

CHAB DAI CHARTER: COMMITMENT TO EXCELLENCE

*Protection, Collaboration,
Participation and Transparency*



សម្ព័ន្ធតាប់ដៃ
**CHAB DAI
COALITION**

Chab Dai Charter Assessment Tool: Commitment to Excellence in Protection, Collaboration, Participation, & Transparency.

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The *Chab Dai Charter Assessment Tool* was designed to be facilitated using the accompanying *Chab Dai Charter Assessment Tool: Facilitator's Guide*. For more information about how to use and/or facilitate this Assessment Tool please contact our team: cambodia@chabdai.org.

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Special thanks for many hours of work and input go to Milet Goddard and those within our own team: Aimee Brammer, Nal Sithy, Um Samol, Mith Sokha, Tania DoCarmo, and Glenn Miles. We would also like to thank the staff of member organizations who gave their time and energy to be part of the pilot and feedback groups- Freedom Cambodia, Genesis Community Transformation, Hope for Life, International Justice Mission, Kone Kmeng, Mercy Teams International, Mother's Heart, Precious Women, Prison Fellowship Cambodia, Rapha House, Transitions Global, and World Hope.

Finally, we would like to thank the 35 member organizations who have already taken the step to sign the charter, believing in its impact on their clients and organizations.

Definition of Terms

In this toolkit we use the following terms and abbreviations:

CHARTER MEMBERS– Chab Dai Coalition members who have signed the Charter

COLLECTIVE VALUES (previously called *Categories*) – The four overarching values of the Charter, including protection, collaboration, participation, and transparency.

CPP – Child Protection Policy

MoSAVY – Ministry of Social Affairs, Veterans, and Youth

DoSAVY – Department of Social Affairs, Veterans, and Youth

NGO – Non-Government Organization

MOU – Memorandum of Understanding

UNCRC – United Nations Convention on the Rights of Children

About Chab Dai Coalition

Collaboration is at the heart of who Chab Dai is. We believe it is critical if communities and organizations are to see change on a large scale.

Chab Dai Cambodia is a coalition of 50 Christian organizations working with victims and those vulnerable of being abused, exploited or trafficked through prevention, intervention, aftercare, reintegration and socially responsible businesses.

Our Core Values:

- **KNOWLEDGE FOR SHARING** – We are committed to addressing issues of abuse, exploitation and trafficking by working together and providing opportunities for learning and collective impact.
- **ADVOCACY FOR JUSTICE** – We believe partnership in coalition creates more collaboration and a greater voice for advocacy and enables organizations to support one another more effectively.
- **SUPPORT FOR STRENGTH** – Working together enables us to keep our individual identities while also supporting one another in the common issues we face.
- **HOPE FOR THE FUTURE** – We exist so that survivors, families and communities can be all that God created them to be.

Chab Dai has three main program components:

1. Coalition-Building
2. Prevention
3. Research and Advocacy

For more information on our programs and values, visit www.chabdai.org

OVERVIEW OF THE CHAB DAI CHARTER

History of the Chab Dai Charter

The idea behind the Charter initially came from Chab Dai members and their desire for a collective set of principles and values.

In 2010, Chab Dai recognized the need for a Code of Conduct, or an outlined summary of values agreed upon by all members of the coalition. The first draft, put together in early 2011, was a simple outline of Chab Dai's expectation for members. What they could expect in return for being a member of Chab Dai was outlined in the *Chab Dai Member Packs*.

In April 2011, the Code of Conduct expanded into what is now the Chab Dai Charter. The decision to develop a Charter was informed and based on our understanding that our members were looking for a holistic framework that could assess and highlight various aspects of their work, including: providing staff care, relationship-building with other members, and compliance with national and international laws. Therefore, what is now known as the Chab Dai Charter outlines 15 principles that the coalition members can identify as collective values. **These include principles that have been categorized into four collective values: protection, collaboration, participation, and transparency.**

Outlining a set of these principles on their own was not enough because it did not identify tangible ways members could achieve or monitor their commitment to achieving them. Thus, Chab Dai created a supplemental *Charter Implementation Tool* (now the Charter Assessment Tool) to accompany the *Charter Principles*. This list of 85 action points practically outlines what each principle looks like in action. To include a holistic approach to reaching excellence, the action points were further divided into 5 key stakeholder groups: staff and organizations, beneficiaries, members, donors, and government.

Chab Dai actively sought feedback from coalition members.

Feedback on the Charter process was collected from members and partners during member meetings, a series of member visits across Cambodia, and subsequently through member pilot groups that focused on evaluating this Assessment Tool and Implementation plan.

The overall response from members has been very positive. Members who have signed the Charter see it as an opportunity to seek external accountability for anti-trafficking activities in Cambodia; and recognize the potential of the program to raise the standard of care for survivors within all sector programs. Members have also expressed excitement that Chab Dai is willing to assist them with assessment and planning.

What is the Charter?

Today the Chab Dai Charter integrates Chab Dai's three Coalition Program activities: Jeut Nung Dai, Doorsteps, and Learning Community. The individual strengths that each project has, including social work and counseling training, organizational development and leadership coaching, and forum and large coalition meetings, will bring a holistic approach to implementing the Charter with Coalition members.

During the next two years, the progress towards achieving excellence will be monitored using a database, beginning with the results of each member's Assessment Tool results. Chab Dai will work with each member to create one-year and two-year Improvement Action Plans based on the results of their assessment, and in-line with their project's vision and mission.

Through use of the Charter, members of the coalition will:

- Be better informed about how to build the technical skills of Cambodian national staff
- Benefit from an increased collective understanding of trafficking trends and emerging issues; and
- Continue to build trust with other members in order to continue referrals and collaboration.

The Chab Dai Charter is not a monitoring tool, but a means of showing our commitment to protect children & adults using the same standards and principles.

We can more effectively help our clients if we work together!

-A Chab Dai Member

The Vision Behind the Charter

The Charter's aim is to facilitate a commitment to excellence in practice, and collectively lead the way forward in the coalition's efforts to rehabilitate or prevent victims of trafficking and abuse.

The Charter is a shared vision for helping Christian organizations work together to end sexual abuse and trafficking, and continue to raise the standard of care in programs throughout Cambodia.

An excerpt from the Charter Principles: 'Inspired and motivated by our faith we commit ourselves to raising the standard of care as we work alongside communities, victims, and survivors; as we work with staff, donors, and government; and as we seek to model best practice.'

The Implementation of the Charter

The outworking of the Chab Dai Charter is a long term and ongoing process for the pursuit of excellence, so that communities, and survivors communities at-risk of trafficking and abuse have the best care possible in order to see healing and restoration.

Individual Organization Impact

1. Improved organizational and project performance
2. Raised standards of care for survivors and vulnerable communities and individuals.
3. More effective stakeholder participation

Collective Coalition Impact

4. Shared learning of best and innovative practices, and documenting joint lessons learned
5. Ongoing development of Chab Dai member staff
6. Gained recognition and support of members for high quality of services from the Cambodian government, partners, and donors
7. Increased trust between members through Charter implementation process, therefore increasing appropriate service referrals and program specialization
8. Opportunities for joint-advocacy

What are donors saying about the Charter?

The phrase "First, do no harm" should be a foundational principle for all anti-trafficking initiatives.

The development of the Chab Dai Charter has laid out in extensive and exceptional detail how anti-trafficking organizations can meet the enormous challenge of providing quality care for survivors of trafficking, abuse and exploitation. Good organizations will become better as they strive to implement the principles set forth in the Charter.

From a donor's perspective, the Charter provides a standard for assessing and supporting those organizations which are committed to organizational health, sustainability and excellent service provision.

For years to come, the Charter will unite communities, agencies and donors with a common agenda for ensuring the highest quality of care is given to survivors of trafficking, exploitation and abuse.

Submitted by Jeremy Floyd, Project Manager, Equitas Group

The Chab Dai Charter: Our 15 Principles



PROTECTION: We will strongly protect children and communities at risk, and promote the dignity and respect of all individuals.

- 1. Develop Personnel:** Promoting the value of a balanced, holistic lifestyle as part of each individual's overall personal development, including staff, communities and children.
- 2. Respect Other's Belief:** Showing Christ's love through our action and lives; and acknowledging that people of other faiths or none are able to hold and express their beliefs and convictions respectfully and freely.
- 3. Provide Safety:** Committing to provide safety to everyone we seek to help and work alongside through, though not exclusively, the development of protection policies for vulnerable communities and children.
- 4. Promote Dignity :** Focusing on offering hope for all individuals and treating all people with dignity and respect in communities, specific programs, as well as in media and reports.

COLLABORATION: We will commit to collaboration and the act of cultivating trust and respect within communities, churches, local government and organizations.

- 5. Develop Partnerships:** Developing partnership with churches, organizations, communities, agencies and local government whether appropriate, in order to create an effective service for clients avoiding unnecessary duplication of resources.
- 6. Build Trust & Respect:** Trusting and respecting each member organization and their unique skills
- 7. Work Together:** Acting as part of the Body of Christ, with all functions, respecting and complimenting one another.
- 8. Share Experiences and Lessons:** Sharing our knowledge and resources within the Learning Community to raise the standard of care, and achieve our common vision.

PARTICIPATION: We will value participation and welcome opinions and contributions from all staff, community members and children.

- 9. Be Inclusive:** Serving and respecting all people regardless of their gender, marital status, race, ethnic origin, religion, age, sexual orientation or physical or mental capability.
- 10. Develop Potential:** Creating an environment where clients, communities, and employees are encouraged and enabled to realize their potential.
- 11. Cultivate Creativity:** Developing an organizational culture in which individuals learn from any mistakes made and where excellence and innovation are encouraged and rewarded.
- 12. Encourage Participation:** Implementing an organizational structure that fosters and encourages participation by staff at all levels in order to facilitate the fulfillment of the project's goals and missions.

TRANSPARENCY: We will actively accept accountability and transparency from others, and commit to raising the standard of practice in Cambodia together.

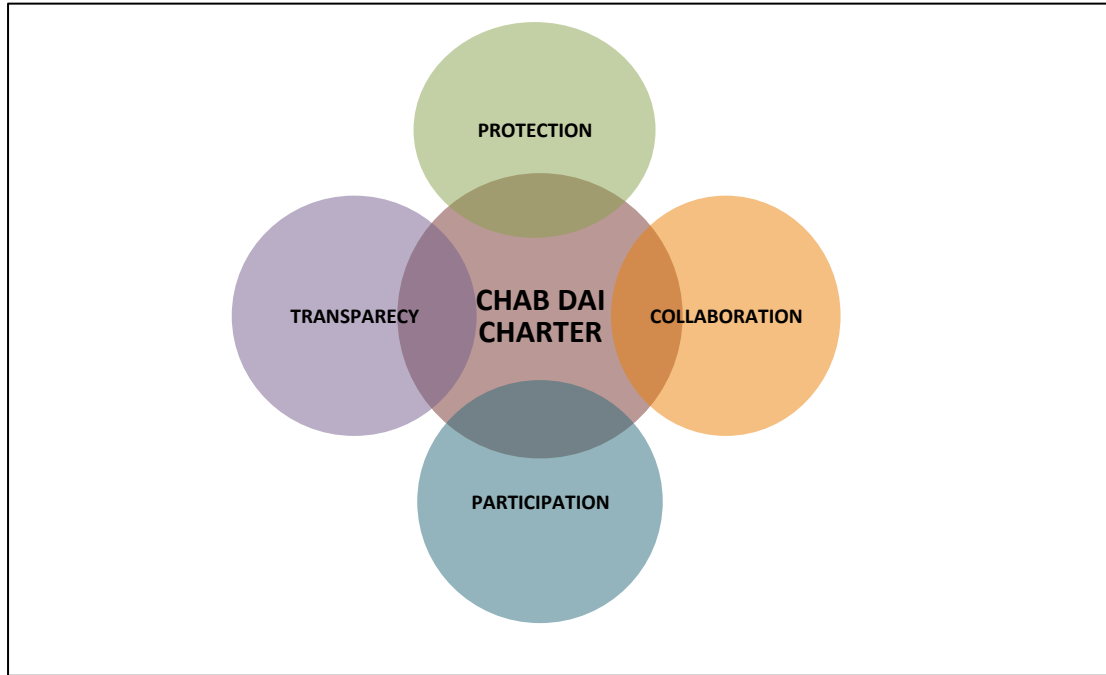
- 13. Respect Legal Registration:** Having applicable legal registration with the Royal Government of Cambodia and abiding by the requirements of the Cambodian law and implementing best practices and procedures accordingly.
- 14. Measure to Outcomes:** Setting and reviewing measurable and timed outcomes annually, and regularly evaluating and monitoring our programs and organizations.
- 15. Commit to Learning:** Recognizing the need for ongoing learning and development to increase our knowledge and responsibilities as stewards of our resources.

ABOUT THE CHARTER ASSESSMENT TOOL

What is the Assessment Tool?

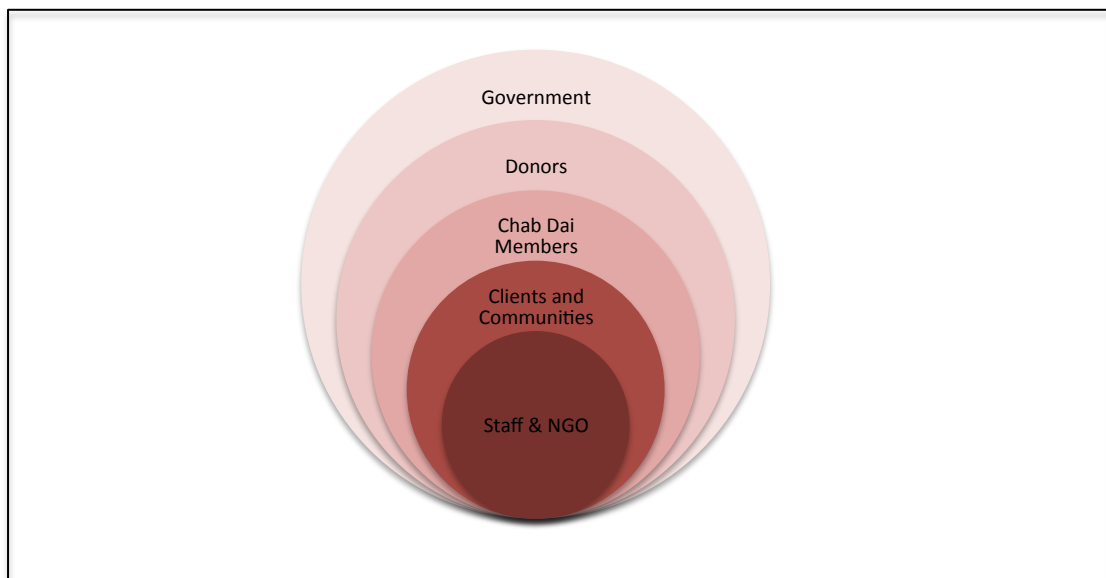
The Charter Assessment Tool was designed with input from Chab Dai members. The Assessment Tool is based on 15 principles, divided into four collective values, as shown in Figure 1 below:

Figure 1: The four collective values of the Assessment Tool



It is designed to guide members on how they can practically carry out each of the four collective values in line with five key stakeholder groups, as shown in Figure 2 below:

Figure 2: The 5 key stakeholder groups where the 15 Charter principles will be applied



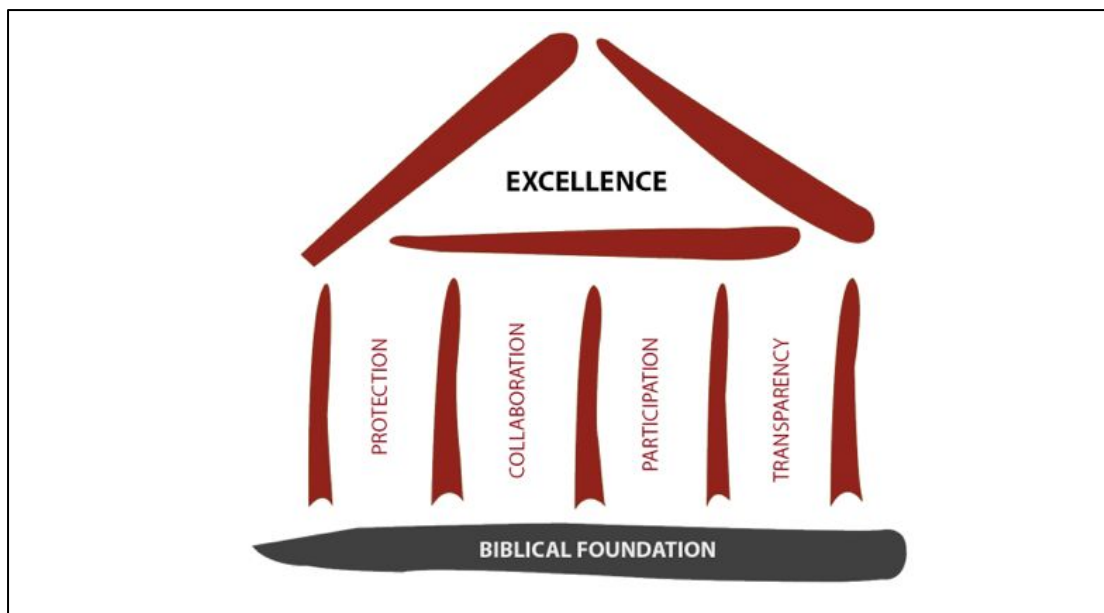
The Charter Self Assessment Tool uses a participatory process of scoring so each member staff has a voice in the assessment process. This allows for a **relative scoring system** depending on the size and the maturity of the implementing organization. What is growing in one organization may be maturing in another organization.

The value is to see the **degree of change that takes place** in each organization over the next two years, as determined by the comparison of results from this baseline review (through the Assessment Tool outcomes) to the Mid-Term and Final Review.

What are the foundations of the Assessment Tool?

The Chab Dai Charter has been developed to build on our collective values, along with Biblical principles, supporting laws, policies, guidelines and standards, in both a national and international context. *Refer to the Reference Section for a complete list of resources used in the creation of the Charter Assessment Tool.*

Figure 3: Biblical Foundations and Pillars of the Charter Assessment Tool



Why is it important for my organization to complete the Assessment Tool?

Completing the Assessment Tool is an organization’s first step towards demonstrating their commitment to excellence. The assessment will help an organization identify their own organizational strengths, areas for improvement, and opportunities for growth. It will also provide a baseline the organization can use to measure their progress towards excellence over a period of two years.

Who should use the Assessment Tool?

The Assessment Tool was created specifically for organizations who are members of Chab Dai Coalition, and have signed the Charter. It was designed to be implemented collaboratively, in a participatory manner with organization staff (either a vertical or representative selection of staff members).

How can the Assessment Tool be implemented in my organization?

To maintain consistency in Assessment scores among all Chab Dai Charter Members, Chab Dai team members will facilitate the process in cooperation with each organization's leadership team. *Estimated Time: Two to three full days.*

It is ideal to implement the tool in a participatory manner with the involvement of all the relevant staff in the organization or in a program (if Chab Dai membership is only at program level).

The participation of staff at ALL levels, representing different positions, length of service in the organization and gender balance, is ideal during the completion of the Assessment. The ideal option encourages the organization to gather different ideas, for the staff to express their voice, and for the leadership of the organization to listen to their voices.

The participatory process also allows all members of staff to maintain ownership of the Improvement Action Plans. Each category has an action plan based on their areas of improvement, which are written after the organization has discussed their priorities and determined an implementation plan.

Role of Directors and Managers

Directors and Managers play an important role in the assessment period. They help to create an atmosphere of honesty, and have the responsibility to see that decisions discussed as a team during the assessment are implemented in a timely manner.

In the initial phase, it is highly possible that staff will have a varying degree of understanding of the indicators in relation to the organization's situation and therefore may result in inconsistent scoring. It is important that there is time allotted to allow staff to clarify their understanding before the group scoring is finalized.

The leadership team will be consulted by the facilitator before team meetings or planning takes place.

Process to Facilitate the Assessment Tool

PART 1: PRE-CONSULTATION: A brief meeting between a Chab Dai facilitator and a member's leadership team. The two main objective of this meeting are to:

1. Chab Dai will give an overview of the assessment process and discuss how the assessment can be facilitated best within the organization's culture. This will also be an opportunity for the facilitator to hear what dynamics your organization leaders already acknowledge within their organization.
2. Organize assessment logistics, including when the assessment will be, where the assessment will be facilitated, and which staff will be included in the assessment.

PART 2: ASSESSMENT: A team of one or two Chab Dai facilitators will conduct the process of using the Assessment Tool within each organization according to their culture and time limitations.

PART 3: FOLLOW-UP SUPPORT: Chab Dai facilitators will conduct a follow-up visit to each organization within a month of conducting the assessment process. This visit will focus on discussing the organization's *Improvement Action Plan*, and resources needed to implement the outlined objectives and actions to make them happen.

When should my organization use the Assessment Tool?

The ideal time to facilitate the Assessment Tool is during your organization's strategic planning process or before submitting your plan or budget proposal to your donors. We understand that time, resources, and money are necessary to make long-term changes, but would like to suggest that it is worth it in the long-term. *NOTE: The initial Assessment Process for Charter Members must be between December 2011 and March 2012.*

What will the Charter Assessment Tool help my organization achieve?

The completion of the Charter Assessment Tool will strengthen the value of organizations and people working in similar situations, giving them the opportunity to share the load, instead of working in isolation.

By walking your organization step-by-step through a process of scoring, assessing, discussing, and identifying key areas for improvement, it helps your organization to identify what areas are priorities, and create Improvement Action Plans.

We believe that the best part of being part of a coalition is having access to capacity-building resources and other organizations who can share their experiences and lessons learned. Refer to the *Charter Recommended Reading Lists*, available on our website, for further information about Project Management and Monitoring & Evaluation resources.

HOW TO USE THE CHARTER ASSESSMENT TOOL

How to Use this Toolkit

The Assessment Toolkit is designed to assist organizations to meet the collective values one at a time: 1) Protection, 2) Collaboration, 3) Participation, 4) Transparency

There are 6 worksheets for each collective value, including:

- Assessment Worksheets
- Group Summary Score Sheets*
- Visual 'Tree' Scoring Sheets
- Improvement Action Planning Worksheets,
- Improvement Action Plan – Year 1 and Year 2*
- Resource Summary Sheets
- *NOTE: A copy of the Group Summary Score Sheets and Improvement Action Plans will be collected by Chab Dai.*

The following 5-Step Assessment Process will be completed for each of the 4 collective values:

STEP 1. COMPLETE ASSESSMENT WORKSHEETS

Each staff member will be given a copy of the Assessment Tool for individual scoring. Participant Workbooks will be given to the leadership team during the Pre-Consultation Meeting. We suggest the worksheets be given to staff participants a few days before the workshop so they have sufficient time to read and think about the indicators.

During the facilitated workshop, time will be given to complete the individual scoring. One staff member will be asked to read each indicator slowly to ensure that they groups fully understands the indicator statement. *Refer to page 19 for scoring definitions.*

STEP 2. TRANSFER INDIVIDUAL SCORES TO GROUP SUMMARY SCORE SHEET

Once each individual has completed his or her scoring each staff member will be asked to transfer their individual scores to the large *Group Summary Score Sheet* posted on the wall. Totals will then be added up and recorded for documentation purposes later on. *NOTE: A copy of the Group Summary Score Sheet will be collected by Chab Dai.*

The group is encouraged to discuss the summary results.

STEP 3. TRANSFER SCORES TO THE VISUAL TREE

OPTIONAL: Facilitators will guide the staff through the use of the *Visual Tree Scoring Sheet*, which makes it easy to see in what areas the organization is emerging, growing, and maturing. Refer to the *Participants Workbook* for worksheet.

What Results should my organization send to Chab Dai?

Chab Dai will collect the *Group Summary Score Sheet* and the *Improvement Action Plans* from each member for internal purpose, including identifying broad coalition needs, and individual member needs.

STEP 4. IDENTIFY AREAS TO CELEBRATE & IDENTIFY AREAS FOR IMPROVEMENT

Once both the *Group Summary Score Sheet* and the *Visual Tree Scoring Sheet* are completed, the facilitator will help staff to identify areas for celebration and improvement using the *Improvement Action Planning Worksheet*.





STEP 5. COMPLETE THE IMPROVEMENT ACTION PLAN WORKSHEET

Based on the areas of improvement identified in the *Improvement Action Planning Worksheet* in Step 4, the staff will create improvement objectives and actions to meet each objective. The *Resource Summary Sheet* can be used to assist organizations identify needed resources.

NOTE: The first year Improvement Action Plan will be collected by Chab Dai by 1 April 2012, and the second year Improvement Action Plan will be discussed further and submitted in 2013.

Scoring Definitions

The Charter Assessment Tool uses the following score descriptions:

	Not Yet Planted: This means that the indicators set by the standards are <i>not present</i> in the organization.
	Emerging: This means that the indicators set by the standards are <i>beginning to be seen or in their initial stage of being implemented</i> in the organization.
	Growing: This means that the indicators set by the standards <i>are established and in on-going implementation</i> by the organization.
	Maturing: This means that the indicators set by the standards <i>are well established, completed or at its maximum level of implementation</i> by the organization.

CHARTER ASSESSMENT WORKSHEETS

PROTECTION



PROTECTION: *We will strongly protect children and communities at risk, and promote the dignity and respect of all individuals.*

- 1. Develop Personnel:** Promoting the value of a balanced, holistic lifestyle as part of each individual's overall personal development, including staff, communities and children.
- 2. Respect Other's Belief:** Showing Christ's love through our action and lives; and acknowledging that people of other faiths or none are able to hold and express their beliefs and convictions respectfully and freely.
- 3. Provide Safety:** Committing to provide safety to everyone we seek to help and work alongside through, though not exclusively, the development of protection policies for vulnerable communities and children.
- 4. Promote Dignity :** Focusing on offering hope for all individuals and treating all people with dignity and respect in communities, specific programs, as well as in media and reports.

How to Use the Assessment Worksheet

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		

- ▶ **Commitment Focus Area** – Indicators have been grouped for easy reference
- ▶ Charter Principle Objective # – References one of the 15 principles for each indicator
- ▶ **Charter Implementation Indicators**
 - Bold = Foundational (required to be scored)
 - Not Bold = Ideal (not required to be scored, but encouraged)
- ▶ **How is your organization doing in this area?** – Refer to Summary of Score Definitions below
- ▶ **Comment on what your organization is already doing well** – List how the indicator is being currently implemented

Summary of Scoring Definitions



Not Yet Planted:

This means that the indicators set by the standards are **not present** in the organization.



Emerging:

This means that the indicators set by the standards are **beginning to be seen or in their initial stage of being implemented** in the organization.



Growing:





This means that the indicators set by the standards **are established and in on-going implementation** by the organization.



Maturing:





This means that the indicators set by the standards **are well established, completed or at its maximum level of implementation** by the organization.

A. Staff and Organization (Protection)





Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
STAFF POLICY <i>(Principle #1 & 3)</i>	a. Organization implements a clear and fair Staff Policy that follows the Cambodian Labour Law ⁱ and the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia ⁱⁱ						
	b. All staff have signed contract outlining the condition of employment and termination of contract;						
	c. Staff policy describes general working conditions including, but not limited to, pay scales, working hours, holidays and leave, hiring and firing of staff and promotion.						
STAFF CARE <i>(Principle #1 & 3)</i>	d. There is a staff care plans and training to staff about dealing with stress and PTSD are provided ⁱⁱⁱ						
	e. The organization ensures that technical staffs are competent, capable and have the appropriate qualification to work with survivors of human trafficking and sexual exploitation. ^{iv}						
	f. The organization avails of outside expertise ^v for the continuing professional development of their technical staff working with survivors of human trafficking. ^{vi}						
	g. The organization registers with the government for the social security benefits of staff.						
	h. The organization provides health insurance to staff.	—	—	—	—		
	i. The organization creates and promotes a safe working environment, including but not limited to the protection of staff against verbal abuse, sexual harassment, and physical abuse						
	j. The organization ensures that staff working conditions are safe and clean.						

	k. Health and Safety Guidelines are available to all staff	-	-	-	-		
	l. Stocked First Aid toolkit and fire extinguisher are accessible to all staff. Trainings are provided to designated staff on how to use them.	-	-	-	-		
HUMAN RESOURCE MANAGEMENT <i>(Principle #3)</i>	m. The organization has clearly defined and written roles and responsibilities for management and staff, including job descriptions, clear performance expectations, and staff appraisals						
	n. The organization provides all staff regular and appropriate salaries						
	o. The organization ensures the confidentiality of personnel files						
CHILD PROTECTION POLICY (CPP) AWARENESS <i>(Principle #3)</i>	p. The organization provides staff training on CPP and conduct regular review (annually at minimum)						
	q. The organization ensures that staff feels safe and confident about reporting allegations.						
	r. Staff are aware of the CPP reporting procedures and the organization's designated person to receive report of child abuse within the organization.						
	s. Staff are aware of the standards on how to keep children safe. ^{vii}	-	-	-	-		
RESPECTING OTHER'S BELIEFS <i>(Principle #2)</i>	t. Staff respect the beliefs and religion of each individual ^{viii}						





B. Clients and Communities (Protection)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
CHILD PROTECTION PROTOCOLS (Principle #3)	a. The organization has a written and implemented Child Protection Policy						
	b. The organization requires all staff and volunteers to submit a background check and sign a CPP in a language they understand before involving with the project						
	c. Children are educated, using child friendly terms, about the Child Protection Policies to encourage children to speak up and promote transparency						
HEALTH & SAFETY (Principle #3)	d. The organization keeps a stocked First Aid Toolkit and fire extinguisher at all project sites	—	—	—	—		
IMPLEMENT CHILD PROTECTION and UNCRC PRINCIPLES (Principle #3)	e. Staffs model child protection practices with families and in communities where they work						
	f. Staff network with local stakeholders to keep children safe within the communities where they work						
	g. Staffs conduct a clear risk assessment of children in communities where they work, ensuring that their basic needs are met and their rights uphold.						
	h. Staff keep the best interests of the child in mind and consider keeping children in their families and communities as a first option ^{ix}						
CONFIDENTIALITY AND DIGNITY IN MEDIA AND COMMUNICATION (Principle #4)	i. The organization writes and implements a Media Policy (or outlines guidelines in CPP) ^x						
	j. Staff respect confidentiality and dignity of all individuals and						

D. Donors (Protection)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
CHILD PROTECTION POLICY AWARENESS (Principle #3)	a. The organization promotes Child Protection Policies among donors.						
	b. The organization encourages the donor to read and sign their Child Protection Policies during donor visits.	—	—	—	—		
CLEAR COMMUNICATION (Principle #4)	c. The organization keeps the contact information of donors confidential, where requested						
	d. The organization requests appropriate permission from donors before using their logo or name.						
HONEST REPORTING (Principle #4)	e. The organization aims to create an agreement with each donor, including reporting requirements and funding timeframe	—	—	—	—		
	f. The organization gives an accurate and updated situational analysis to donors regularly	—	—	—	—		

E. Government (Protection)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
LEGAL REGISTRATION (Principle #3)	a. The organization abides by the Cambodian National Minimum Standards for Protection of the Rights of Victims of Human Trafficking ^{xv}						

Group Summary Score Sheet: PROTECTION

Use this Summary Sheet to record the number of staff who each indicator either "Not Yet Planted" or "Emerging" or "Growing" or "Maturing". NOTE: A copy will be collected by Chab Dai after the Assessment Tool is complete.

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	Not Yet Planted	Emerging	Growing	Maturing
A. Staff & Organizations					
STAFF POLICY (Principle #1 &3)	a. Fair and clear Staff Policy				
	b. Signed Contract				
	c. General working condition				
STAFF CARE (Principle #1 &3)	d. Staff Care Plans-PTSD				
	e. Competent/qualified technical staff				
	f. Continuing staff development				
	g. Social Security benefits				
	h. Health insurance	--	--	--	--
	i. Protection of staff from abuse				
	j. Safe and clean working condition				
	k. Health and Safety guidelines	--	--	--	--
HUMAN RESOURCE MANAGEMENT (Principle #3)	l. Staff Code of Conduct (including harassment policy)				
	m. Written role and responsibilities for staff				
	n. Appropriate salaries				
CHILD PROTECTION POLICY AWARENESS (Principle #3)	o. Confidentiality of personnel files				
	p. CPP training and review				
	q. Safety of staff in reporting				
	r. Staff are of reporting procedure and designated person				
RESPECTING OTHER'S BELIEFS (Principle #2)	s. Staff aware on how to keep children safe	--	--	--	--
	t. Respect clients beliefs and religion				

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	Not Yet Planted	Emerging	Growing	Maturing
--	--	------------------------	-----------------	----------------	-----------------

B. Clients & Communities					
CHILD PROTECTION PROTOCOLS <i>(Principle #3)</i>	a. Written and Implemented CPP				
	b. Staff and volunteers background check				
	c. Children educated on CPP				
HEALTH & SAFETY <i>(Principle #3)</i>	d. Stoked First aid tool kit at all project sites	--	--	--	--
IMPLEMENT CHILD PROTECTION & UNCRC PRINCIPLES <i>(Principle #3)</i>	e. Staff model CPP in families/communities				
	f. Network with local stakeholders to keep children safe				
	g. Risk assessment of children in communities				
	h. Keep best interest of children in mind				
CONFIDENTIALITY & DIGNITY IN MEDIA & COMMUNICATION <i>(Principle #4)</i>	i. Write/implements Media policy				
	j. Respect confidentiality and dignity of individual				
	k. Informed consent from children				
	l. Confidentiality of internal client information				
C. Chab Dai Members					
CHILD PROTECTION POLICY AWARENESS <i>(Principle #3)</i>	a. Promotes CPP and work with NGO with CPP				
	b. Reports suspected offenses of members				
RESPECT OF MEMBERS <i>(Principle #4)</i>	c. Show respect when working with partners				
	d. Keep contact info of members confidential				
D. Donors					
CHILD PROTECTION POLICY AWARENESS <i>(Principle #3)</i>	a. Promote CPP among donors				
	b. Encourage donor to read and sign CPP	--	--	--	--
CLEAR COMMUNICATION <i>(Principle #4)</i>	c. Donor information kept confidential				
	d. Permission from donor before using donor's logo				
HONEST REPORTING <i>(Principle #4)</i>	e. Agreement with Donors	--	--	--	--
	f. Give situational analysis to donors	--	--	--	--
E. Government					
LEGAL REGISTRATION <i>(Principle #3)</i>	a. Organization abides by the Cambodian National Minimum Standards for the Protection of Victims of Human Trafficking				

Improvement Action Planning Worksheet: PROTECTION

Once the scoring phase is complete, refer to the *Group Summary Score Sheet* and discuss as an entire staff or in small groups areas to celebrate and areas for improvement. NOTE: *Improvement Action Plans* will be based on the identified areas for improvement.

1. **Identify Areas to Celebrate:** Recognize the indicators your organization scored high in the box 'Maturing'. Record these key strengths below and plan to share at the annual *Lessons Learned Celebration* with other Charter Members.

We want to celebrate that we....

--

2. **Identify Priority Areas of Improvement:** Look at indicators where there are more scores in boxes 'Not Yet Planted' or 'Emerging' and gather the important "What to Improve" comments from the Scoring Column. Record in the box below.

Priority areas for improvement in my organization are...

--

Improvement Action Plan: PROTECTION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i> <i>b. Conduct Staff Training</i>	<i>Time to draft policy</i> <i>Chab Dai Support</i>	<i>Director</i>	
1		<i>a.</i>			
		<i>b.</i>			
2		<i>a.</i>			
		<i>b.</i>			
3		<i>a.</i>			
		<i>b.</i>			
4		<i>a.</i>			
		<i>b.</i>			
5		<i>a.</i>			
		<i>b.</i>			

Improvement Action Plan: PROTECTION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i>	<i>Time to draft policy</i>	<i>Director</i>	
		<i>b. Conduct Staff Training</i>	<i>Chab Dai Support</i>		
1		<i>a.</i>			
		<i>b.</i>			
2		<i>a.</i>			
		<i>b.</i>			
3		<i>a.</i>			
		<i>b.</i>			
4		<i>a.</i>			
		<i>b.</i>			
5		<i>a.</i>			
		<i>b.</i>			

ORGANIZATION NAME: _____

CONTACT PERSON/PHONE: _____

DATE SUBMITTED: _____

YEAR TWO

Available Resource Worksheet: PROTECTION

Use this worksheet to help plan for the 'Resources Needed' and 'By Whom' columns for each objective and listed action in the *Improvement Action Plan*.

Possible Sources to Meet	Reference (From Plans)	Who could give?	What they could give?	How often?	Who should ask?
Team Members					
Chab Dai Members					
Focus Forums					
Community					
Training Bodies					
Government					

COLLABORATION



COLLABORATION: *We will commit to collaboration and the act of cultivating trust and respect within communities, churches, local government and organizations.*

- 5. Develop Partnerships:** Developing partnership with churches, organizations, communities, agencies and local government whether appropriate, in order to create an effective service for clients avoiding unnecessary duplication of resources.
- 6. Build Trust & Respect:** Trusting and respecting each member organization and their unique skills
- 7. Work Together:** Acting as part of the Body of Christ, with all functions, respecting and complimenting one another.
- 8. Share Experiences and Lessons:** Sharing our knowledge and resources within the Learning Community to raise the standard of care, and achieve our common vision.

How to Use the Assessment Worksheet

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		

- ▶ **Commitment Focus Area** – Indicators have been grouped for easy reference
- ▶ **Charter Principle Objective #** – References one of the 15 principles for each indicator
- ▶ **Charter Implementation Indicators**
 - ▶ **Bold** = Foundational (required to be scored)
 - ▶ **Not Bold** = Ideal (not required to be scored, but encouraged)
- ▶ **How is your organization doing in this area?** – Refer to Summary of Score Definitions below
- ▶ **Comment on what your organization is already doing well** – List how the indicator is being currently implemented

Summary of Scoring Definitions



Not Yet Planted:

This means that the indicators set by the standards are **not present** in the organization.



Emerging:

This means that the indicators set by the standards are **beginning to be seen or in their initial stage of being implemented** in the organization.



Growing:





This means that the indicators set by the standards **are established and in on-going implementation** by the organization.







Maturing:

This means that the indicators set by the standards **are well established, completed or at its maximum level of implementation** by the organization.





A. Staff and Organization (Collaboration)

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
			Emerging 	Growing 	Maturing 		
TEAM BUILDING <i>(Principle #7)</i>	a. The organization facilitates staff to create a team code of conduct together; and review and evaluate regularly	—	—	—	—		
	b. Leaders and managers provide opportunities to expose staff to other job roles in the team, and share experiences to increase team work	—	—	—	—		

B. Clients and Communities (Collaboration)





Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
TRUST and RESPECT <i>(Principle #5)</i>	a. The organization collaborates with community stakeholders, including school teachers and principals, local authorities, child-focused organizations, communities, churches and guardians						
	b. The organization facilitates a needs assessment with a community before implementing a new project (ie. A dissemination workshop, sharing findings at a forum or local commune meeting, and/or via e-mail)						

C. Chab Dai Members (Collaboration)





Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
CLIENT REFERRALS <i>(Principle #5 and</i>	a. The organization legally transfers or refers clients to other members through appropriate government permission and documentation ^{xvi}						

6)	b. Members aim to establish MOUs between partnering organizations, where appropriate (i.e. An MOU for referrals)	-	-	-	-		
	c. The organization shares relevant information about joint-clients with partners regularly and timely	-	-	-	-		
RESPECT MEMBERS <i>(Principle #6 and 7)</i>	d. The organization promotes honesty and trustworthiness among Chab Dai members						
	e. The organization commits to resolving conflicts in a Biblical manner						
	f. The organization aims to be inclusive with each other, including not showing favoritism or acting biased						
	g. The organization works with diverse group of partners so that it can inform the perspective of the project-focus	-	-	-	-		
	h. Staff visit other Chab Dai member projects frequently to see first-hand about their project and to strengthen relationships	-	-	-	-		
SHARING & COMMUNICATION <i>(Principle #8)</i>	i. The organization shares information such as but not limited to, resource materials, best practices, policy templates, training opportunities, lessons learned, and where appropriate, funding opportunities						
	j. The organization provides regular project updates to Chab Dai and upon requests from members, including changes in staff contact information						
	k. Staff respond to relevant Chab Dai member e-mail requests in a timely manner						
BE AN ACTIVE MEMBER <i>(Principle #5 and 8)</i>	l. Staff attend Chab Dai Bi-annual Member meetings						
	m. Staff regularly participate in appropriate forums and be open to sharing about obstacles, failures and successes						

D. Donors (Collaboration)

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
MAINTAIN COMMUNICATION <i>(Principle #5)</i>	a. The organization maintains a good relationship and communication with donors about project updates, changes, and needs						
	b. Staff orients donors about Khmer culture and the needs in the field to act appropriately.	—	—	—	—		
Sub-Total: Collaboration (Donor)							

E. Government (Collaboration)

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
RESPECT and COOPERATION <i>(Principle #5)</i>	a. The organization maintains good cooperation with government authorities at all appropriate levels without sacrificing the value of honesty and integrity						
	b. Staff aim to be informed of new legislation, policies and/or guidelines from the government and share to the relevant staff within the organization						
	c. Staff inform and seek participation from local government leaders about project activities and trainings						
	d. Staff provide training and promote awareness to government workers, or receive training from government workers, where appropriate	—	—	—	—		

Group Summary Score Sheet: COLLABORATION

Use this Summary Sheet to record the number of staff who each indicator either “Not Yet Planted” or “Emerging” or “Growing” or “Maturing”. NOTE: A copy will be collected by Chab Dai after the Assessment Tool is complete.

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	Not Yet Planted	Emerging	Growing	Maturing
A. Staff & Organizations					
TEAM BUILDING <i>(Principle #7)</i>	a. Create a team of code of conduct and review				
	b. Opportunities to expose staff to other job roles				
B. Clients & Communities					
TRUST & RESPECT <i>(Principle #5)</i>	a. Collaborate with community stakeholders				
	b. Need assessment with community before starting a new project				
C. Chab Dai Members					
CLIENT REFERRALS <i>(Principle #5 and 6)</i>	a. Legal transfer of clients using government documentation				
	b. Establish MOU between partners	--	--	--	--
	c. Sharing of relevant information about clients	--	--	--	--
	d. MOUs established between members and referrals				
RESPECT MEMBERS <i>(Principle #6 and 7)</i>	e. Resolving conflict in a Biblical Manner				
	f. Organization aims to be inclusive				
	g. Works with diverse form of partners	--	--	--	--
	h. Members visit other Chab Dai member projects	--	--	--	--
SHARING & COMMUNICATION <i>(Principle #8)</i>	i. Organization shares relevant information				
	j. Provide regular updates to Chab Dai				
	k. Respond to Chab Dai member e-mails requests				
BE AN ACTIVE MEMBER <i>(Principle #5 & 8)</i>	l. Attend Chab Dai bi-annual meetings				
	m. Participate in appropriate forum and open to sharing				
D. Donors					
MAINTAIN COMMUNICATION <i>(Principle #5)</i>	a. Maintains good relationships and communication with donor				
	b. Staff orients donors about the Khmer culture and the needs to act appropriately.	--	--	--	--
E. Government					
RESPECT & COOPERATION <i>(Principle #5)</i>	a. Good cooperation with local government				
	b. Keep informed of new legislation, policies laws, et.				
	c. Staff inform and seek participation from local govt.				
	d. Promote training and awareness raising	--	--	--	--

Improvement Action Planning Worksheet: **COLLABORATION**

Once the scoring phase is complete, refer to the *Group Summary Score Sheet* and discuss as an entire staff or in small groups areas to celebrate and areas for improvement. NOTE: *Improvement Action Plans* will be based on the identified areas for improvement.

3. **Identify Areas to Celebrate:** Recognize the indicators your organization scored high in the box 'Maturing'. Record these key strengths below and plan to share at the annual *Lessons Learned Celebration* with other Charter Members.

We want to celebrate that we....

--

4. **Identify Priority Areas of Improvement:** Look at indicators where there are more scores in boxes 'Not Yet Planted' or 'Emerging' and gather the important "What to Improve" comments from the Scoring Column. Record in the box below.

Priority areas for improvement in my organization are...

--

Improvement Action Plan: COLLABORATION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i>	<i>Chab Dai Support</i>	<i>Director</i>	
		<i>b. Conduct Staff Training</i>			
1		<i>a.</i>			
		<i>b.</i>			
2		<i>a.</i>			
		<i>b.</i>			
3		<i>a.</i>			
		<i>b.</i>			
4		<i>a.</i>			
		<i>b.</i>			
5		<i>a.</i>			
		<i>b.</i>			

ORGANIZATION NAME: _____

CONTACT PERSON/ PHONE: _____

DATE SUBMITTED: _____

YEAR ONE

Improvement Action Plan: COLLABORATION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i>	<i>Time to draft policy</i>	<i>Director</i>	
1		<i>b. Conduct Staff Training</i>	<i>Chab Dai Support</i>		
		<i>a.</i>			
		<i>b.</i>			
2		<i>a.</i>			
		<i>b.</i>			
3		<i>a.</i>			
		<i>b.</i>			
4		<i>a.</i>			
		<i>b.</i>			
5		<i>a.</i>			
		<i>b.</i>			

Available Resource Worksheet: **COLLABORATION**

Use this worksheet to help plan for the 'Resources Needed' and 'By Whom' columns for each objective and listed action in the *Improvement Action Plan*.

Possible Sources to Meet	Reference (From Plans)	Who could give?	What they could give?	How often?	Who should ask?
Team Members					
Chab Dai Members					
Focus Forums					
Community					
Training Bodies					
Government					

PARTICIPATION



PARTICIPATION: *We will value participation and welcome opinions and contributions from all staff, community members and children.*

- 9. Be Inclusive:** Serving and respecting all people regardless of their gender, marital status, race, ethnic origin, religion, age, sexual orientation or physical or mental capability.
- 10. Develop Potential:** Creating an environment where clients, communities, and employees are encouraged and enabled to realize their potential.
- 11. Cultivate Creativity:** Developing an organizational culture in which individuals learn from any mistakes made and where excellence and innovation are encouraged and rewarded.
- 12. Encourage Participation:** Implementing an organizational structure that fosters and encourages participation by staff at all levels in order to facilitate the fulfillment of the project's goals and missions.

How to Use the Assessment Worksheet

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		

- ▶ **Commitment Focus Area** – Indicators have been grouped for easy reference
- ▶ **Charter Principle Objective #** – References one of the 15 principles for each indicator
- ▶ **Charter Implementation Indicators**
 - Bold = Foundational (required to be scored)
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- ▶ **How is your organization doing in this area?** – Refer to Summary of Score Definitions below
- ▶ **Comment on what your organization is already doing well** – List how the indicator is being currently implemented

Summary of Scoring Definitions



Not Yet Planted:

This means that the indicators set by the standards are **not present** in the organization.



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This means that the indicators set by the standards are **beginning to be seen or in their initial stage of being implemented** in the organization.



Growing:





This means that the indicators set by the standards **are established and in on-going implementation** by the organization.



Maturing:

This means that the indicators set by the standards **are well established, completed or at its maximum level of implementation** by the organization.

A. Staff Organization (Participation)

Commitment Focus Area <i>(Charter Principle Objective #)</i>	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
EQUAL OPPORTUNITY <i>(Principle #9)</i>	a. The organization hires staff from diverse backgrounds, and do not discriminate based on gender, race or background in the workplace						
	b. The organization supports on-going staff education, relevant training and personal development						
HOLISTIC STAFF DEVELOPMENT <i>(Principle #10)</i>	c. The organization conducts regular (annual) performance evaluations with all staff, including but not limited to outlining strengths and weaknesses, and creating personal development goals						
	d. Leaders and managers regularly motivate and encourage staff, such as but not limited to verbal appraisal, appropriate rewards, and certificates of appreciation						
	e. Leaders and managers listen to the ideas and opinions of all staff, regardless of their position						
	f. Leaders and managers create and encourage a safe atmosphere for all staff, regardless of their position, to learn from mistakes						
	g. The organization encourages and empowers local staff with leadership potential to reach full capacity by promoting them to appropriate leadership position	—	—	—	—		
	h. Leaders and managers encourage and facilitate participatory decision-making with staff	—	—	—	—		

Group Summary Score Sheet: PARTICIPATION

Use this Summary Sheet to record the number of staff who each indicator either “Not Yet Planted” or “Emerging” or “Growing” or “Maturing”. NOTE: A copy will be collected by Chab Dai after the Assessment Tool is complete.

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	Not Yet Planted	Emerging	Growing	Maturing
A. Staff & Communities					
EQUAL OPPORTUNITY (Principle #9)	a. Hire staff from diverse background without discrimination				
HOLISTIC STAFF DEVELOPMENT (Principle #10)	b. On going staff development				
	c. Annual performance evaluation				
	d. Leaders motivate staff				
	e. Leaders and managers listen to ideas of staff				
	f. Create safe atmosphere for all staff				
	g. Empowers local staff with leadership potential	-	-	-	-
	h. Leaders encourage participatory decision-making	-	-	-	-
B. Clients & Communities					
EQUAL ACCESS (Principle #9)	a. Non –discriminatory provision of services to clients				
UNCRC (Principle #10)	b. Empower children to obtain 4 basic rights				
	c. Creates opportunities to empower children in communities	-	-	-	-
PARTICIPATORY DECISION MAKING (Principle #10)	d. Promote child and community participation in decision making				
	e. Involvement of children in planning and implementation of program	-	-	-	-
	f. Support clients and communities to share ideas				
	g. Involvement of family in decision for referrals				
C. Chab Dai Members					
GIVE & SEEK FEEDBACK (Principle #11)	a. Openness to getting and giving feedback from members				
	b. Actively seek constructive feedback from other members				
D. Donors					
EVALUATION INVOLVMENT (Principle #12)	a. Donor participation in evaluating program				
E. Government					
GIVE & SEEK FEEDBACK (Principle #11)	a. Actively seeks feedback from the government				

Improvement Action Planning Worksheet: **PARTICIPATION**

Once the scoring phase is complete, refer to the *Group Summary Score Sheet* and discuss as an entire staff or in small groups areas to celebrate and areas for improvement. NOTE: *Improvement Action Plans* will be based on the identified areas for improvement.

5. **Identify Areas to Celebrate:** Recognize the indicators your organization scored high in the box 'Maturing'. Record these key strengths below and plan to share at the annual *Lessons Learned Celebration* with other Charter Members.

We want to celebrate that we....

6. **Identify Priority Areas of Improvement:** Look at indicators where there are more scores in boxes 'Not Yet Planted' or 'Emerging' and gather the important "What to Improve" comments from the Scoring Column. Record in the box below.

Priority areas for improvement in my organization are...

Improvement Action Plan: PARTICIPATION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i> <i>b. Conduct Staff Training</i>	<i>Time to draft policy</i> <i>Chab Dai Support</i>	<i>Director</i>	
1		<i>a.</i> <i>b.</i>			
2		<i>a.</i> <i>b.</i>			
3		<i>a.</i> <i>b.</i>			
4		<i>a.</i> <i>b.</i>			
5		<i>a.</i> <i>b.</i>			

ORGANIZATION NAME: _____

CONTACT PERSON/ PHONE: _____

DATE SUBMITTED: _____

YEAR ONE

Improvement Action Plan: PARTICIPATION

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i> <i>b. Conduct Staff Training</i>	<i>Time to draft policy</i> <i>Chab Dai Support</i>	<i>Director</i>	
1		<i>a.</i> <i>b.</i>			
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3		<i>a.</i> <i>b.</i>			
4		<i>a.</i> <i>b.</i>			
5		<i>a.</i> <i>b.</i>			

ORGANIZATION NAME: _____

CONTACT PERSON/ PHONE: _____

DATE SUBMITTED: _____

YEAR TWO

Available Resource Worksheet: PARTICIPATION

Use this worksheet to help plan for the 'Resources Needed' and 'By Whom' columns for each objective and listed action in the *Improvement Action Plan*.

Possible Sources to Meet	Reference (From Plans)	Who could give?	What they could give?	How often?	Who should ask?
Team Members					
Chab Dai Members					
Focus Forums					
Community					
Training Bodies					
Government					

TRANSPARENCY



TRANSPARENCY: *We will actively accept accountability and transparency from others, and commit to raising the standard of practice in Cambodia together.*

- 13. Respect Legal Registration:** Having applicable legal registration with the Royal Government of Cambodia and abiding by the requirements of the Cambodian law and implementing best practices and procedures accordingly.
- 14. Measure to Outcomes:** Setting and reviewing measurable and timed outcomes annually, and regularly evaluating and monitoring our programs and organizations.
- 15. Commit to Learning:** Recognizing the need for ongoing learning and development to increase our knowledge and responsibilities as stewards of our resources.

How to Use the Assessment Worksheet

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		

- ▶ **Commitment Focus Area** – Indicators have been grouped for easy reference
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- ▶ **Charter Implementation Indicators**
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Summary of Scoring Definitions



Not Yet Planted:

This means that the indicators set by the standards are **not present** in the organization.



Emerging:

This means that the indicators set by the standards are **beginning to be seen or in their initial stage of being implemented** in the organization.



Growing:





This means that the indicators set by the standards **are established and in on-going implementation** by the organization.







Maturing:

This means that the indicators set by the standards **are well established, completed or at its maximum level of implementation** by the organization.





B. Clients and Communities (Transparency)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
INFORMATION SHARING (Principle #13 and 14)	a. The organization shares information or changes about the project, staff, location, and other relevant information with children and families involved in the project						
	b. Staff share with communities reports of the monitoring and evaluation, and the impact of the project on children and communities ^{xxi}						

C. Chab Dai Members (Transparency)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
CHILD PROTECTION REPORTING (Principle #13)	a. The organization, as a member of Chab Dai, reports any concerns about the coalition with appointed members of the Steering Committee						

D. Donors (Transparency)

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	How is your organization doing in this area?				Comment on what your organization is already doing well	Comment on what your organization needs to improve.
		Not Yet Planted 	Emerging 	Growing 	Maturing 		
HONEST REPORTING (Principle #13)	a. The organization submits honest and regular reporting to donors and supporters						
FINANCIAL MANAGEMENT (Principle #13)	b. The organization implements regular external financial auditing: annually, at the end of the project, or according to donor requirements ^{xxii}						
	c. The organization implements financial policies and procedures based on standard						

Group Summary Score Sheet: **TRANSPARENCY**

Use this Summary Sheet to record the number of staff who each indicator either “Not Yet Planted” or “Emerging” or “Growing” or “Maturing”. NOTE: A copy will be collected by Chab Dai after the Assessment Tool is complete.

Commitment Focus Area (Charter Principle Objective #)	Charter Implementation Indicators	Not Yet Planted	Emerging	Growing	Maturing
A. Staff & Organizations					
GOVERNANCE (Principle #13)	a. Establish a functioning governing body				
	b. Clear organizational structure				
CHILD PROTECTION REPORTING (Principle #13)	c. Awareness of contact information of Board for reporting allegation involving the Director				
	d. Staff informed about penalties for breaching Child Protection Policies (CPP)				
	e. Include CPP penalties in contracts or policy				
GRIEVANCE POLICY & PROCEDURE (Principle #13)	f. Establish grievance policy and procedures and whom to report				
CONFLICT OF INTEREST OR STATEMENT (Principle #13)	g. Conflict of interest of policy applicable to staff and Board members				
B. Clients & Communities					
INFORMATION SHARING (Principle #13 & 14)	a. Share relevant information with children and families involved in the project				
	b. Share reports of monitoring and evaluation to relevant people in communities				
C. Chab Dai Members					
CHILD PROTECTION REPORTING (Principle #13)	a. Report concerns about the member of coalition to Steering Committee of Chab Dai				
D. Donors					
HONEST REPORTING (Principle #13)	a. Submit honest and regular reports to donor				
FINANCIAL MANAGEMENT (Principle #13)	b. Regular external financial audit				
	c. Implement financial policies and procedures				
	d. Assets register and supporting documents for transactions				
SEEKING FUNDS FROM DONORS (Principle #14)	e. Not donor-driven but vision-driven				
	f. Need assessment in community before implementing new project				
PROGRAM DESIGN & MONITORING (Principle #14 & 15)	g. External evaluation and recommendations input to re-design				
	h. Share monitoring and evaluation reports with donors				
E. Government					
LEGAL REGISTRATION (Principle #13)	a. Register organization /project with the Cambodian Government and get MOU with appropriate line ministry				
REGULAR REPORTING (Principle #13 & 14)	b. Report regularly to the line ministry				
	c. Inform families and DoSAVY staff about reintegration and follow up				

Improvement Action Planning Worksheet: **TRANSPARENCY**

Once the scoring phase is complete, refer to the *Group Summary Score Sheet* and discuss as an entire staff or in small groups areas to celebrate and areas for improvement. NOTE: *Improvement Action Plans* will be based on the identified areas for improvement.

7. **Identify Areas to Celebrate:** Recognize the indicators your organization scored high in the box 'Maturing'. Record these key strengths below and plan to share at the annual *Lessons Learned Celebration* with other Charter Members.

We want to celebrate that we....

8. **Identify Priority Areas of Improvement:** Look at indicators where there are more scores in boxes 'Not Yet Planted' or 'Emerging' and gather the important "What to Improve" comments from the Scoring Column. Record in the box below.

Priority areas for improvement in my organization are...

Improvement Action Plan: TRANSPARENCY

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	<i>Improvement Objective</i>	<i>Actions to make this happen</i>	<i>Resources Needed</i>	<i>By Whom?</i>	<i>Completed Date</i>
EX	<i>Create a Child Protection Policy</i>	<i>a. Create a Child Protection Policy</i>	<i>Time to draft policy</i>	<i>Director</i>	
		<i>b. Conduct Staff Training</i>			
1		<i>a.</i>			
		<i>b.</i>			
2		<i>a.</i>			
		<i>b.</i>			
3		<i>a.</i>			
		<i>b.</i>			
4		<i>a.</i>			
		<i>b.</i>			
5		<i>a.</i>			
		<i>b.</i>			

ORGANIZATION NAME: _____

CONTACT PERSON/ PHONE: _____

DATE SUBMITTED: _____

YEAR ONE

Improvement Action Plan: TRANSPARENCY

This Improvement Action Plan is designed to be completed based on the key improvement areas identified in the Assessment Tool. To help identify key resources available refer to the Summary of Resources Worksheet. NOTE: A copy of your Improvement Action Plan will be collected by Chab Dai during the Follow-Up Coaching Session.

	Improvement Objective	Actions to make this happen	Resources Needed	By Whom?	Completed Date
EX	Create a Child Protection Policy	a. Create a Child Protection Policy b. Conduct Staff Training	Time to draft policy Chab Dai Support	Director	
1		a. b.			
2		a. b.			
3		a. b.			
4		a. b.			
5		a. b.			

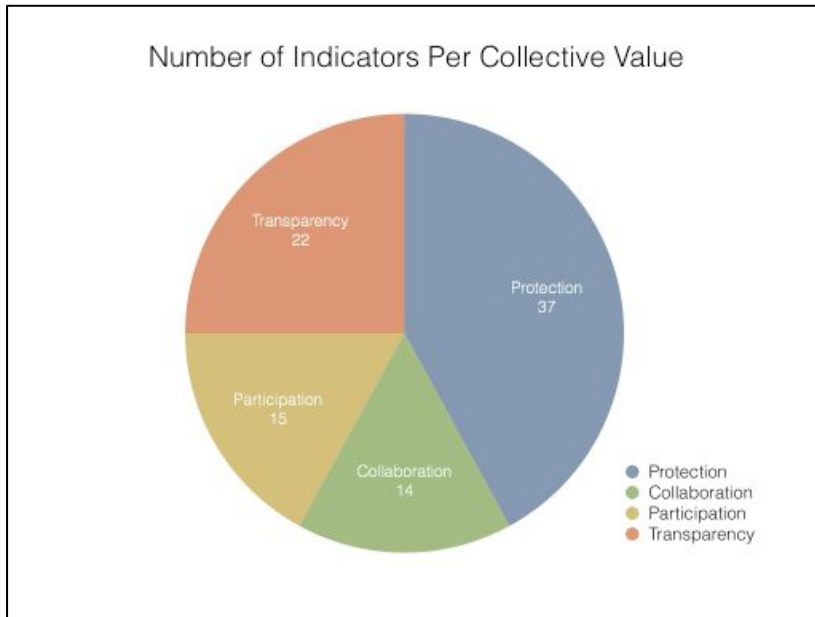
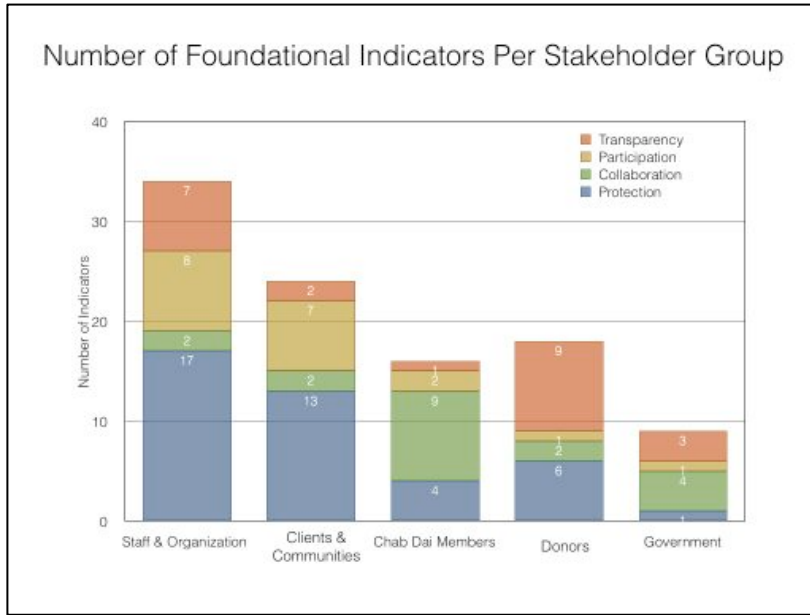
Available Resource Worksheet: **TRANSPARENCY**

Use this worksheet to help plan for the 'Resources Needed' and 'By Whom' columns for each objective and listed action in the *Improvement Action Plan*.

Possible Sources to Meet	Reference (From Plans)	Who could give?	What they could give?	How often?	Who should ask?
Team Members					
Chab Dai Members					
Focus Forums					
Community					
Training Bodies					
Government					

APPENDIX

APPENDIX A. Summary of Assessment Indicators:



Appendix B. Chab Dai Implementation Process Timeline

2011	
APRIL	First Draft of Charter sent out to Steering Committee and Members for feedback
MAY	Launch of the Chab Dai Charter at the Member Meeting. Input from Members for the action points of the Implementation Tool.
JUNE	Charter revised according to Member Meeting feedback, translated, and sent to members.
	Chab Dai Charter Road Trip. Over 45 Members visited by Vision Team and Coalition Team Leaders to gain individual feedback of Charter.
JULY-AUG	Chab Dai followed up with Members for feedback and visits
SEPT	Drafted an implementation framework with Consultant for the Charter over a three-year project cycle.
	Member Pilot Groups formed to give input into the Charter implementation plans (X organizations in X groups were represented)
	Chab Dai Team Pilot the Implementation Assessment Tool process.
OCT	Continued revisions and Consultant assists with writing final draft of Charter Implementation Tool; plan and tool approved & translated.
	Follow-up with Members who have not yet signed the Charter, and subsequent meetings and discussions.
NOV	Member who have committed to excellence by signing the Charter are awarded a certificate at the Member Meeting, and a list of members' website links posted on Chab Dai's website.
	Launch of the Implementation Tool and framework at Member Meeting - short overview and baseline assessment to demonstrate?
	Training of Trainers for Chab Dai Staff about how to facilitate the baseline assessment within Member organizations.
DEC	Experienced and skilled consultants are selected & trained about the purpose of the Charter, as well as the process for being selected to assist with Member Learning Improvement Grants.
DEC-MARCH	Chab Dai Team facilitates baseline assessments with Members. Members' assessments and action improvement plans are inputted into our database.
	Trending needs or gaps are identified, and forums, trainings, and volunteers are focused on meeting these needs.

2012	
JAN-DEC	After Members have completed the baseline assessment they are given access to Year 1 Learning Improvement Grants, as per the Action Plans and review of the Coalition Team
	Continued implementation of Action Plans by Members
	Ongoing monitoring of Member's implementation process through member visits and meetings
	Member Year 1 Action Improvement Plans are reviewed at monthly meetings by Coalition Team members.
JAN	3-5 January meeting with Consultant for member feedback discussion
MARCH	1-8 March Consultant to assist with preparation of Baseline Assessment Results Summary
APRIL	Baseline Assessment Results Summary

	Member Pilot Group meet to discuss the outcomes of the Baseline Assessments and give feedback & lessons learned
MAY	Presentation of Baseline Assessment Results Summary at Member Meeting
	Member "Show Off Binders" given to all members to display their tangible evidences of their commitment to excellence
JUNE	Vision Team and Coalition Team Road Trip to visit with Members across Cambodia
SEPT	<i>Initial discussion with Member Pilot Groups about the Charter Certification (Committee may or may not be formed depending on Member's feedback or desire to proceed).</i>
	<i>(Member Pilot Groups merge into Charter Certification Committee.)</i>
OCT	1-5 October Mid-Term follow-up and coaching with Consultant about Charter implementation process
NOV-FEB	Mid-Term review with all members and Year 2 Action Plans are collected & inputed into database
DEC	END OF FIRST YEAR OF IMPLEMENTATION
	Members Submit Impact Reports for Learning Improvement Grants

2013	
JAN	Forum for Members to share Year 1 achievements and lessons learned, and plans for Year 2 ... invite Consultant to join & assist
JAN-DEC	Members have access to Year 2 Learning Improvement Grants, as per their Action Plans and review of the Coalition Team
	Continued implementation of Action Plans by Members
	Ongoing monitoring of Member's implementation process through member visits and meetings
	Member Year 2 Action Improvement Plans are reviewed at monthly meetings by Coalition Team members.
MARCH	Consultant assistance with preparation of Mid Term Report
APRIL	Mid Term Report
	Member Pilot Groups meet to discuss lessons learned and give feedback on ongoing process of Charter implementation
MAY	Presentation of Mid Term Report and Lessons Learned at Member Meeting
JUNE	Vision Team and Coalition Team Road Trip to visit with Members across Cambodia
DEC	END OF SECOND YEAR OF IMPLEMENTATION
	Members Submit Impact Reports for Learning Improvement Grants
2014	
JAN	Forum for Members to share Year 2 achievements and lessons learned, and plans for Year 3?? .. Invite Consultant to join & assist
MARCH	Consultant assistance with preparation of End of Project Report
APRIL	End of Project Report
May	Presentation of End of Year Report, Lessons Learned, and Future Plans at the Member Meeting
	External Project Evaluation

Appendix C. Checklist of Items Included in a Staff Policy

The following items are important in the creation of Staff Policy

General Staff Policy:

- ✓ Organizational Profile
- ✓ Definition of types of Staff Contract, e.g. Permanent, Casual, Volunteer, etc.
- ✓ Clear Procedures for hiring and firing of staff (Disciplinary procedures)
- ✓ Code of Conduct
- ✓ General Working conditions: Pay Scales, Staff benefits, working hours, holidays, leaves
- ✓ Policies and Procedures on compensation
- ✓ Procedures/ways describing non-discrimination of staff
- ✓ Gender Policy
- ✓ Grievance Policy
- ✓ Conflict of Interest Policy
- ✓ Commission, Bribes and Corruption Policies

Human Resources Development Policy:

- ✓ Probation, Performance Review
- ✓ Promotion and Rewards (Criteria and Procedures)
- ✓ Staff Personal Development Plan
- ✓ Confidentiality Policy?
- ✓ Termination of Contract and Staff redundancies

Others:

- ✓ Procedures in the event of emergencies, security problems
- ✓ Policy and procedures in the event of organizational closures (Asset distribution, etc.)

Appendix D. Checklist for the Prakas on Minimum Standards of Residential Care for Children (English)

CHECKLIST FOR THE PRAKAS ON MINIMUM STANDARDS ON RESIDENTIAL CARE FOR CHILDREN

WELFARE AND DEVELOPMENT

√	Health, Hygiene, Clothing and Food
	Immunizations available to all children
	Dental care provided
	Safe drinking water
	Clean glasses for each child
	At least three meals per day
	Nutritious food and protein every day (meat, fish, soy bean, carbohydrate, cereal, vegetables, etc.)
	Special nutrition provided for children with special needs or diet restrictions
	First aid kit available
	Staff trained in First aid
	Enough water for all children to bathe every day
	Soap, towel, toothpaste & personal toothbrush for all children
	Adequate sleeping materials provided (mat, pillow, blanket, mosquito net)
	Each child has at least: two sets of regular clothes, one school uniform, pair of shoes, socks and flip flops every 6 months, replaced if in bad condition or stolen
	Clear information provided on how, when and why medicines are used at age-appropriate levels
	Clear information provided on cleaning principles, personal and living hygiene, and food preparation

√	Social and Cultural Development
	Children are free to express their emotions, thoughts, ideas and creativity
	Children given opportunities to participate in religious, educational and social activities organised in the community or by the facility
	Children given opportunities to participate in age-appropriate recreational activities with children from the surrounding community
	Children given adequate time for safe sport, leisure, recreation, cultural, art and traditional activities, and appropriate facilities for children with disabilities
	Children have the right to know and assert their identity including name, ethnicity, nationality, religion and languages, and full right to choose their own religion without any discrimination
	Children are not forced to profess any religion in exchange for care (i.e. Bible studies not obligatory for beneficiaries)
	Children are educated and given advice to respect the beliefs, religion, culture and tradition of others
	Counsellors available for children who have gone through trauma
	Children encouraged to form love and emotional attachment with other children without any coercion
	Children encouraged to maintain contact with their biological parents, relatives or friends and community under the supervision of the facility, if the contact (face-to-face or telephone) does not place the children at risk of harm.
	Children allowed to contact their family, even when the child is at risk of harm by the family, if it is the wish of the child, if it is in his/her best interests and if the visit takes place under the supervision of the staff.
	If possible, budget allowances for visiting relatives of children
	Children allowed to go out of the facility to make friendship with neighbours, school friends and the community, and meet with their family or friends who visit them during the appropriate hours, except in some special circumstances where the safety of the children is threatened.

√	Education
	Children have access to basic education for at least nine years
	Formal and non-formal education offered
	Non-formal education includes literacy and numeracy classes to prepare child for formal education or vocational training
	Children are allowed to their own choices and vocational training which are not discriminate by gender
	Children given education on rights of the child, social morality, hygiene, HIV/AIDS, general and reproductive health and other topics which are appropriate to the age of the child and favour the child's development
	Children given training on self-protection methods to avoid being trafficked, abused and exploited
	Children provided with books and materials for their education and vocational training and a quiet place to study
	Children offered further education and vocational training according to their age, choice and market needs for children who drop out of school but who want to study
√	Participation
	All children have:
	Right to participate in the process of planning their future
	Right to express their own views which are reasonable and achievable for their future
	Right to participate in decision-making on their family and reintegration, and the child's opinions are carried out as far as their security, safety and wellbeing allow
	Right to participate in arranging their living space and making major changes in the facility such as daily activities, sleeping arrangement, sudden influx of new children or leaving of caretaker, and their opinions are carried out as far as their security, safety and wellbeing allow
	Right to be aware of and understand the Minimum Standards as well as the Convention of the Rights of the Child, and the facility shall teach them about their own rights
	Right to have full access to their personal information, files or records, including life history and medical records, but the files

	shall be kept confidential
	Encouragement to form a Children's Committee to discuss and exchange ideas in the facility on rules and regulations and any other decisions and issues relating to their living
	Permission for a representation from the Children's Committee to regularly report to the facility director/board, and the children's opinions must be taken into account when decisions are made
	Education to participate in daily chores that are appropriate to their age and capacity, and which are not hazardous to their health or development or affect time devoted to education and leisure. The facility shall provide adequate supervision when the children learn essential life skills, eg. boiling water, cooking rice, etc.
	Protection from discrimination against their participation in daily life in the facility
	Right to access their own files within office hours. If the files are traumatic, the facility shall provide counselling before and after letting the child read the files. Visitors are only told a child's information if the child gives his/her permission. Giving child's information on abuse, HIV/AIDS and family background to visitors shall be limited and the best interest of the child must be taken into account
	Free time every day to read books, newspapers, magazines; watch TV and listen to radio appropriate to their age, in particular information on child-related events. However, the children must not be allowed to access pornography or other materials harmful to them
	Encouragement to participate in national and international holidays, such as Khmer New Year, Pchum Ben, Water Festival, International New Year, International Children's Day, etc, and other religious ceremonies noted by the government
	Encouragement to take part in certificate presentation ceremonies, field trips and other activities related to their education and training
	Permission to attend family ceremonies, such as weddings and funerals, if they wish and if it will not jeopardize the child's safety and wellbeing
	Encouragement to learn about and exercise their own cultural identity, as well as to understand cultures from around the world, and children are provided the opportunity for at least

	one hour per day to exercise and play games in an open yard
	Ability to choose activities they wish to be involved in, with no activities compulsory except those which are the child's daily responsibilities
	Permission to stop any activity whenever their health, safety and development do not allow
	Assistance to children with disabilities according to their needs for their movement and to participate in education and daily activities
√	Discipline
	Corporal punishment is strictly prohibited in the program; discipline should not affect the child's physical, mental, emotional and social development
	Children are encouraged to be well-behaved, polite, and gentle and to have solidarity and dignity
	Children are only disciplined when they disobey the rules
	Negative comments about the child's behaviour must not take place in front of other people or children
	Staff members are expected to observe the facility's rules and regulations and to be a good example for the children

PREMISES AND BUILDING

√	Premises have:
	A plot of land which is at least 2,000 square metres of land, the bigger the better, for provincial/municipal and rural facilities.
	For crowded places, in particular Phnom Penh, monitoring and evaluation by and permission from the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) are needed
	Good environment both inside and outside the facility
	A garden, flag mast and space for children to do exercise, recreation and sports. Ponds and lakes are fenced off
	Land for home gardening to serve daily life of the facility, and the facility educates children to love doing agriculture and raising animals

	A rubbish dump and proper and regular disposal of rubbish
	A sewerage and drainage system
	Animal raising area which is far from the office and living area
	A fence and lights to ensure safety of the facility
	A fence and lights to ensure safety of the facility
√	Buildings have:
	Good condition which is in keeping with the average standard of living in Cambodia
	Windows that favour light and ventilation
	Protective system to ensure safety of the children, including proper installation of electricity and gas, and sewerage system
	Proper rubbish bins
	Toilet and bathroom facilities that can be accessed at any time by children including children with disabilities, and separate toilets and bathrooms for girls
	Bedroom of an appropriate size to install 10 to 12 beds of children
	Age and gender appropriate sleeping arrangements
	Space for closets to properly store all the children's belongings
	Hall for children to study together in their free time such as foreign languages or for children to watch TV
	Kitchen and joint dining room for children living in each house
	Health consultation room for minor sickness
	Easy access for children with disabilities

FACILITY MANAGEMENT

√	Responsibilities of Management
	Monthly reports submitted to MoSVY
	For each child, there is a written agreement with the child's previous caregiver and the child, whenever possible, when the

	child is transferred or admitted to the facility. The agreement shall be certified by commune/sangkat authorities
	Commune/sangkat authorities are informed immediately when the child leaves the facility or in case of death, abduction or the child going missing, in order to take appropriate action. At the same time, the provincial/municipal
	Department of Social Affairs, Veterans and Youth Rehabilitation (DoSVY) are immediately informed in order to collaborate in taking action
	Program has written guidelines to ensure the child's background files are kept confidential
	Program has written guidelines with the approval of MoSVY which set out procedures for recruitment of employees, board of directors/advisory council candidates, volunteers and interns
	All new staff are provided orientation training and serve a probation period
	Program has regulations for management, staff and children. The regulations set out what is appropriate behaviour to protect children from abuse and management and staff from false accusation of inappropriate behaviour or abuse, as well as the disciplinary action that shall be taken with management and staff in case of wrongdoing, including action that may be taken under the law.
	All visitors wishing to enter the facility must obtain permission from management first. Management appoint one staff-member to accompany the visitor all the time.
	Staff/children ratios are respected: <ul style="list-style-type: none"> • There is regularly one caregiver for 3 babies under the age of 1 year. • There is regularly one caregiver for 5 children from 1 to 3 years old. • There is regularly one caregiver for 10 to 15 children over the age of 3 year. • There is regularly one caregiver for 2 babies or children with serious disabilities or AIDS.
	Information about the child is gathered from parents, other members of the family, guardian, child him/herself, neighbours, authorities
	Family circumstances and reason why the child is brought to the facility is assessed, such as vulnerable children, abused

	children, orphans, abandoned children, children with HIV/AIDS, children who abuse drugs, etc.
	Collected information of the child is kept confidential except when it is in the child's best interest
	Possibility of reintegration is evaluated every year
	Arrangements are made for the child to obtain birth registration immediately, if the birth of child is unregistered
√	Caregivers' Requirements
	All caregivers are from 25 to 55 years of age and healthy, have at least finished primary school, and have good behaviour and be pro-active in providing care to children
	Caregivers for children under 6 are women or married couples
	Caregivers are given training on: <ul style="list-style-type: none"> • Orientation related to child-care skills and regular capacity-building on child development and caring, in particular specialised care for vulnerable children such as training on disabilities, abuse, HIV/AIDS, etc. The caregivers shall also receive training on counselling and the importance of listening and how to listen to children. • Basic rights of the child, law and other legal instruments related to child abuse, neglect and exploitation. • Identification of child abuse. • Possible impact of abuse on children and actions to be taken when it is suspected that abuse has occurred or is occurring. \
	Caregiver build good relationship and trust with children in order to meet their psychological needs and keep children's history confidential.
	Caregivers respect and implement the staff roster in accordance with their contract and regulations of the facility
	Caregivers and cooks are provided with training and understanding on how to provide a nutritionally balanced diet
√	Complaints and Legal Protection
	Management and staff of the facility ensure that children are informed of their rights and procedures to make a complaint
	An incident management plan for handling any allegations or suspicions of misconduct toward children is established by the facility

	<p>This incident management plan will consist of:</p> <ul style="list-style-type: none"> • Comprehensive consistent legal complaint procedures. • Referral process to give children access to counselling and/or other services. • The nomination of a Case Management Officer, who is responsible for overseeing the full investigation of each allegation to ensure that the due legal process is followed through. Results of the investigations cannot be settled through compensation. • The nomination of an independent adult observer for the child, to provide support throughout the investigation
	<p>This incident management plan ensures that:</p> <ul style="list-style-type: none"> • The child knows clearly who to talk to if there is misconduct. • Actions are taken to protect the child and ensure that he/she is not re-victimised. • There is a thorough investigation of the suspected abuse, and that the rights of the alleged perpetrator are respected pending the outcome of the investigation. • In cases of serious allegations against a staff member, the management of the facility shall apply temporary suspension pending the outcome of the investigation.
	Children's complaints are listened to and dealt with promptly and seriously, in accordance with the regulations of the facility or institution and the Convention on the Rights of the Child
	The case file and investigation is kept confidential from non-essential personnel
	Reporting mechanisms are in place to report incidents to MoSVY.
√	Record Keeping
	The facility makes and maintains an individual case file for each child, which is kept in a safe and confidential place, with a staff member responsible for it
	<p>Individual case file for each child consists of the following information:</p> <ul style="list-style-type: none"> • Child's full name and other names the child may be called, photograph, sex and date and place of birth. • Name, age, address and occupation of parents, siblings, relatives or previous caregiver. • Date and reason(s) the child was brought to the facility or the child left the previous facility. • Personal information about the child related to visits from

	<p>or to the child’s family, education, behaviour, discipline and why it was given, medical status or accidents, treatments, vaccinations or advice from doctors who provided treatment.</p> <ul style="list-style-type: none"> • Date of exit from the facility and the destination after leaving the facility. • The child’s individual case file is up-to-date and when the child leaves the facility, a copy of the file is given to the child or to his/her next guardian.
	<p>Assessment is conducted of family/home circumstances of the child to ascertain whether abuse has occurred or if there is a risk of abuse in the future</p>
	<p>Information obtained from family assessments is included in case plans for the child, including plans for contact with family members or friends</p>
	<p>Information is gathered from parents, other family members, the child, neighbours and local authorities; strict attention is paid to maintaining confidentiality</p>

REFERENCES

References

The following are a list of references that have provided the framework for the Chab Dai Charter Assessment Tool, including internationally recognized standards, Cambodian laws, and other best-practice references for organizations.

Cambodian Labour Law. Ministry of Social Affairs, Labour and Veterans Affairs, October 25, 1998.

Chab Dai Coalition Member Pack. Chab Dai, 2009.

Checklist for the Prakas on Minimum Standards on Residential Care for Children (2008).

Law on Suppression of Human Trafficking and Sexual Exploitation. Ministry of Justice. February 2008.

NGO GPP Governance and Professional Practice: Guidelines for the Voluntary Certification System for NGOs in Cambodia, December 2010

Prakas on the Implementation of the Policy and Protection of the Rights of Victims of Human Trafficking, MOSAVY No. 852, S.V.Y. PP August 31, 2009.

Policy and Minimum Standards for Protection of the Rights of Victim of Human Trafficking, MOSAVY No. 062, S.V.Y. September 3, 2009

Quality Improvement System Program. VIVA.

http://quality.bond.org.uk/index.php?title=Viva's_Quality_Improvement_System

Project Cycle Management, Roots 5. Resourcing Organizations with Opportunities for Transformaiton and Sharing (ROOTS). Tearfund, 2003.

Assessment Worksheet References

The following are references directly linked to the Assessment Worksheets.

PROTECTION – Staff & Organizations

ⁱ*Cambodian Labour Law, October 25, 1998. See Appendix A for detailed Checklist of Staff Policy*

ⁱⁱ*NGO Good Practice Project: Code of Ethical Principles and Minimum Standards for NGOs in Cambodia, Revision 8. December 2006*

ⁱⁱⁱ *Prakas on Minimum Standards for Protection of the Rights of Victims of Human Trafficking (September 2009), Article 8 To be able to effectively and successfully help victims of human trafficking, it is important that service providers are physically and psychologically healthy and wise; therefore service providers shall comply with the guidelines below: 1. Self-care of Service Providers...etc. (p.33) 2. Managers of service providers shall provide staff under their supervision with the opportunity to reduce their stress ... etc., (p. 34.)*

^{iv} *Prakas on Minimum Standards for Protection of the Rights of Victims of Human Trafficking (September 2009), Article 8. Section 1 Self Care for Service Providers: Service providers shall be cautious in their work with victims and ensure that they are sufficiently capable to take actions to protect their victims physical and emotional safety (p.33).*

^v *Chab Dai and its members have a resource pool of expertise that can be tapped for this purpose if needed.*

^{vi} *Prakas on Minimum Standards for Protection of the Rights of Victims of Human Trafficking (September 2009), Article 8. Section 1 Self Care for Service Providers: Service providers shall take steps to continually refresh their knowledge and activities and update their work-related skills to maximize their effectiveness of service provision.*

^{vii} *VIVA QIS on Child Protection has a Child Protection Employee Survey form that can help your organization to assess your organization is in relation to the standards. See Appendix C. Employee Survey and Appendix D. Child Protection Standards Checklist for reference.*

^{viii} *UNCRC Article 14 “Freedom of thought, conscience and religion*

PROTECTION – Clients & Communities

^{ix} *Minimum standards on Care for Children, UNCRC and Keeping Children Safe Coalition Child Protection Standards*

^x *Refer to Appendix E. Chab Dai Media Policy 2010*

^{xi} *Law on the Suppression of Human Trafficking and Sexual Exploitation (2008), Article 49 and Prakas on Minimum Standards for Protection of the Rights of Victims of Human Trafficking, Article 12, p. 36. Sept 2009*

PROTECTION – Chab Dai Members

^{xii} *Prakas on Minimum Standards for Protection of the Rights of Victims of Human Trafficking, Article 12, p. 36. Sept 2009.*

^{xiii} *Chab Dai provides training and assistance with the writing and implementing of Child Protection Policies upon request.*

^{xiv} *Chab Dai promotes a Biblical response related to resolving CPP issues as in Matthew 18:5, and Chab Dai is open to accepting reports or requests for assistance when appropriate.*

PROTECTION - Donors

^{xv} *Prakas on the Minimum Standard for Protection of the Rights of Victims of Human Trafficking, MOSAVY No. 857 S.V.Y, 3rd September 2009*

COLLABORATION – Chab Dai Members

^{xvi} *Prakas on the Minimum Standards for Protection of Rights of Victims of Human Trafficking, Case Management, Article 11. 9 To ensure better documentation, service providers shall comply with annex containing 7 forms and 2 special forms found in the Directive No. 009 S.V.Y. dated Sept 28th, 20087 on reintegration and follow up on victims residing in government and non-government organization shelters.*

PARTICIPATION – Clients & Communities

^{xvii} *UNCRC Article 13, “Right to express opinions and be heard”*

^{xviii} *NGO GPP: Governance and Professional Practice. December 2010. Standard on Governance 2.2*

^{xix} *NGO GPP: Governance and Professional Practice. December 2010. Standard on Human Resource Management 7.5*

TRANSPARENCY – Staff & Organizations

^{xx} *NGO GPP: Governance and Professional Practice, December 2010. Standard on Financial Management 5.3*

TRANSPARENCY – Clients & Communities

^{xxi} NGO GPP Standards 5.1 The NGO provides members of the public, the target population, donors and governments with accurate information about their activities, finances and other relevant information. Tearfund ROOTS 5. Accountability: We need to show those who give us resources and those who benefit from our work that we are using our resources wisely.

TRANSPARENCY – Donors

^{xxii} NGO GPP: Governance and Professional Practice. December 2010. Standard on Financial Management 4.1 The NGO has an annual organization-wide financial audit by a registered audit firm.

^{xxiii} NGO GPP: Governance and Professional Practice. December 2010. Standard on Financial Management 4.2 The NGO has and implements clear written financial management policies, procedure and associated systems.

^{xxiv} VIVA's Financial Accountability Employee Survey and Financial Accountability Standards.

^{xxv} NGO GPP: Governance and Professional Practice. December 2010. Standard on Quality Assurance 6.1: The NGO conducts regular monitoring and evaluation of its program/projects.

^{xxvi} NGO GPP: Standards 5.1 The NGO provides members of the public, the target population, donors and governments with accurate information about their activities, finances and other relevant information. Tearfund ROOTS 5. Accountability: We need to show those who give us resources and those who benefit from our work that we are using our resources wisely.

TRANSPARENCY - Government

^{xxvii} MoSAVY Minimum Standards for the Protection of the Rights of Victims of Human Trafficking, September 2009, Chapter 1: General Provision, Article 5 states that “ National and International NGO implementing programs or sponsoring programs and involving the protection of the rights of victims of human trafficking throughout the Kingdom of Cambodia shall sign an MOU with MoSAVY. Section VII.2.d. NGOs working with victims of human trafficking shall request permission for and sign a Memorandum of Understanding with the MoSAVY.

^{xxviii} Policy on Protection of the Rights of Victims of Human Trafficking. MoSAVY No. 062.S.V.Y. August 31, 2009. Section VII. 2. Commitment of Government Officials and NGO agents to Protect the Rights of Victims. C. Monitor, Follow Up and evaluate activities, provide reports as well as assist in facilitation of the monitoring, follow up and evaluation by officials of MoSAVY in accordance with the policy and minimum standards.

^{xxix} MoSAVY Minimum Standards for the Protection of the Rights of Victims of Human Trafficking, September 2009, Chapter III: Case Management, Article 9: “ Shelters of government and NGO that sign an agreement with MoSAVY shall implement the phases of the process of reintegration and follow up, as outlined in the directive No. 009 S.V.Y. dated September 28th, 2007 of MoSAVY on the Reintegration and Follow Up of victims residing in the government and NGO shelters as follows: 1. Phase of Pre- Reintegration; 2: Phase of Reintegration; 3: Type 1 of Follow Up and 4: Type 2 of Follow Up.