities
   g) Ensure clear communication between the sector member's organization and the coalition including providing an alternate member when unable to attend
   h) Participate in the implementation of multiple strategies across multiple sectors to achieve community change
   i) Work toward creating population-level change as evidenced by the four core measures
   j) Participate in sustaining the coalition's vitality, involvement and energy in the community
   k) Support the overarching principles of cultural competence and ensure its incorporation into the coalition's comprehensive approach

CONFIDENTIALITY: Both parties agree that they shall be bound by and shall abide by all applicable Federal or State statutes or regulation pertaining to the confidentiality of client records or information, including volunteers. The parties shall not use or disclose any information about a recipient of the services provided under this Agreement for any purpose not connected with the parties' contract responsibilities, except with the written consent of such recipient, recipient's attorney, or recipient's parent or guardian.

Annex 6: Tools for assessing collaboration functioning

Suggestions /endorsement from Kirsten Foot's 2016 *Collaborating against Human Trafficking: Cross-Sector Challenges and Practices*, a book that uses data from Chab Dai in Cambodia.

- The **DOJ's Human Trafficking Task Force e-Guide** is available at https://www.ovcttac.gov/taskforceguide/eguide/3-operating-a-task-force/resources-34-addressing-common-operational-challenges/
- The University of Kansas Work Group for Community Health and Development provides a **Community Tool Box** online (http://ctb.ku.edu/en/table-of-contents/implement/improving-services/multisector-collaboration/main). It includes a section on multisector collaboration that has excellent material and resources.
- The **Intersector Project's Toolkit** can be found at http://intersector.com/toolkit/
- The resource section of the Collective Impact Forum can be found at http://collectiveimpactforum.org/resources
- The **Collaboration Multiplier** (https://www.preventioninstitute.org/tools/collaboration-multiplier) developed by the Prevention Institute, is an interactive framework and tool for analyzing collaborative efforts across fields. It is designed to guide an organization to a better understanding of which partners it needs and how to engage them. It is also designed for organizations that already work together, so they may identify activities to achieve a common goal, identify missing sectors that can contribute to a solution, delineate partner perspectives and contributions, and leverage expertise and resources. The Prevention Institute also offers a useful **Collaborative Effectiveness Assessment Activity** (https://www.preventioninstitute.org/sites/default/files/uploads/Collaborative%20Effectiveness%20Assessment%20Activity.pdf).

The following tools focus on collaboration functioning and support gathering participant and stakeholder input on the collaborative process and evaluating the functioning of a collaboration.[41]

Assessing Collaboration Functioning
Partnerships and Collaboratives: Diagnostic Tool for Evaluating Group Functioning : This self assessment guides each member of the group to rank how they feel the collaborative is functioning across key elements, which can be used to plan for improvements. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%201%20Diagnostic%20Tool%20for%20Evaluating%20Functioning.pdf
Local Collaborative Assessment of Capacity : This self-assessment asks a series of questions about ten elements of collaborative capacity as a way of helping collaborative members determine how far they have progressed. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%202%20Local%20Collaborative%20Assessment%20of%20Capacity.pdf
Keeping Fit in Collaborative Work: A Survey to Self-Assess Collaborative Functioning This tool is designed to assess a collaborative's organizational functioning as well as progress on strategies, projects or activities. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%203%20Keeping%20Fit%20in%20Collaborative%20Work.pdf

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[41] This table was sourced from Build Initiative, at the following website: http://www.buildinitiative.org/Resources/CommunitySystemsDevelopmentToolkit/Section4MeasuringProgressEvaluatingImpact/Section4B.aspx

Collaborative Self-Assessment This survey assesses experiences with a School Readiness collaborative to find out how useful the collaboration is to the work of each participating organizations. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%204%20Collaborative%20Self-Assessment.pdf
Self-Assessment/Self-Identification Tool: Evaluation of an Organization in an Existing Partnership : This tool evaluates the functioning of each participating organization in the partnership and identifies areas for improvement. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%205%20Self-Assessment%20Self-Identification%20Tool%20Evaluation%20of%20an%20Org.pdf
Survey for Collaborative Members : This survey is for individual members of a collaborative to assess their experiences with key aspects of collaboration functioning. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%206%20Survey%20for%20Collaborative%20Members.pdf
Diagnosing the Health of Your Coalition Assessment Instrument : This assessment tool assesses coalition functioning across ten different areas of the work with each section scored separately, allowing coalitions to focus improvement efforts toward specific areas. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%207%20Diagnosing%20the%20Health%20of%20Your%20Coalition.pdf
Climate Diagnostic Tool: The Six R's of Participation : Focused on participation as key to successful collaboration functioning, this assessment tool asks participants to rank the collaboration across six factors of participation: recognition, respect, role, relationship, reward, and results. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%208%20Climate%20Diagnostic%20Tool.pdf
CFSA Collaboration Planning and Assessment Tool : This tool involves participants assessing collaboration work across five core principles. The tool also facilitates participants toward consensus about where on the continuum the collaboration falls and the most important areas to focus attention. http://www.buildinitiative.org/Portals/0/Uploads/Documents/resource-center/community-systems-development/4B%209%20CFSA_Collaboration_Planning_and_Assessment_Tool.pdf

Annex 7: Status of Charter Process

Note – Some members are implementing the Charter at different project/office sites (for instance ARM is conducting the Charter at its Battambang Office and at its Siem Reap office, independently of each other). Therefore the total number of Charter exercises being done is greater than the absolute number of members doing the Charter.

Completed Baseline	Completed Mid-Term	Completed Final
1. Adventist Development and Relief Agency Cambodia 2. Flame Cambodia 3. Mercy Ministry Foundation 4. White Dove Cambodia 5. Destiny Rescue - PNH	1. ARM - BTB 2. ARM - SR 3. AusCam Cambodia 4. Asian Hope, Inc. 5. Chab Dai Coalition 6. Center for Global Impact - BTB 7. Citipointe 8. Destiny Rescue - Kompong Cham 9. Fountain of Hope 10. Genesis Community 11. Transformation 12. Garden of Hope 13. Hagar 14. Heart of Hope 15. Hope for Justice 16. International Justice Mission 17. Kone Khmeng 18. Mercy Team International 19. Mother's Heart 20. New Life Foundation 21. Open Arms 22. Precious Women 23. Teen Challenge- Women's Center 24. Teen Challenge- Boy's Center 25. World Hope International 26. World Hope Cambodia	1. Center For Global Impact - PNH 2. Children in Families 3. Sunshine Cambodia 4. Prison Fellowship Cambodia 5. WEC-Bridge of Hope

Annex 8: Comparison of CCC's GPP and Chab Dai's Charter

The following table provides a preliminary comparison of the Chab Dai Charter and the CCC's Governance and Professional Practice tool/s. It is advisable for the Coalition to complete an analysis of both tools to assess how best to ensure complementarity and prevent duplication.

Chab Dai's Charter	CCC's GPP
The Charter is a tool for members to identify areas of strength and areas for improvement within their organisations, and to take practical steps to implement changes within their organisation to be stronger for their staff and clients. The Charter outlines 15 principles under 4 values, measured by 70 indicators: 1. Protection (4 principles, 26 indicators) 2. Collaboration (4 principles, 14 indicators) 3. Participation (4 principles, 13 indicators) 4. Transparency (3 principles, 17 indicators) The indicators show what the Charter principles look like in action. The Charter Assessment tool converts scores on indicators into Improvement Action Plans (IAP). These indicators are divided into foundational indicators (the most essential within an organisation, often relating to national and/or international law) and ideal indicators. Priority is given to foundational indicators when making IAPs for an organisation to ensure the most important areas are addressed first.	The GPP is comprised of six major components, as outlined below. Under each component a brief set of standards, accompanied by indicators, are set out for a total of 25 standards and 71 indicators: 1. Good governance (7 standards, 20 indicators) 2. Relationships and Communication (4 standards, 11 indicators) 3. Sound financial development (3 standards, 8 indicators) 4. Accountability & transparency (4 standards, 10 indicators) 5. Quality assurance (1 standard, 4 indicators) 6. Effective human resource management (6 standards, 18 indicators).

GPP – Governance & Professional Practice as described on CCC's website: http://www.ccc-cambodia.org/en/membership/ngo-governance-professional-practice-gpp):

CCC has implemented NGO Governance & Professional Practice (GPP) since 2004 (originally as the NGO Good Practice Project), aiming at promoting professionalism and good practice within NGOs operating in Cambodia. Initially the GPP team revised an existing Code of Ethical Principles for NGOs and developed accompanying minimum standards, and subsequently the Voluntary Certification System (VCS) was developed following examples of other NGO accountability and good governance models from around the world. The VCS has been fully operational since 2007, and along with the supporting Code of Ethical Principles and the minimum standards for NGOs, is an important tool that helps to ensure accountability and good governance in the NGO sector. It is currently one of only two known NGO self-regulation practices operating in Southeast Asia. Promoting the importance of good governance for NGOs is the central theme to CCC's work, and NGO GPP continues to make clear advances toward a wider adoption of good practices by NGOs in Cambodia.

Annex 9: Chab Dai Vision, Mission and Values

Chab Dai Vision & Mission

Chab Dai is committed to working together with diverse stakeholders to abolish all forms of abuse and exploitation. Founded in Cambodia in 2005, Chab Dai (meaning "joining hands" in Khmer) has presence in Cambodia, the United States, Canada, and the United Kingdom. We now work with partner organisations and coalitions in over 20 countries.

We are inspired by our Christian faith and commitment to excellence as we work strategically and collaboratively to:

- Facilitate connectivity
- Generate & share knowledge
- Advocate for transformed societies and empowered communities.
- Support for strength
- Promote hope for the future.

Chab Dai Core Values

Facilitate connectivity
The issues of human trafficking, abuse and exploitation are complex and perpetrated by a network of criminals, corrupted systems and institutions. It takes a network to fight against a network. Joining our hands together creates the drive needed to combat the complex issues that cause human trafficking, abuse and exploitation.

Generate and share knowledge
As an NGO and a collective of various organizations, we are committed to generating knowledge through research, reflection, and documentation of our collective experiences. We aim to package these materials into shareable forms for training, workshops, forums, publications and other learning processes. Our knowledge generation and sharing is defined by our commitment to contribute to the body of knowledge and practice in Cambodia and globally to better address issues of human trafficking, all forms of abuse and exploitation.

Advocate for transformed societies and empowered communities
We seek to impact changes in policies, systems and practices in society that are detrimental to the most vulnerable communities and cause them to be trafficked, abused and exploited. We are committed to enabling communities and civil society groups to engage with the state while working with stakeholders and support agencies to perform their mandates.

Support and strengthen
Diverse stakeholders cooperating together are able to complement each other's strengths and weaknesses as well as provide encouragement when individually dealing with challenges inherent to organisations addressing issues of human trafficking, abuse and exploitation.
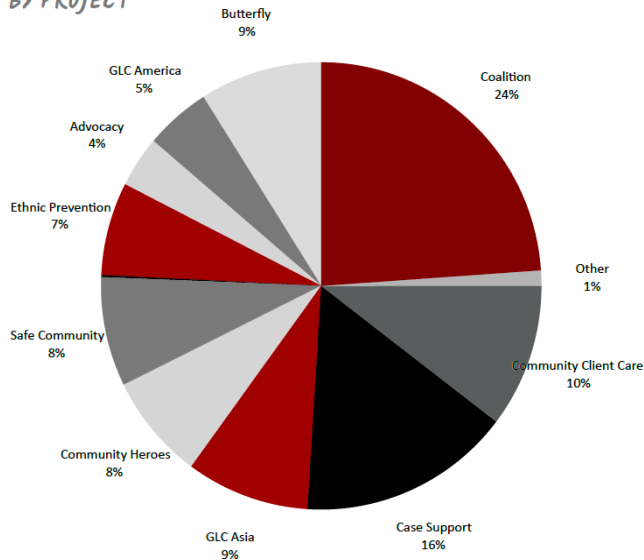
Promote hope for the future
We exist so that families and communities at risk and those who have been trafficked, abused and exploited can find hope in a seemingly hopeless situation. It is our mission that they may all become what God created them to be, living as His children, protected from all forms of abuse and exploitation and experiencing His unconditional love.

Annex 10: Chab Dai and Coalition Budget and Expenditures

Chab Dai Program Expenses

The following represents the expenses related to particular Chab Dai programs.

TOTAL PROGRAM EXPENSE 2016 BY PROJECT

- Butterfly 9%
- GLC America 5%
- Advocacy 4%
- Ethnic Prevention 7%
- Safe Community 8%
- Community Heroes 8%
- GLC Asia 9%
- Case Support 16%
- Community Client Care 10%
- Other 1%
- Coalition 24%

DIRECT PROJECT EXPENSES 2017

- Legal Support $20,873.00
- Butterfly $92,738.00
- GLC Latin America $24,789.00
- Advocacy $33,080.00
- Ethnic Community $63,145.00
- Safe Community $83,619.00
- Community Heroes $71,463.00
- ARAT Conference $27,932.00
- GLC Asia $85,683.00
- Case Support $203,981.00
- Community Based Client Care $92,838.00
- Other $3,275.00
- Coalition $192,548.00
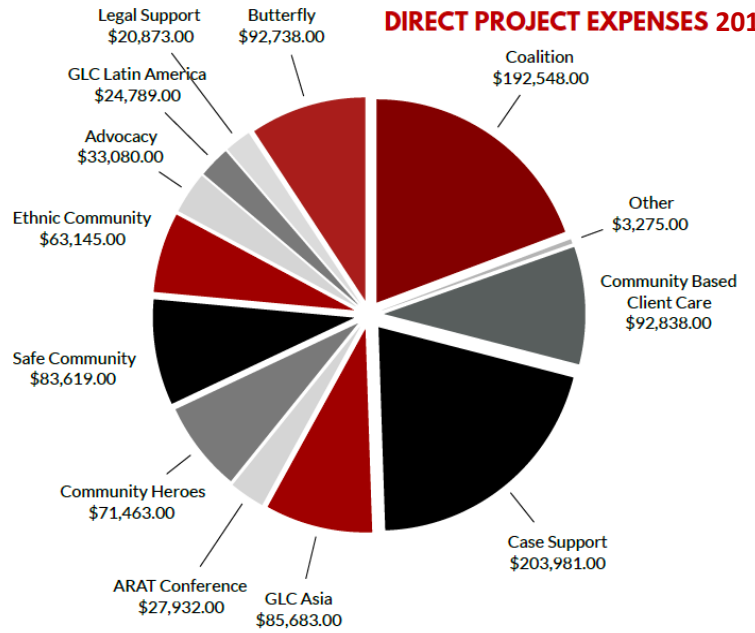
2018 CHAB DAI CAMBODIA EXPENSES SUMMARY BY PROJECT

- Butterfly 10%
- Operational Development 2%
- Advocacy 3%
- Ethnic Prevention 7%
- Safe Community 8%
- Community Heroes 6%
- GLC Asia 5%
- Case Support 17%
- Community Client Care 11%
- Other 5%
- Coalition 25%
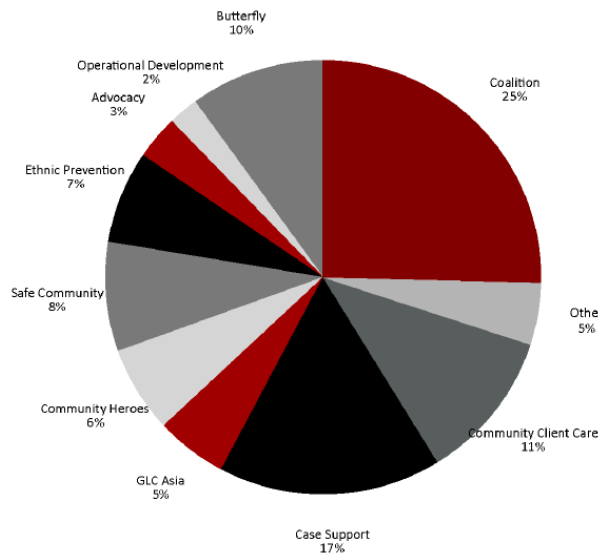
Coalition project expenses

The following represent the expenses related particularly to Coalition activities.

Three Year Budget

2016

2017

2018

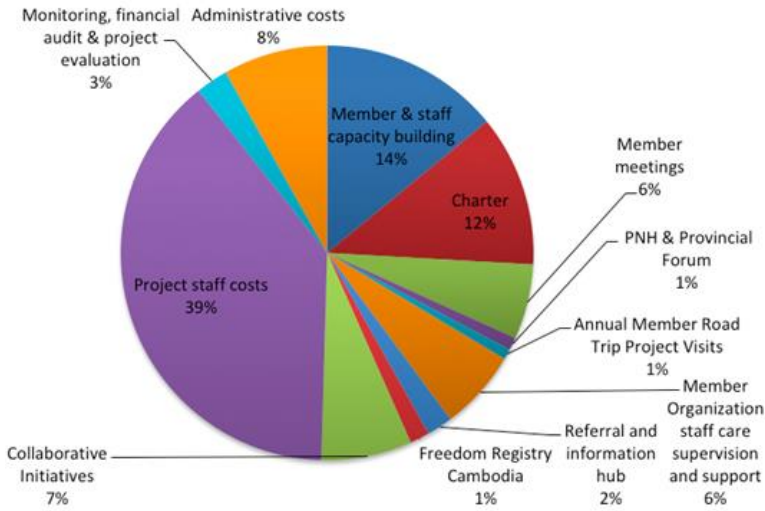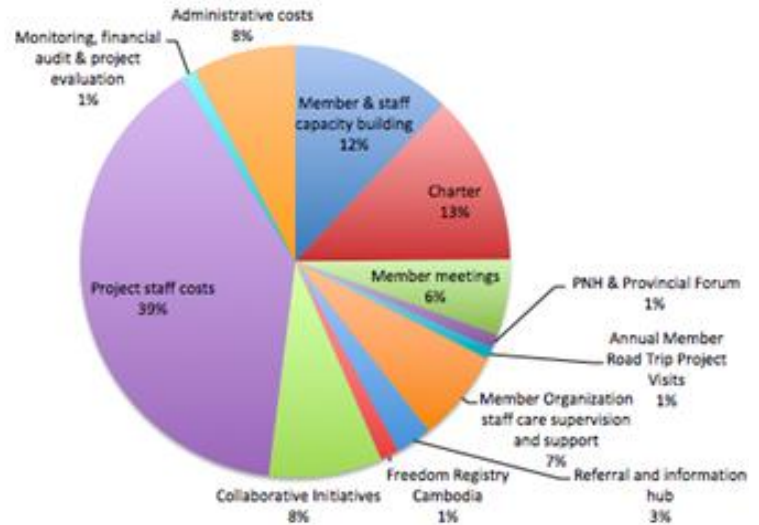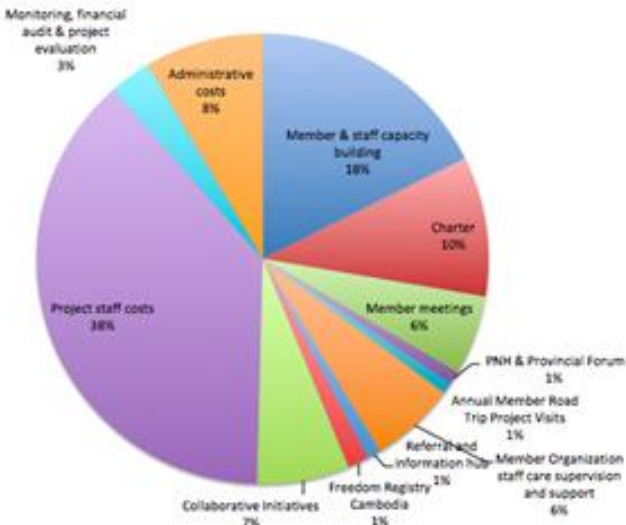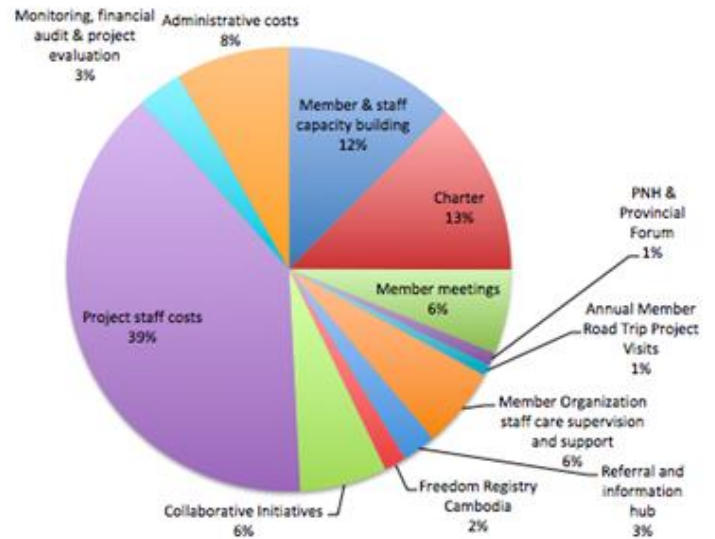| No.	Description	2016	2017	2108	Total
10100	Member & staff capacity building	$26,230.20	$43,088.72	$31,826.49	$101,145.41
10200	Charter	$27,720.00	$24,596.00	$32,407.00	$84,723.00
10300	Member meetings	$12,300.00	$13,965.00	$15,730.00	$41,995.00
10400	PNH & Provincial Forum	$2,264.00	$2,365.20	$2,478.40	$7,107.60
10500	Annual Member Road Trip Project Visits	$1,850.00	$1,942.50	$2,035.00	$5,827.50
10600	Member Organization staff care supervision and support	$15,000.00	$15,000.00	$15,000.00	$45,000.00
10700	Referral and information hub	$5,830.00	$2,362.50	$6,325.00	$14,517.50
10800	Freedom Registry Cambodia	$3,100.00	$3,738.00	$4,125.00	$10,963.00
10900	Collaborative Initiatives	$18,488.00	$16,116.80	$16,258.48	$50,863.28
11000	Project staff costs	$84,981.06	$93,078.50	$100,781.90	$278,841.46
12000	Monitoring, financial audit & project evaluation	$2,400.00	$7,400.00	$8,400.00	$18,200.00
13000	Administrative costs	$16,800.08	$20,739.12	$21,166.00	$58,705.20
	TOTAL:	**$216,963.34**	**$244,392.34**	**$256,533.27**	**$717,888.95**

Chab Dai expenses for member and staff capacity building

The following represent the expenses related to particular capacity building offerings.

2018
- 10. Participants follow up and support 6%
- 1. Child Protection training 3%
- 2. Basic Human Trafficking training 2%
- 3. Project Cycle Management and Organizational Behavior training 27%
- 9. Needs - Based Training 23%
- 8. Annual Child Participation Workshop 6%
- 7. Follow up and Coaching to Child Participation participants 5%
- 6. Child Participation training 17%
- 5. Child Participation and TOT to Chab Dai member staff 7%
- 4. Project Cycle Management Alumni meeting 4%

2016
- 10. Participants follow up and support 6%
- 3. Project Cycle Management and Organizational Behavior training 0%
- 2. Basic Human Trafficking training 3%
- 1. Child Protection training 10%
- 4. Project Cycle Management Alumni meeting 7%
- 5. Child Participation and TOT to Chab Dai member staff 9%
- 9. Needs - Based Training 33%
- 8. Annual Child Participation Workshop 0%
- 7. Follow up and Coaching to Child Participation participants 7%
- 6. Child Participation training 25%

2017
- 10. Participants follow up and support 6%
- 2. Basic Human Trafficking training 2%
- 1. Child Protection training 7%
- 9. Needs - Based Training 16%
- 8. Annual Child Participation Workshop 6%
- 7. Follow up and Coaching to Child Participation participants 5%
- 6. Child Participation training 18%
- 3. Project Cycle Management and Organizational Behavior training 29%
- 4. Project Cycle Management Alumni meeting 5%
- 5. Child Participation and TOT to Chab Dai member staff 6%

	2016	2017	2018	Total
Child Protection training	$2,000.00	$2,000.00	$1,000.00	$5,000.00
Basic Human Trafficking training	$600.00	$600.00	$600.00	$1,800.00
Project Cycle Management and Organizational Behavior training		$8,500.00	$8,500.00	$17,000.00
Project Cycle Management Alumni meeting	$1,335.00	$1,335.00	$1,335.00	$4,005.00
Child Participation and TOT to Chab Dai member staff	$1,735.00	$1,908.50	$2,099.35	$5,742.85
Child Participation training	$5,000.00	$5,250.00	$5,500.00	$15,750.00
Follow up and Coaching to Child Participation participants	$1,390.20	$1,529.22	$1,682.14	$4,601.56
Annual Child Participation Workshop	$-	$1,810.00	$1,991.00	$3,801.00
Needs - Based Training	$6,600.00	$4,620.00	$7,260.00	$18,480.00
Participants follow up and support	$1,170.00	$1,911.00	$1,859.00	$4,940.00
Total:	**$19,830.20**	**$29,463.72**	**$31,826.49**	**$81,120.41**