



# EVALUATION REPORT

*Impact Evaluation of Chab Dai Coalition and its Role within the Anti-Human Trafficking Sector in Cambodia*

December 2012

Author: Giorgio Algeri, consultant for Chab Dai Coalition

Copyright © Chab Dai Coalition  
All rights reserved  
December 2012

EVALUATION REPORT  
Impact Evaluation of Chab Dai Coalition  
and its Role Within the Anti-Human Trafficking Sector in Cambodia

Chab Dai Coalition  
P.O. Box 1185  
Phnom Penh  
Cambodia  
T +855 12 481 597  
[cambodia@chabdai.org](mailto:cambodia@chabdai.org)

Chab Dai USA  
P.O. Box 6116  
Folsom, California 95763  
United States of America  
[usa@chabdai.org](mailto:usa@chabdai.org)

Chab Dai Canada  
Montreal, Quebec  
Canada

Chab Dai & Yeji Charitable Trust – UK  
London  
United Kingdom

Author: Giorgio Algeri, Consultant for Chab Dai Coalition  
Editors: Tania DoCarmo & Julia Smith-Brake

Photography and graphic design by Giorgio Algeri

*The views expressed in this report are those of the author  
and do not necessarily represent the views of, and  
should not be attributed to, Chab Dai Coalition.*

You can contact the author at his email address:  
[giorgio.algeri@gmail.com](mailto:giorgio.algeri@gmail.com)

Phnom Penh  
December 2012

## ACKNOWLEDGMENTS

I wish to thank both those who have actively participated in this evaluation and those who have either directly or indirectly contributed through their valuable input and advice.

Without the patience of all the people involved in this evaluation, this report would not and could not have been possible and I certainly would not have been in the position to do it.

I particularly want to thank Helen Sworn, Chab Dai Founder and International Advisor, for her enthusiasm and continuous support.

I benefited greatly from discussions with Glenn Miles, Tania DoCarmo, and the entire Chab Dai Research team. I would also like to thank Ros Yeng, Orng Muylen, Pheng Chandara, Aimee Brammer, Um Sam Ol, Mith Sokha, Tep Theary, and Kong Sopharith for their valuable support in arranging field visits, interviews, and providing assistance for administrative issues. I also want to thank all my colleagues from Chab Dai Coalition in Cambodia, who contributed greatly to creating a stimulating learning atmosphere.

I hope everyone involved in this evaluation gained from their experience. I hope the work done will ultimately benefit those girls, boys, women, and men who are the victims of trafficking, abuse, and exploitation.

Last, but not least, I would like to acknowledge my loving parents, family and friends for their enduring support and encouragement.

# TABLE OF CONTENTS

<b>LIST OF FIGURES</b>	<b>4</b>
<b>ACRONYMS &amp; ABBREVIATIONS</b>	<b>5</b>
<b>INTRODUCTION</b>	<b>6</b>
<b>METHODOLOGY</b>	<b>7</b>
Data Collection & Analysis	7
Participants	10
Ethical Considerations	12
Limitations	13
Research Questions	13
<b>THEORETICAL BACKGROUND</b>	<b>15</b>
Collaboration: Definitions and Terminology	15
Evaluation Criteria	16
<b>FINDINGS &amp; DISCUSSION</b>	<b>18</b>
Main Findings	18
Chab Dai Learning Community	18
Secondary Findings	38
Chab Dai's Direct Programming and its Impact on the Coalition	40
<b>CONCLUSION</b>	<b>42</b>
<b>KEY FINDINGS &amp; RECOMMENDATIONS</b>	<b>43</b>
<b>REFERENCES</b>	<b>45</b>

## LIST OF FIGURES

Table 1. Schedule Of Activities And Methodology	9
Table 2. Fowler's Diagram	21
Figure 1. Participants' Role/Position - Interviews	13
Figure 2. Participants' Provenance	14
Figure 3. Participants' Role/Position - Focus Group Discussion	14
Figure 4. Participants' Job/Position – Survey	15
Figure 5. Members' Feeling Of Ownership	29
Figure 6. Unique Purpose	39
Figure 7. Key Features Of A Successful Collaboration	39
Figure 8. Intelligibility Of Coalition Purpose	40
Figure 9. Chab Dai Coalition's Formal And Informal Communication	43
Figure 10. Members Of Chab Dai Coalition Communicate Openly With One Another	44
Figure 11. Frequent & Regular Communication Within Chab Dai Coalition	44
Figure 12. Mutual Respect Within Chab Dai Coalition	45
Figure 13. Trust Among Members	46
Figure 14. Professional And Personal Qualities Of A Coalition Leader	47
Map 1: Fieldwork	10
Map 3. Benefits And Challenges Of Chab Dai Coalition	42
Box 1. Main Findings	22
Box 2. A Successful Example Of “Coalition Working Together”	30
Box 3. Referral Tool For Returned Migrants And Survivors Of Trafficking	35
Box 4.. Chab Dai Umbrella	41
Picture 1. Focus Group Activity in northwestern Cambodia	11
Picture 2. Chab Dai Training On Child Protection	26
Picture 3. Focus Group Discussion In Phnom Penh	26
Picture 4. Chab Dai Coalition's Prevention Toolkits	29
Picture 5. Cover Of Referral Director	35
Picture 6. Benefits From Being Part Of Chab Dai Coalition	36

## ACRONYMS & ABBREVIATIONS

COSECAM	Coalition to Address Sexual Exploitation of Children in Cambodia
ECPAT Cambodia	End Child Prostitution, Abuse and Trafficking in Cambodia
FGD	Focus Group Discussion
ILO	International Labor Organization
MOSVY	Ministry of Social Affairs, Veteran and Youth Rehabilitation
MOU	Memorandum of Understanding
NC-STSLs	National Committee to to Lead the Suppression of Human Trafficking, Smuggling, Labor Exploitation and Sexual Exploitation in Women and Children
NGO	Nongovernmental Organization
OVC	Orphans and Vulnerable children
PCM	Project Cycle Management
QIS	Quality Improvement Systems
USAID	US Agency for International Development

## INTRODUCTION

Over the last several decades, the emergence of new information technologies and increased interdependent relationships have become the framework for the emergence of new forms of collaboration aimed at finding comprehensive solutions to complex social problems. To address the contemporary phenomenon of human trafficking and other forms of abuse, Chab Dai (Khmer for “joining hands”) is a network of organizations, advocates and other stakeholders, providing a wide range of services related to prevention, intervention, aftercare, reintegration, and socially responsible business for victims, survivors and others vulnerable to human trafficking. Since its inception in 2005, it has grown from a small coalition founded in Cambodia to an international organization working with partners in numerous countries and regions around the world. Today, the coalition in Cambodia has 53 member organisations, all of which have direct programs to address human trafficking across the country.

This evaluation aims to understand the role and impact of collaboration among Chab Dai’s coalition members, and its intersection with the anti-trafficking sector in Cambodia in general. The main findings will help to provide accountability to current and prospective members, partners, and donors, as well as to improve quality programming, and assist Chab Dai share lessons learned with partner stakeholders both nationally and internationally.

To this end, this report will discuss the main challenges and successes of Chab Dai Coalition in Cambodia. Starting from the analysis of a selected group of process factors such as level of trust and mutual respect, sense of ownership, or other key aspects such as resources, communication, and goals achieved, this report will investigate to what extent Chab Dai Coalition has been a successful model of collaboration.

Furthermore, I will also examine which aspects are relevant for successful coalition leadership, and how selected members perceive Chab Dai’s involvement in direct programs outside of the coalition. Findings related to leadership is particularly relevant as Chab Dai recently handed Cambodia operations over to a national leadership team in 2010.

In the final section of this report I will present a set of key recommendations related to the main findings. Our hope is this study will be a valuable resource for other organisations interested in replicating collaborative efforts in their own countries or regions where multifaceted issues increasingly need strategic and collaborative solutions.

# METHODOLOGY

This evaluation study was conducted over a total period of 23 weeks between July and December 2012. Chab Dai Coalition appointed an External Evaluator/Consultant to convey objectivity to the evaluation process (Wolff 2003:5).

The table below outlines the schedule of activities undertaken for the evaluation as well as the types of methodology used for each activity.

Table 1: Schedule of Activities and Methodology

EVALUATION REPORT - Timetable (Y2012)																								
Monthly Calendar	July				August				September				October				November				December			
Weekly Calendar	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
a. Design																								
b. Desk Review																								
c. Data Collection																								
Key Informant Interviews																								
Focus Group Discussions																								
Field Observation																								
Mini-Survey/Questionnaire																								
d. Data Analysis																								
e. Final Report Preparation																								

The Desk Review Phase, which consisted of project-related documentation (policy documents, research papers, organizational charts, project annual reports) and external documents (background information and external research studies on trafficking and collaboration, non-profit practices) took place over the first four weeks of field placement. During the design phase and formulation of the research questions, the consultant held informal meetings with Chab Dai’s Research Advisor and donors representatives visiting Phnom Penh in July 2012.

This evaluation is based on the use of methodological “Triangulation” in order to ensure better “quality of information” and “cross-checking” (Beebe 1995:47). As Taylor-Powell and Rossing observed in their paper on the challenges of evaluating collaborative models, “Triangulation of sources, methods, time and location is critical in order to weave together multiple pieces of information to understand behaviors, patterns of organization and changes in social norms” (2011:9).

This evaluation combined both qualitative and quantitative methods. More specifically, I combined in-depth interviews with focus group discussions and closed-ended questions in the form of an online survey adapted from the Wilder Collaboration Factors Inventory.

## Data Collection & Analysis

### Interviews

In-depth and semi-structured interviews (Mack et al. 2005) were conducted with 25 key informants<sup>1</sup> from Chab Dai Members’ representing mid- to top-level management between 03 August and 27 September 2012. All key informants, with the exception of one, agreed to participate in a digital tape-recorded interview. All interviews were conducted in person except one, which was conducted via Skype.

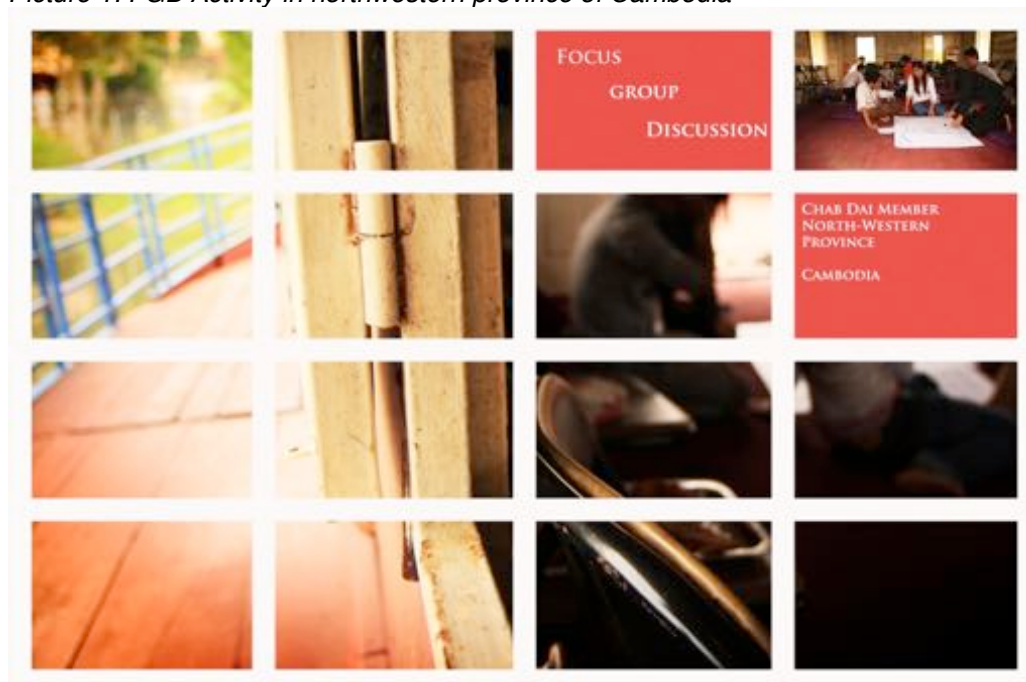
Each interview was transcribed in real time and cross-checked for reliability using digital audio recordings upon completion of the interview. Key informants from selected member organizations who had joined Chab Dai Coalition since its inception in 2005 were asked additional questions. Please refer to Appendix I to learn more about interview guidelines.

<sup>1</sup> Overall, representatives and staff members from 28 Chab Dai member organizations participated to both in-depth interviews and focus group discussions.





Picture 1: FGD Activity in northwestern province of Cambodia



### Observation

Direct Observation was predominantly used outside Phnom Penh. More specifically, the consultant observed:

- Charter and Coalition Meeting (13 July 2012)
- Member Meeting in Battambang City (14 August 2012)
- Visit to Chab Dai Member and Partner Organizations in Battambang & Banteay Meanchey Provinces (15 August 2012)
- Provincial Member Meeting in Poipet City (16 August 2012)
- Child Protection Training in Poipet (16 August 2012)
- Visit to Chab Dai Member Organizations in Siem Reap (13 September 2012)
- Bi-annual Meeting in Phnom Penh (07-08 November 2012)

### Surveys

An electronic survey questionnaire was used was adapted from existing tools previously tested. Closed-ended questions helped to collect information about the success of coalition-building efforts including membership, processes and structure, communication, vision and purpose, and leadership (Collaboration Factories Inventory, Wilder Foundation 2008; Mattessich, Murray-Close and Monsey 2001:38). Additionally, participants were asked to answer multiple questions adapted from Mizrahi and Rosenthal (2001:77) on the definition of successful coalitions and the key features of competent leadership.

The survey was submitted in both English and Khmer language through Survey Monkey, an online survey software (<http://www.surveymonkey.com>). A total of 57 Chab Dai member participants from participated in the survey.

A 5-point scoring system was used to cross-check data:

1	2	3	4	5
Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree

In addition, we used a “Rating Average Weighting System” to both rate and rank questions. The Rating Average was obtained using the following formula:

$$= \text{SUM} [(N1*1) + (N2*2) + (N3*3) + (N4*4)] / (N1+N2+N3+N4)$$

where N corresponds to the total number of preferences given by participants for each answer on the basis of the 5-point scoring system<sup>2</sup>. N/A was omitted from the equation.

With regard to the two survey questions on the “key features of successful collaboration” and “professional and personal qualities of a coalition leader,” the researcher used a 4-point scoring system where:

- 1 = extremely important
- 2 = important
- 3 = not important; and
- 4 = not important at all

## Participants

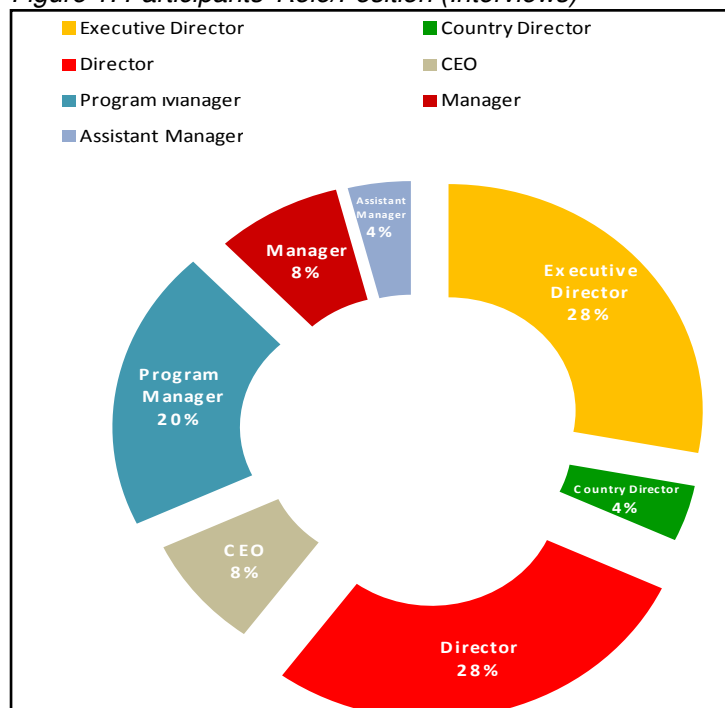
For the purposes of this report, Chab Dai’s coalition member organizations are referred to as “members” rather than partners as this is how they are referred to within the coalition.

The term “stakeholders,” when intentionally used by the author, is used to indicate both Chab Dai members *and* partners (relevant stakeholders that may not hold membership in the coalition but are either active in the cause or collaborate with Chab Dai in other ways). The name Chab Dai Coalition specifically indicates Chab Dai’s office in Cambodia so as to distinguish the latter from Chab Dai USA, Chab Dai Canada and Chab Dai & Yejj Charitable Trust (UK) each of which have separate legal status.

### In-Depth Interviews

As previously mentioned, a total of 25 representatives of Chab Dai member organizations agreed to take part in interviews for the evaluation. The figure below demonstrates the breakdown of participants, by position in their organization.

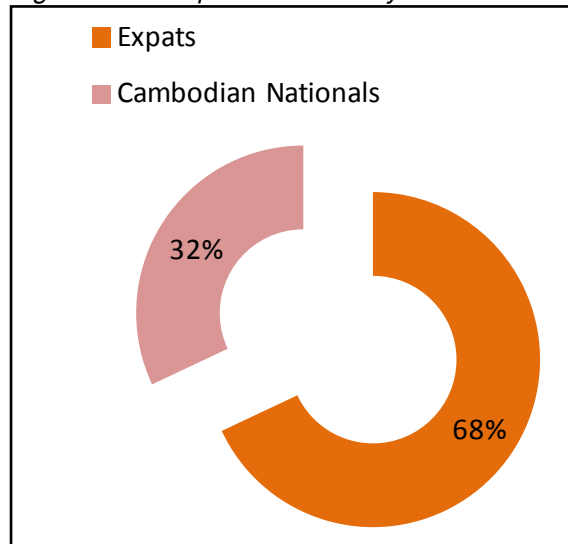
Figure 1: Participants’ Role/Position (Interviews)



<sup>2</sup> Answers to ranking questions were calculated through the same formula but respondents were asked to rank the importance of a list of qualities for successful coalitions and coalition leaders with 1= extremely important, 2= important, 3= not important, 4= not important at all.

The majority of the interviewees were selected from mid- to top-level management of member organizations. Approximately 28% were Executive Directors and/or Directors<sup>3</sup>. Another 20% of participants were Program Managers. With regard to participants' nationality, 32% of the interviewees (n=8 out of 25) were Cambodian nationals.

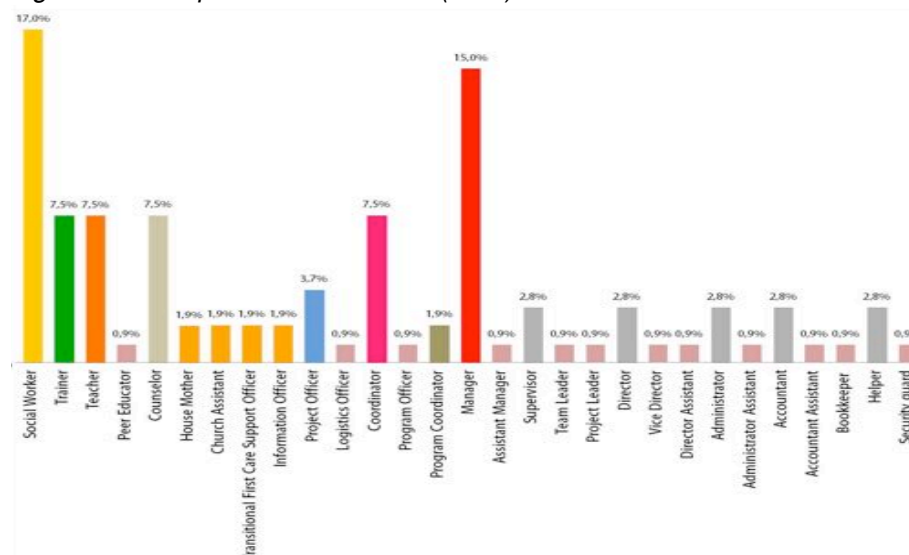
Figure 2: Participants' Nationality



### Focus Group Discussions

In order to better understand the impact of Chab Dai Coalition at a practitioner level, FGDs were conducted primarily with grassroots-level staff, such as social workers<sup>4</sup>, trainers and teachers. As shown in Figure 3, social workers represented the highest number of participants at about 17% (n=18 out of 107). Most of the FGDs were conducted in Phnom Penh where grassroots organizations' staff was not always available. Therefore, there was a high ratio of managers (15%) attending FGD activities. Trainers, teachers, and counselors, with 7.5% each, had the next highest representation.

Figure 3: Participants' Role/Position (FGD)



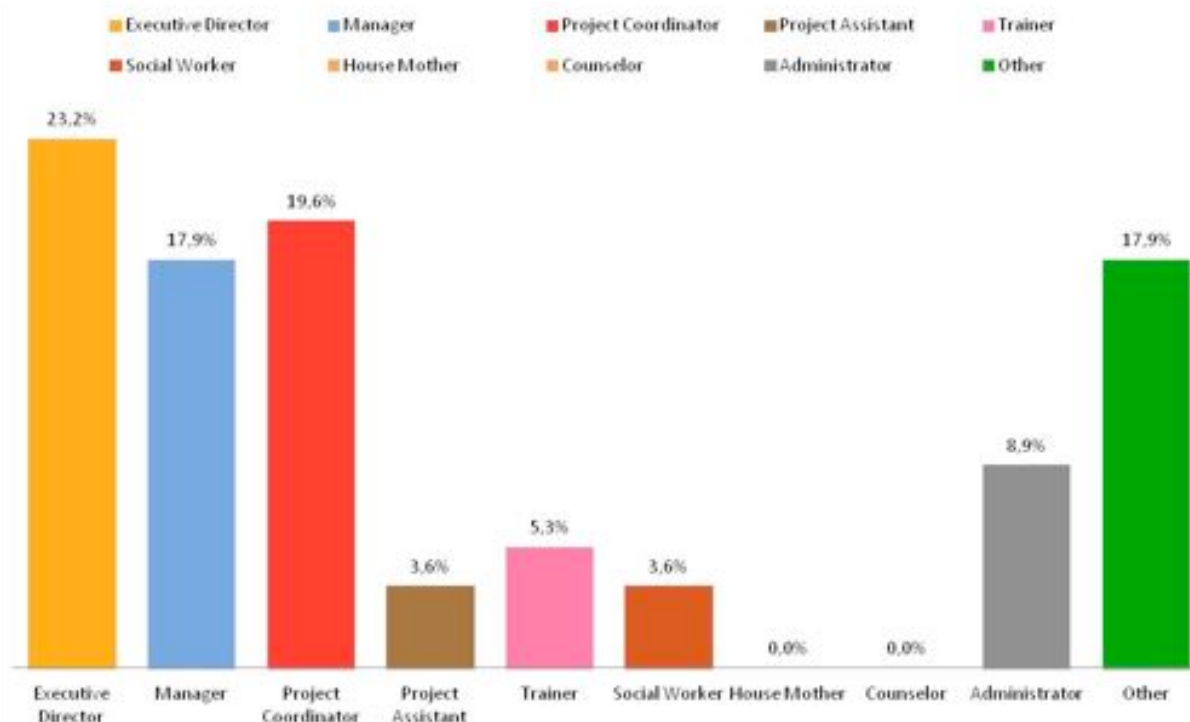
<sup>3</sup> The term "Director" may refer to directors holding different responsibilities (e.g. Program Director, Associate Director).

<sup>4</sup> The first national bachelors program in social work started at Royal University of Phnom Penh in the 2008/2009 academic year. Any reference to the job title including "social worker" in this table is only illustrative, and has not been verified in terms of licensing or degree.

## Survey/Questionnaire

A total of 57 member organization staff responded to the online survey. Most of the answers to the online survey were submitted by Executive Directors (23.2%), Project Coordinators (19.6%), and Managers (17.9%) from different member organizations. Social workers were last with a participation rate of 3.6%. The questionnaire was available in both English and Khmer. A total of 37 submitted their answers in English whereas 20 completed the survey in Khmer.

Figure 4: Participants' Job/Position (Survey), n=57



## Ethical Considerations

Because the aim of this evaluation is to evaluate the impact of the coalition from a members' perspective, no direct beneficiaries or clients took part in the study. Nevertheless, the evaluator read, understood and abided by Chab Dai's Child Protection Policy, Media and Communication Policy, and Social Media Policy prior to visiting members' programs, which included:

- Two shelters/vocational training centers for girls and one aftercare/vocational training center for women in the northwestern provinces
- One recovery shelter for women and children in Phnom Penh
- Two vocational training centers in Phnom Penh
- One residential shelter in Samrong District (Takeo Province).

With regard to the collection of quantitative data, the consultant ensured an appropriate level of both confidentiality and anonymity. Survey participants could submit their anonymous answers electronically via an anonymous web link collector made available through the Survey Monkey online software - a password was enabled to restrict access to the web link collector.

Furthermore, the consultant handled qualitative data with the same degree of confidentiality by gaining informed consent, and ensuring anonymity after transcription - whether by destroying data or making data inaccessible through the use of pseudonyms (CESSDA 2012).

## Informed Consent

Each participant agreed to voluntarily participate in the evaluation process and understood the following:

- Purpose of the evaluation;
- Main topic of the evaluation;
- Use and dissemination of the information gathered;
- Each participant was acknowledged about her right to withdraw at any time; and,
- The evaluator ensured impartiality in each phase of the evaluation process from the design to the reporting.

## Limitations

Measuring and assessing impact is not an easy task, and it becomes “even more difficult when measuring the impact of intrinsically complex, intangible and often ill-defined processes” (Hailey et al. 2005:6). In order to address such difficulties, this evaluation was based on a triangulation methodology where both qualitative and quantitative methods were used.

Nevertheless, it is crucial to mention some of the limitations to the study. With regard to the qualitative research, language and culture barriers hindered effective communication between the consultant and grassroots staff members especially during FGDs and field observation.

Although an external translator was hired for FGDs, translation was not always accurate. Also, the consultant often had to simultaneously act as facilitator, observer, and note-taker during each FGD. This might have limited his ability to observe and record minor details.

In order to collect quantitative data, the consultant prepared and distributed by email a questionnaire adapted from existing tools previously tested. Nevertheless, due to time constraints, the author of this evaluation did not validate the survey through independent observers or external participants to the evaluation process. This would have helped to reduce any difficulty associated with the interpretation of some key terms or grammatical constructions in both the English and Khmer versions.

## Research Questions

The overall objective of this evaluation is to understand the role and impact of collaboration within Chab Dai Coalition and its intersection with the anti-human trafficking sector in Cambodia. Chab Dai, “joining hands” in Khmer, is a coalition of Christian organizations whose common goal is to “End Sexual Abuse & Trafficking” through coalition-building, community prevention, advocacy, and research (Chab Dai Cambodia, Project Portfolio 2012:3). Since its inception in 2005, it has grown rapidly from an initial number of 12 members to its current 53 members. The coalition also works closely with a number of partners including the Royal Government of Cambodia, international organizations and other national networks.

Chab Dai’s core values help to understand its vision:

- “Knowledge for sharing: a strong commitment to tackle any case of abuse, exploitation and trafficking through learning opportunities.
- Advocacy for Justice: Advocacy as a key aspect of coalition building efforts to bring members together and to be effective.
- Support for Strength: working together while recognizing each one individual identity.
- Hope for the Future: We exist so that families and communities at risk, and those who have been sexually abused, exploited or trafficked, can be all that God created them to be.” (Chab Dai Cambodia, Project Portfolio 2012:3).

Rather than focusing on the processes by which Chab Dai Coalition’s interventions have been implemented, this evaluation focused on the effective impact of coalition-building efforts to address trafficking in persons over the past few years. This evaluation will contribute to retroactively examining the coalition’s successes and challenges, and to recommend best practices for possible replication among global partners as part of the organization’s Global Learning Community project.

### Main Research Questions

- What has been the overall impact of Chab Dai as a coalition on practitioners and clients over the past years?
- What are the main challenges/successes?

- What role does leadership play? How do international and Cambodian leaders' professional and emotional dynamics impact on Chab Dai Coalition? How do funding member organizations perceive Chab Dai Coalition's organizational change management into local leadership succession?
- What are the members' perspectives on the advantages and disadvantages of being in a coalition? How strategic is it to be part of a coalition?
- How have member organizations perceived Chab Dai Coalition's implementation of its own direct programs outside of the coalition (e.g. Research, Case Support, Prevention)?

# THEORETICAL BACKGROUND

*“We share experience with one each other, we do networking. We have the chance to visit some of the members at least once per year, and to know what they are doing.” – FGD participant, Phnom Penh*

*“Collaboration is a process involving shared norms and mutually beneficial interactions” (Thomson and Perry 2006:23)*

## Collaboration: Definitions and Terminology

Collaboration is not a new concept. The rapid evolution of new information technologies, a lack of resources, and more interdependent relationships help us to understand the emergence of new forms of collaboration aimed at finding comprehensive solutions to complex social problems since the 1970s (Heenan and Perlmutter, 1979:165, Mattessich et al. 2001:3; Thomson et al. 2007:1). Over the last several decades, scholars have attempted to explain the increased importance of collaboration in the nonprofit sector, developing theoretical frameworks from multiple perspectives. Behind the motivation to collaborate, there was the need to “share expertise” from a “network perspective,” the need to “secure resources” from a “resource dependence perspective,” or the need to reach “legitimacy as an individual organization” from an “institutional perspective” (Sowa 2009:1005).

A wide range of literature on this subject and a broad range of theoretical frameworks have resulted in a lack of unanimity on the meaning of collaboration and the risk of depriving it of its significance. On this subject, Thomson et al. (2007:2) suggested, “widespread and varied usage of the term collaboration renders it nearly meaningless.” In addition, different terms have been used to describe various types of collaboration<sup>5</sup> (Kania and Kramer 2011:39), and as such they can bring confusion.

In general, definitions of collaboration have emphasized the importance of mutually beneficial relationships among members, the exchange of information and resources, the achievement of a common goal or the need to adjust to a changing environment (Himmelman 2001:278; Lasker 1997:158; Sowa 2009:1005; Thomson and Perry 2006:23; Wolff 2010:48). Referring to the complex nature of collaboration, Barbara Grey argued, “collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible” (1989:5).

### Working Definition of Collaboration

To avoid any ambiguity of meaning, this evaluation limited the scope of collaboration to the following definition:

**“Collaboration** is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.” (Mattessich et. al 2008:4)

**“The relationship** includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards .” (Mattessich et. al 2008:4)<sup>6</sup>

---

<sup>5</sup> In their article on “Collective Impact”, Kania and Kramer (2011:39) underline the success of “Collective Impact Initiatives” compared to other types of collaboration such as “Funder Collaboratives, Public-Private Partnerships, Multi-Stakeholder Initiatives, and Social Sector Networks.” A precise definition of collaboration is crucial to clearly assess and evaluate the impact of Chab Dai Coalition.

<sup>6</sup> Wolff stressed the importance of the four Rs as basic features of the collaborative process: “risks, resources, rewards, and responsibilities” (2010:50). Risk refers to any initiative that may jeopardize the coalition and its members. For instance, a sensitive issue to be discussed with the government. Resources: one of the main challenges is how to share resources that members put in common. Rewards need to be equally acknowledged within the coalition. Responsibilities: each member has to share its own responsibility, and contribute fairly (Wolff 2010:51).



## Evaluation Criteria

In today's interconnected society, collaboration offers organizations the opportunity to join together to find creative solutions to complex problems. The need to solve global and regional challenges linked to an increase and rise in information technologies has shifted the focus to new forms of collaboration where multiple stakeholders work together "for a common end in a situation of interdependence" (O'Leary, Choi and Gerard 2012:71).

Grey (1989:11) noted, "Collaboration establishes a give and take among the stakeholders that is designed to produce solutions that none of them working independently could achieve." Explained in simple terms, "collaborative solutions means doing together what we cannot do apart" (Wolff 2010:25).

This interdependence has also been referred to as "inescapable interdependence," based on the assumption that "no single entry has all the inputs necessary to address an identified social need effectively" (Austin 2000:10). According to James Austin, therefore, "when you cannot go it alone and succeed, collaboration becomes a prerequisite to effectiveness" (2000:10).

But how to evaluate the effectiveness of collaborative efforts? In addition to the above-mentioned principle of interdependence, Barbara Grey identified four aspects that are crucial to the process of collaboration as it follows: (1) Solutions emerge by dealing constructively with differences, (2) Joint ownership of decisions is involved, (3) Stakeholders assume collective responsibility for the future direction of the domain, 4) Collaboration is an emergent process (Grey 1989:11).

In their article entitled "Consensus Building," Burgess and Spangler (2003) remarked on the importance to take into account other criteria, namely "process and outcomes criteria,"<sup>7</sup> when evaluating the effectiveness and success of collaborative efforts. The two authors argued, "the criteria serve as ideal guidelines, and will not all be met perfectly by all consensus-building<sup>8</sup> efforts, successful or not." Chances of a coalition to succeed are directly proportional to its ability to meet a higher number of process and outcomes criteria.

On the other hand, collaborative efforts are likely to not be successful when:

- One member has "unchallenged" power to influence or take action;
- Conflict is based on deep ideological differences;
- Conflicts arise from ancient rivalry;
- Difficulty to identify a "legitimate convener";
- Interventions are notably ineffective; and
- Members face significant costs in order to preserve "inter-organizational relationships" (Grey 1989:255).

Therefore, it is crucial to underline how collaboration is not always necessarily a suitable alternative.

This evaluation was not about programs' immediate objectives or outcomes. Rather, it is about the long-term impact of the collaborative efforts of Chab Dai Coalition.

Fowler's diagram below clarifies how objectives and outcomes can be measured:

---

<sup>7</sup> With regard to the "Process Criteria", the assumptions were to have "(...) representatives of all relevant and significantly different interests" (...) "a purpose that is practical and shared by the group" (...) "civil, respectful, face-to-face conversation" (...) to hold "participants at the table, involved, and learning" (...).

For the "Outcomes Criteria", Burgess and Spangler assumed that the process of collaboration "produced a high-quality agreement that met the interests of all stakeholders"; "It compared favorably with other planning or decision methods in terms of costs and benefits"; (...) "It produced creative ideas for action"; "Stakeholders gained knowledge and understanding"; "It created new personal and working relationships and social and political capital among participants"; "It produced information and analyses that stakeholders understand and accept as accurate"; "Learning and knowledge produced within the consensus process were shared by others beyond the immediate group"; (...) "It resulted in practices and institutions that were both flexible and networked, which permitted a community to respond more creatively to change and conflict"; "It produced outcomes that were considered fair" (...).

<sup>8</sup> In the article, the authors used the terms "consensus-building" and "collaboration" as synonymous.

Table 2: Fowler's Diagram (cited in Hailey et al. 2005)

Point of Measurement	Type of Measurement	What is Measured	Indicators
Outputs	Monitoring	Effect	Implementation of Activities
Outcomes	Evaluation	Effectiveness	Use of outputs and sustained production of benefits
Impact	Impact Assessment	Change	Difference from the original problem situation

Based on Fowler's diagram, this evaluation analyzed the effectiveness and changes for staff members, member organizations, and "systems" through which Chab Dai members worked together. In this regard, we investigated any change in terms of "knowledge, behaviors, skills, services provided, resource use, system functioning, delivery of services" (Taylor-Powell and Rossing, 2006:6) at different levels (upper to middle management, grassroots) within the selected member organizations.

## FINDINGS & DISCUSSION

Since its inception in 2005, Chab Dai Coalition has grown in number of members, and scope of activities. This evaluation aimed to investigate the successes and challenges of this collaborative model.

### Main Findings

#### *BOX 1: Main Findings*

##### PRIMARY FINDINGS

- (1) Chab Dai Coalition is an ongoing learning laboratory where member organizations are able to increase their accountability and credibility.
- (2) There is a fluctuating feeling of ownership within Chab Dai Coalition.
- (3) Chab Dai Coalition fosters a fair and equitable exchange of resources and information among members.
- (4) Referrals within the coalition are both a strength and a challenge.
  - Members can better handle cases which may otherwise fall beyond their own capabilities.
  - Follow-up procedures sometimes pose a challenge to referral mechanisms within Chab Dai Coalition.
  - Recent changes in trafficking trends and national responses to TIP in Cambodia have led to a decrease in the number of referral cases. This has led to less interdependence among Chab Dai members.
- (5) At least two members joined the coalition to provide the expertise for peer and government advocacy rather than just gaining benefits for themselves.
- (6) Members are committed to working together to achieve concrete and common goals.
- (7) Chab Dai Coalition facilitates transparent and effective communication.

##### SECONDARY FINDINGS

- (1) The relevance of the personal qualities for a successful leadership were explored and discussed.
- (2) At least one member perceived Chab Dai's implementation of other direct programs as conflicting to the purposes of the coalition.

### Chab Dai Learning Community

Chab Dai Coalition is an ongoing learning laboratory

*"I should always be learning, and seeing, adjusting and growing. To some extent, Chab Dai already fosters that idea of constant learning." – Chab Dai Member, In-depth Interview*

Constant and consistent learning is a must for successful collaboration. In his book, "The Collaboration Challenge", James Austin (2000:182) underlined how "Collaboration must be viewed as dynamic" and "continual learning is what enables continuous improvement."

*"What I really like about Chab Dai is the Learning Community, the fact that all members are aware to be there to learn together. It is not just a network." – In-depth Interview, Phnom Penh*

Chab Dai has succeeded in fostering “continual learning” through three Coalition Programs, namely the Learning Community, Doorsteps and Jeut Nung Dai. The “Learning Community” represents a virtual space where members have the opportunity to learn through diversity. As one respondent from an in-depth interview remarked:

*“The Learning Community tries to teach to grow together. Then, you have differences, but differences are argumentative. You need to have differences, different opinions, and thoughts in a positive atmosphere.” – In-depth Interview, Phnom Penh*

Trainings, the Charter, and Chab Dai Bi-Annual Meetings were some of the mentioned benefits and opportunities member organizations have experienced as members of Chab Dai.

#### The Chab Dai Charter: Moving Toward Excellence

In 2011, Chab Dai Coalition launched a new assessment tool called the “Chab Dai Charter” with the dual aim of encouraging its members to self-assess their performance in the four key areas of “Protection, Collaboration, Participation and Transparency”, and to provide them with technical support in activities where gaps were identified. As of November 2012, about 80% of Chab Dai members had signed the Charter.

Respondents mentioned how the Charter was crucial to increase credibility and accountability, especially among small member organizations, to strengthen the “sense of community”, and to stimulate a positive learning environment for discussion. Following are some extracts from in-depth interviews with member organizations.

*“I think that by starting the Charter and holding organizations to a greater level of accountability is probably one of the most significant results for us because we really see the benefits of having a Charter that provides us with an internal evaluation to look at how other organizations may measure our work and how we measure our work. (...) These are the kind of things from the outside we would like to see that give us greater accountability. That helped us to build stronger programs. (...) I think it has been creating a greater sense of community to know what other resources are out there. As an organization you can often be like your own island. We were very isolated without a strong community around. I think Chab Dai literally has got “joining hands” with organizations. That has been one of the positive impacts. I think for us as an organization the Charter had an impact because it was very timely, and it is going to be the step for the anti-trafficking movement in Cambodia to truly grow to the next level.” – Director, Chab Dai member organization*

*“One of the best things has been Chab Dai Charter launched about one year ago because everyone agreed on the desired standards, ethically, spiritually, and morally. The charter was a great checklist and tangible way to look at those items. The staff really enjoyed the evaluation. Even if we discuss a lot during staff meetings, the charter was perceived as an external tool which facilitated freedom to express ideas. Staff responded very well. It gave us valuable inputs to work as individual staff, team staff. Personally, I found it useful to develop my leadership skills. It was extremely useful and it represented a big change. (...) We never had a Code of Conduct written down. That was something our staff was able to create and proud of. (...) This was a result of the evaluation, it represented a big step, and an example of those changes. That was a way of being accountable as member organization of Chab Dai Coalition. The goal has become more effective and more efficient.” – Project Manager, Chab Dai member organization*

*“The Charter assessment is another great step towards identifying settings of some minimum standards, or agreeing upon basic core values and principles. This is something Chab Dai members should take care about. There are some smaller organizations that might take long to get up to certain levels. However, there is the commitment to bring the program up to certain levels and standards. At least for our staff, it is important to feel they are part of a bigger movement and coalition rather than to operate on their own.” – Representative, Chab Dai member organization*

Whereas the Chab Dai Charter is a great opportunity towards a common goal of “excellence,” it has introduced some challenges as well. In this regard, respondents raised some concerns about the Charter and its implementation. Those concerns have been reformulated as follows:

- How do small organizations assess their current performance, and reach certain levels and standards of excellence with limited resources in a reasonable time?
- How to monitor and evaluate those signatory organizations that have not been assessed yet?
- How to execute the necessary enforcements of the Charter? If signatory members are willing to be accountable to the standards identified in the Charter, would there be some kind of coercive mechanisms where they are not successful?

Nevertheless, all interviewees, including two representatives from non-signatory organizations, agreed about the benefits of the Chab Dai Charter.

*“Chab Dai Charter is overall beneficial but it not necessarily applicable in what we do.”  
– Representative, Chab Dai member organization*

*“The Charter is great, I am pleased Chab Dai has done it, and I am really pleased that people have signed, and that people who are not prepared to do it, have not signed just because they want to be part of Chab Dai.” – Representative, Chab Dai member organization*

#### Participatory Learning, Accountability, and Commitment to Work Together

As mentioned earlier in this report, Chab Dai Coalition provides technical support through capacity building programs to its members. In this regard, “training” was a recurrent term during both In-depth interviews and FGDs conducted for this evaluation. Interviewees and FGD participants mentioned the term “training” 193 times and 126 times, respectively.

Mostly, interviewees referred to trainings such as Child Protection (Learning Community Project), Project Cycle Management (PCM), Quality Improvement Systems (QIS), the “7 Habits of Highly Effective People” (Doorsteps Project), and Conflict Resolution (Jeut Nung Dai).<sup>9</sup>

According to the participants from newly established or small NGOs, trainings were pivotal in raising overall standards and bringing more accountability to the organization.

As some respondents observed, Chab Dai helped them to become more accountable and efficient.

*“Our work without Chab Dai Coalition would be really different. Especially this year, in carrying a new program focused on migration and trafficking, bringing in staff from different sectors, Chab Dai just made the transition very easy for us. Chab Dai had enough resources to come and train our staff, give background information related to the issues and the consequences of the issues, and stimulate our project staff to think about why we are doing what we are doing which makes a difference in work performance.” – Program Manager, Chab Dai member organization*

<sup>9</sup> Child Protection Training is a two-day training with sessions on screening and operational procedure, symptoms of abuse, abuse response (both victim and accused), and monitoring and evaluating Child Protection Plans. Project Cycle Management (PCM) is a 10-month program that consists of a total of 4 sessions (each session is two-day session) on Project Identification, Project Design, Project Implementation and Monitoring and Evaluation, Review and Celebration. The “7 Habits of Highly Effective People” Training is adapted from Stephen R. Covey’s book, and it consists of 7-day sessions, one for each habit.

*“Chab Dai helped us to become more efficient in the areas of staff/resources management, and financial accountability. It would be more difficult to improve our capacity without being part of the coalition. (...) Chab Dai also offered to participate in Child Protection Training. Being able to understand children’s rights is a prerequisite when you work with a foster family.” – Program Manager, Chab Dai member organization*

*“We improved our Child Protection Policy through Chab Dai Policy, and this contributed to be more accountable. We see this as an ongoing process.” – Director, Chab Dai member organization*

*“When we started a pilot project targeting girls in karaoke bars, we decided to send our team to Chab Dai training on Child Protection Policy. We were at the early stage of implementation of Child Protection within our programs. That was something we would never been aware of, or thought of making without Chab Dai’s support. That was already a huge step from the beginning before we started.” – Representative, Chab Dai member organization*

Picture 2: Chab Dai Training on Child Protection



The background of member organizations benefiting from Chab Dai trainings tended to be varied in terms of target groups as well as program intervention areas. For instance, a respondent from one Chab Dai member organization, working directly with girls and women, remarked the importance of the Child Protection training when dealing with pregnant young girls:

*“We started [our organization] about 2 years ago in coincidence with Quality Improvement Systems course. Thanks to this course, we could improve and grow as an organization. Our clients are mainly women. Some of them are only 11 or 13 years old when they become [a client]. They are both women and children who need some Child Protection Policy in place, and we need to raise our standards to national level. Some situations are very complex since we work with children having children.” – Representative, Chab Dai member organization*

Furthermore, with regard to the training on Conflict Resolution conducted by Jeut Nung Dai staff, one of the respondents noted how the knowledge acquired could also be applied in her work at the community level:

*“Before we did not have any experience on how to respond to conflict situation. Chab Dai Team invited us to join the training about Conflict Resolution. We used these skills to promote reconciliation at the community level between husband and wife or parents and children. Conflict within a family may arise when the husband gets drunk and goes back home. In such situations, children may be at risk of abuse.” – Representative, Chab Dai member organization*

*“Chab Dai supported this positive learning environment. (...) It would not probably have happened outside of that kind of coalition and supportive learning environment where you can hold one another accountable. There was openness, and an attitude to share what everyone is doing, how or whether everything works. Within this community there was a significant positive experience in terms of cooperation, a great spirit of cooperation in general over the years. This is what we felt as an organization.” – Representative, Chab Dai member organization*

### Fluctuating Feeling of Ownership

Chab Dai coalition provides incredible opportunities to work together and to learn in a positive learning atmosphere.

But this participatory learning process is not without challenges. Whereas members agreed to be mutually accountable, how can one encourage them to share more responsibility and commit adequate time to collaborative efforts such as the development of new resources?

As one respondent put it:

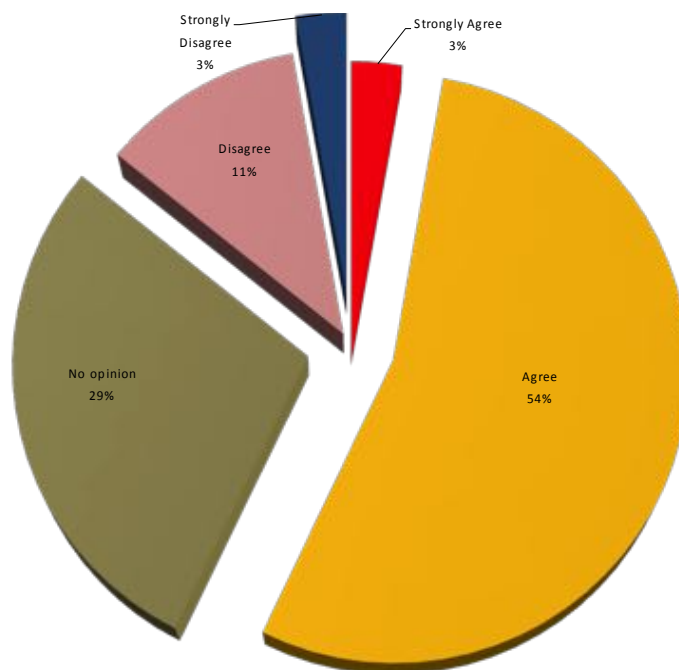
*“Ideally, member should be contributing financially, and taking more ownership. When it comes to commitment, it is not easy. This is the challenge: how do you get more commitment for a group? When I hear any member saying that something does not meet the needs of the organization, I wonder whether they are willing to actually play a lead role (...) Rather than saying we would benefit from this, we invest time and energy, they shift the responsibility on Chab Dai. If they do not take initiative, they lose ownership. Actually, the coalition needs more inputs from its members at different stages.*

*(...) This is about sharing responsibility. This is the advantage of the coalition: as a group, you can achieve results which, as an individual, you cannot for lack of time and resources. Generally speaking, we have enough people who are involved to make it happen, but sometimes it does not work because people feel they cannot. I think this is not an abnormal situation. This is probably happening in almost every coalition or network.”*

*– Representative, Chab Dai member*

This uncertain feeling of “ownership” was also confirmed by one survey question as to whether adequate time had been devoted to develop jointly collaborative efforts. At this regard, about 29% of respondents had no opinion, 11% disagreed, and only 54% agreed with the statement.<sup>10</sup>

Figure 5: Members Feeling(s) of Ownership (n=35)



<sup>10</sup> Note the Khmer version of this question was not available online due to some translation problems. Therefore, percentage was calculated out of the total number of 35 answers. The question was formulated as it follows: “Members devote appropriate time to coalition efforts.” A possible explanation for the high percentage of respondents with no opinion is the difficulty to interpret the question itself.

Despite the existence of some challenges, Chab Dai Coalition has been a successful example of a “coalition working together” and represented a positive environment conducive to the development of valuable resources.

Picture 3: Chab Dai Coalition’s Prevention Toolkits



To some extent, the toolkit “Good Touch, Bad Touch” contributes to a developing sense of ownership whereas other prevention toolkits<sup>11</sup> such as flipcharts, DVDs, and victim-support cards have helped to achieve the common goal to tackle sexual abuse over the past years. “A Good Boy” and “Daughter”, originally written by the Stairway Foundation in the Philippines, were developed to help preventing sexual abuse by foreign pedophiles and incest in Cambodia.

On this topic, some respondents offered the following insights:

*“When Chab Dai did the training about Child Protection, we were taught Chab Dai prevention toolkits such as ‘A Good Boy’ and ‘Daughter’. Then, we applied what we learned with children. From the stories ‘A Good Boy’ and ‘Daughter’ children could learn how to protect themselves.” – Representative, Chab Dai member organization*

*“Member organizations can help develop new training materials such as “Good Touch, Bad Touch,” and then each one has access to this material through Chab Dai. Without Chab Dai, I would not be aware of these training tools.” – Program Manager, Chab Dai member organization*

<sup>11</sup> One key area where a number of Chab Dai members have been actively involved was Prevention. Twenty-seven out of fifty-three Chab Dai members focus on Prevention Programs. Within this evaluation, a total of 15 (out of 28) Chab Dai member organizations interviewed directly implemented prevention programs.



### **Box 2: Case Story - “Coalition Working Together”**

The “Good Touch, Bad Touch Puppets Flipchart Project” is a successful example of an awareness tool to prevent child sexual abuse. This tool was developed by different Chab Dai Coalition members from the Prevention Forum, now used for educational activities at the



community level, and translated into other Asian languages, including Thai and Vietnamese.

One interviewee explained: “This is a great example of coalition working together and developing a tool, piloting it within the group and making suggestions on how it can be improved (...). There is a lead agency taking responsibility for it but still listening to other members as well, adapting and evolving according to what people want.” - Representative, Chab Dai member organization

An online version of the flipchart is available for download at <http://www.good-touch-bad-touch-asia.org/content/downloads>

### Fair, Equitable Exchange of Resources and Information Between Members

Changes in information technology, and the emergence of complex problems in a more interdependent society have made collaboration more and more important. In some specific situations, collaboration has even become unavoidable.

As Wilson noted (2000:699), “The most urgent problems require the contributions of many talented people and institutions. Collaboration is not simply desirable, it is inevitable. In all but the most rare of cases, one is too small a number to solve problems. As one wise person said, ‘None of us is as smart as all of us.’”

In this regard, Chab Dai Coalition contributed to accomplish what otherwise member organizations would not be able to accomplish alone.

*Trying to create programmatic response to crime, and to support crime’s victims is complicated, complex, difficult anyway. It is that kind of thing you would never approach alone. This is something where there is no one organization that can really address the multiple issues that the victims deal with. It takes a number of competences, organizations that understand what they do best. The response to trafficking is complex, difficult, complicated, and it works best when we are trying to do it together. As an organization, we found that Chab Dai Coalition has been an excellent way to bring this kind of community response, this collaborative response to these issues.” – Representative, Chab Dai member organization*

Furthermore, some member organizations would not be able to function if the “partnership does not work.”

*“The nature of our program is to work in partnership. We actually cannot function unless our partnership works well. We cannot work in isolation. We do not do investigation, we also do not do long term care, education, or training.*

*We rely on our referral partners in addition to social services in the community, local law enforcement, and government. Literally, if our partnership does not work, we do not work.*

*We are big fans of Chab Dai because they form places where our partnership can actually function well in terms of information sharing, policy building, policy and procedures, discussion trying to reach highest standards of care instead of everybody bungling on by themselves in a vacuum.” – Director, Chab Dai member organization*

### Referral Mechanisms: Both a Strength and a Challenge

In this study respondents were asked to participate in a mapping exercise with the purpose of identifying key organizations with which they worked within Chab Dai Coalition, and to list some benefits and disadvantages of working together. Surprisingly, the most frequently mentioned answer to the mapping exercise was “referral,” cited 106 times in the FGDs and 63 times in the In-depth interviews.

Within Chab Dai Coalition, member organizations had the opportunity to refer survivors to other member organizations providing specific services such as shelter accommodation, counseling, or vocational trainings, which otherwise each individual organization was not able to offer. At the same time, referral mechanisms posed a number of challenges related to the follow-up procedures and the changing scenario of how victims are rescued in Cambodia.

### Members Can Better Handle Difficult and Complex Cases

One of the main strengths of referral mechanisms is the opportunity to combine all expertise from different organizations in order to jointly help survivors in a more coordinated and efficient way. As respondents underlined, being part of the coalition made it easier to handle complex cases, and to deal with cases beyond one’s capabilities.

*Chab Dai brings organizations with different approaches all together. We might deal with one aspect, they might deal with another aspect. If we have people without the capacity to do it, we look forward to seeing whom within Chab Dai’s network is doing this. (...) We know what other organizations are doing, make referrals so as to deal with cases which are out of our capacity and make this very easy (...).” – Program Manager, Chab Dai member organization*

*“So far, we do not intervene or rescue victims of human trafficking. This is the reason why we find useful to build relations with other NGOs for any referral. One benefit is Networking, and learning what other organizations are doing so as to contact them and solve problems together.” – Representative, Chab Dai member organization*

Other respondents mentioned the importance of receiving counseling or legal support from other organizations.

*Through Chab Dai, we can easily refer clients to other members. If we come across traumatized children, we refer them to Chab Dai or other members since we do not have counselors.” – Representative, Chab Dai member organization*

*“Without Chab Dai, our capacity would be limited. When children come to our shelter, we try to find out where they come from. When they come from different provinces within Cambodia, we try to refer them to other organizations working in those provinces. Therefore, we need to know who is working there. Without Chab Dai, we lack information and communication. Without Chab Dai, we would not know how to refer the cases. Before we did not know how to refer cases to organizations working in other provinces. Since we do not have lawyers, Chab Dai team provides information and contacts of other organizations with legal background which could help to bring the case to the court.*

*“We focus on one thing. Every other thing we refer. For legal issues, for trainings, for medical support, we partner with other organizations. Why should we do that if other organizations are doing that well. Why we should include that in our program. We only do one thing and do it well.”*  
– Director, Chab Dai member organization

Not all member organizations provide vocational training courses for the survivors.

*“When we have clients, we might not have ad hoc services, then we can refer to our members. For instance, when clients need Vocational Training skills, we refer them to other members who may offer specific trainings.”* – Representative, Chab Dai member organization

*“If clients want to learn sewing, then Chab Dai can refer them to one member organization providing sewing classes.”* – Representative, Chab Dai member organization

### Follow-up Procedures Pose a Challenge to Referral Mechanisms

Respondents reported how some problems among members exist in terms of follow-up procedures when dealing with different target groups, or misunderstanding before or after a case referral. For instance, one respondent noted how the majority of member organizations focus on children, and when they work with girl survivors, they primarily offer services to raped or sexually abused women rather than sexually exploited or prostituted men/women.

*“We are a recently formed NGO dealing with women who work at night in places like karaoke bars. Most Chab Dai members work with children rather than women. For those members dealing with women, target women are mainly raped or sexually abused women. Our target are women who have not been necessarily abused but are sex workers in the beer garden sector. Then, this may raise some problems when we refer them to other organizations who might investigate whether they have been sexually abused.”* – Representative, Chab Dai member organization

Members may agree on each of their roles and activities in advance through a Memorandum Of Understanding (MOU) so that chances for misunderstanding or future conflict to happen may decrease.

*“In the presence of client referrals, we want to discuss how to find agreement with our partners so as to avoid misunderstanding and conflict with our partners. If we do not have agreement, we might have conflict. Agreement will help to reduce conflict.*

*First, we identify the responsibility of each partner, and then we also decide each one’s financial responsibility related to clients’ activities. Therefore, we can refer to this document when a partner refuses to follow its obligations.”* – Representative, Chab Dai member organization

However, even after signing a MOU, misunderstandings may occur due to members’ different approaches, for instance.

Besides, a MOU is “a signed non-obligating and legally non-binding document” (USAID 2012) and “terms whereby the parties agree to agree or agree to negotiate, even with the additional requirement of in good faith, are unenforceable” (The University of Queensland 2012).

*“Members may complain since they have a different approach. This contributes to creating some misunderstanding among member organizations.”* – Representative, Chab Dai member organization

### External Factors Causing Decreased Interdependence Among Members

External factors represented another challenge to referral mechanisms so as to undermine interdependence among members. Whereas it was not within the aim of this report to debate about the definitions, trends, and patterns of human trafficking<sup>12</sup> in Cambodia over the past years, some respondents discussed the nexus between the changed scenario of human trafficking in Cambodia and less interdependence between members. Reliable statistical data about “an increase, decrease or stabilization of the number of trafficked persons in Cambodia or other parts of the region” (Derks, Henke and Vanna 2006:29) are not easily available. Yet, some interviewees observed how the decreased number of rescued victims in Cambodia caused “less interdependence” among Chab Dai members, especially “larger and better funded organizations.”

*“Members have become stronger on their own. Initially, there were more combining strengths where everyone was aware of the weaknesses within the response, and there was much more interdependence on one another in the early days of the coalition. The larger and better funded organizations within Chab Dai have built their own capacity through the years. The tendency is still to enjoy the relation within Chab Dai but to become less interdependent. (...) Now, they feel they can handle the situation on their own. They are operating the shelter, they have their legal team, and they even do investigations, or independently take referrals or their own case work. This is particularly true for some of the larger organizations. Now they do all those things while before they were more interdependent.*

*The challenge is our relationship to these organizations has changed as the methods of the criminals have changed (...).*

*Evidence-based research shows that over the last years by far the largest percentage of the commercial sex sector in places such as Phnom Penh, Siem Reap and Sihanoukville is establishment-based. Establishment could be parlor-massage, beer gardens and brothels. What we have seen is the shrinking number of brothels of the traditional sex establishment, very few are exploiting young underage girls or minors. Even within the entertainment-based establishment which has seen sex rooms over the last couple of years, now the primary way of exploitation is to source women and girls there, and take them away for sexual purposes. Before there were young minors who were openly sold for sex in this establishment. In early 2000 and even after in 2008/9 it was quite easy to find 15 or 14 years old available to buy for sex. We are not seeing that anymore.*

*You are not coming up with victims every month. Then, shelters have more space and bed free for them. Organizations are getting referrals themselves from other places.*

*The scenario has changed. That is the challenge. What can we provide to our long-time good strong member partners?”*

*– Representative, Chab Dai member organization*

In relation to this scenario, another respondent considered the role of the leadership as crucial to “mobilize the pro-activity” of members.

---

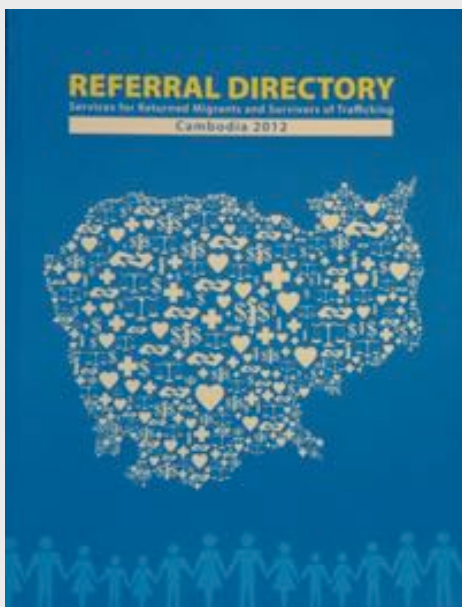
<sup>12</sup> In this report, human trafficking is defined as “the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs” (Art 3a, Protocol to Prevent, Suppress and Punish Trafficking in Persons).

*"In the last few years, we have seen a decline of trafficking cases. We got less (sic) cases, we were not able to refer out cases. We were not supplying their intakes. We have seen those organizations go out, do direct referrals and bypass services set up specifically for them. (...) And I would say we need to come together as a group.*

*We are all capable people, and we should be able to be proactive on some of these topics. It also takes a leader to coordinate a group to mobilize the pro-activeness." – Director, Chab Dai member organization*

### **Box 3: Referral Tool for Returned Migrants and Survivors of Trafficking**

The Referral Directory Service for Returned Migrants and Survivors of Trafficking (Cambodia 2012) was prepared and published by Chab Dai Coalition and the International Labor Organization (ILO), in collaboration with the Ministry of Social Affairs, Veterans, & Youth Rehabilitation (MOSVY) and the National Committee to Lead the Suppression of Human Trafficking, Smuggling, Labor Exploitation and Sexual Exploitation in Women and Children (NC-STSLs).



The primary aim of this useful tool is to support national & regional social workers, border authorities, and community-based service providers working with Cambodian migrants & trafficked persons for effective referrals for their clients. It includes five categories:

- Coordination & Networking
- Recovery and Psychosocial Support Services
- Legal Assistance
- Medical Services
- Skills Training and Job Placement

Some comments about the Referral Directory:

*"Through Chab Dai Coalition, we have access to quality resources, tools for learning, easy access to other organizations, and cooperation between different organizations. This is what Chab Dai brings to the table. (...) We got the Referral Book, which is something new. (...) It might take forever to find these resources, and we got them together in one place." – Program Manager, Chab Dai member organization*

*"The coordination is a key, and the Referral Directory (Services for Returned Migrants and Survivors of Trafficking) which just came out works in that direction." – Representative, Chab Dai member organization*

An online version of the directory is available at [www.chabdai.org](http://www.chabdai.org)

### Effective Ways to Facilitate, Network & Share Information

Over the past years Chab Dai supported a number of important initiatives such as Focus Forums<sup>13</sup>, Member Meetings, and Bi-annual Meetings (in May and November of each year) in order to facilitate the sharing of resources, information, and networking among its members.

<sup>13</sup> Focus forums' aim is to gather members in order to share new ideas, emerging issues or resources. There are currently five focus forums, namely, Aftercare, Community Based Care, Leadership, Family and Prevention. Forums are usually held 4-8 times per year. (Chab Dai Portfolio 2011-2012:8).

Picture 5: Benefits of being part of Chab Dai Coalition



Two respondents from a member organization in Phnom Penh underlined how, during members' meetings, they could freely share best practices with other organizations working in the same area of interest.

*"Being member of Chab Dai Coalition is an opportunity to share information openly with other members. When we have doubts, we ask for advice. I personally work in the sponsorship program with children. Many other NGOs work in this area. I can learn from their experience. I often ask for some advice on how should I deal with teachers, or school principals. Members' meetings provide the opportunity to share experience. When I first applied for joining member meetings, I was positively surprised by the number of members. Participants were open and ready to share information." – Representative, Chab Dai member organization*

*"Sometimes, NGOs outside of the coalition tend to hide some information or are not interested to cooperate while other NGOs from Chab Dai Coalition are willing to release information and share." – Representative, Chab Dai member organization*

Furthermore, some respondents in Phnom Penh remarked on the importance of Chab Dai Coalition in organizing meetings and focus forums so as to share resources and information.

*"We share resources, and in particular we work closely [with four Chab Dai member organizations]. We have mutual needs and a common need for emergency care. These organizations intervene in different situations, and by binding together, we are able to share our resources and services. Chab Dai helps for networking. Meetings, forums help us to connect with other organizations. We all need emergency care, and we can all use the same resources. It would have been harder to identify those specific organizations without Chab Dai support." – Representative, Chab Dai member organization*



*"If Chab Dai closes its doors tomorrow, turns over the library to another agency, closes its resources, and no more forums, no more actions, what would happen most likely is that another group would come up because we know we need a group dynamic, we know we need to talk together, we know we need some kind of alliance, we know we need a coalition. And probably it is going to happen under COSECAM or ECPAT. That would be a possibility but there is something, an value added to having a Christian Coalition as well. Thus, I suspect if Chab Dai closes its office tomorrow, it would be a fail because we know we need a place to come together and discuss issues. That is absolutely critical especially when you got so many aspects and issues to work out, so many partners doing so many different things. You have to have some information sharing." – Director, Chab Dai member organization*

Networking is a crucial aspect of the Coalition where not only do members get to know one each other, but they also share material and ideas.

*"We believe in open networking. Networking is not just going to the meetings. It is about sharing what other people do, what we do, contribute, get the voice out there. If someone asks me for curricula, I am happy to share. Networking is very open for us." – Representative, Chab Dai member organization*

#### Joining the Coalition to Add Value

At least two members joined the coalition to provide the expertise for peer and government advocacy rather than just gaining benefits for themselves. Whereas small or newly established organizations may join the coalition to benefit from networking, learning, and seeking advice from bigger or well know organizations, other organizations may have different reasons to join the coalition. Surprisingly, some members tended to join Chab Dai Coalition in order to share their expertise with other organizations, to help implement government policies, or merely to foster the coalition itself altruistically.

*"By being members of Chab Dai, we can have another way of advocating and helping the government implement policies. The reason we joined Chab Dai is probably different from other organizations. This is how we are members. We do not work with trafficking, with trafficked women, we do not work specifically with abused children. (...) We work with the government and policy making for alternative care.*

*There is a lot that happens within Chab Dai. For instance there is the Forum on Alternative Care. We are very active members of that forum because we organize meetings, we translate meetings. Once we are involved, we are actively involved. (...) We are part of Chab Dai because we wanted to be part of Chab Dai, and we think it is a good thing. It is important to stay part of the Sub-Committee of Foster-Care. It is important to stay member of Child Welfare Group, that we stay member of the OVC (Orphans and Vulnerable Children) Task Force. It is part of our networking. How we can advocate for change if we were not there?" – Representative, Chab Dai member organization*

*It is more a feeling of community that you are not doing on your own, knowing that someone is pulling it together. In terms of the benefits to us, I do not really see there is any benefit to us. But I see the benefits in having the coalition. The coalition can benefit other people. (...) It is not just measuring what do they can do for me. (...) Rather, I see the benefits for small members which can get a lot in terms of best practices, help when they set up, and networking." – Representative, Chab Dai member organization*

### Challenges Related to Chab Dai Focus Forums

Chab Dai Forums foster the process of sharing resources, information, and new ideas. Nevertheless, some challenges did arise in the evaluation. The diverse nature of the members, the discontinuity of participants, or the inapplicability of some topics were referred to as some of the challenges to these Chab Dai Forums.

*“You have organizations with about twenty years of experience here in Cambodia, some with specific experience to Cambodia, some specific to human trafficking, some specific to different range of issues, and you have young new organizations and what you are doing is to support them. That is definitely a challenge. How do you have Forum discussion with this wide range of people involved?” – Representative, Chab Dai member organization*

Different approaches or perspectives of members may also be a further challenge.

*“The main challenge is that we do not operate in the same way other Chab Dai members do. For instance, during Community Based Care Forums many speak from a center-based or institution-focused perspective whereas we have a family-centered perspective. We have a more holistic approach. The language we speak is not necessarily the same language of other ones. Not to blame anyone, just the nature of the organization is different.” – Program Manager, Chab Dai member organization*

With regard to the issue of discontinuity where different members attend different forums, one respondent noted how there have been attempts to address the issue.

*“Continuity is another challenge. (...) You never have the same group twice in the meetings every six months. There has been an attempt to deal with the challenge of having new people and old people at the same table, at least in the Aftercare Forum.” – Representative, Chab Dai member organization*

Despite all those challenges, however, the coalition remains crucial to helping members develop relations through formal and informal opportunities, as discussed later in this report.

### Members committed to working together to achieve concrete and common goals

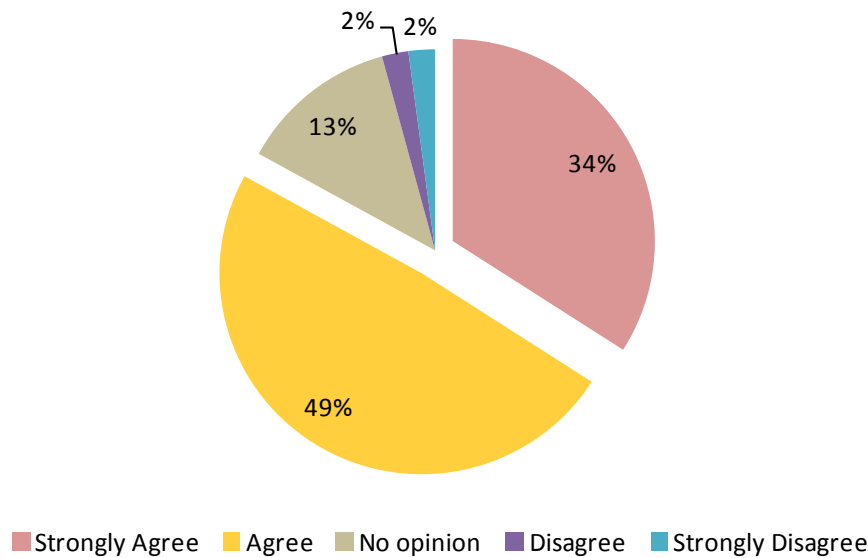
*“Chab Dai is about sharing, learning from one other with a common goal. That’s why we work together to develop the capacities we can.” – Program Manager, Chab Dai member organization*

When different member organizations join together, “a collaboration mind-set supplants the them and us perspective with a we together perspective” (Austin 2000:176).

In response to the survey question, “Chab Dai Coalition helps to accomplish what otherwise would be difficult for a single member organization to accomplish,” 34% of the participants strongly agreed on the importance of working together, and about 49% expressed a positive judgment as in Figure 6.



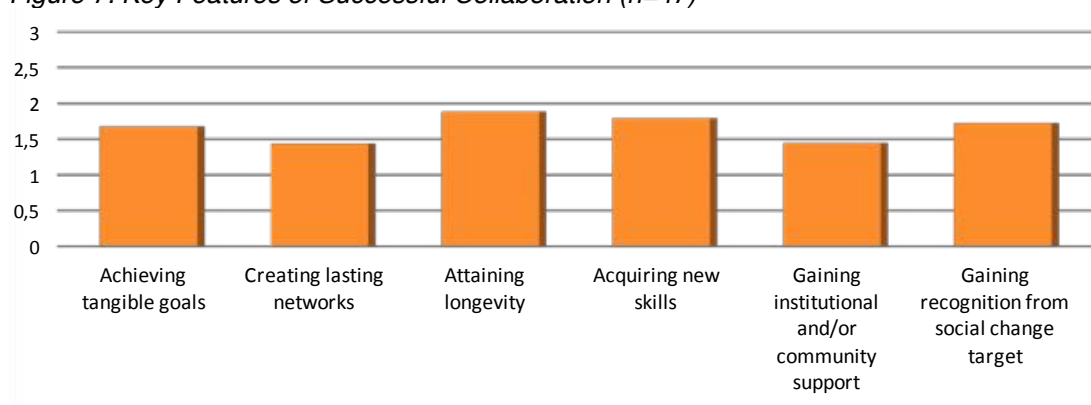
Figure 6: Unique Purpose of a Coalition (n=47)



The more the purpose of the collaboration is clear, the more the collaboration is likely to be successful since “vagueness or ambiguity will cloud the vision of the undertaking and may breed confusion or even conflict” (Austin 2000:175).

Clear objectives are most likely to be achieved (Mattessich 2001:25), and participants to this evaluation overall agreed on the importance to identify and attain tangible goals.

Figure 7: Key Features of Successful Collaboration (n=47)



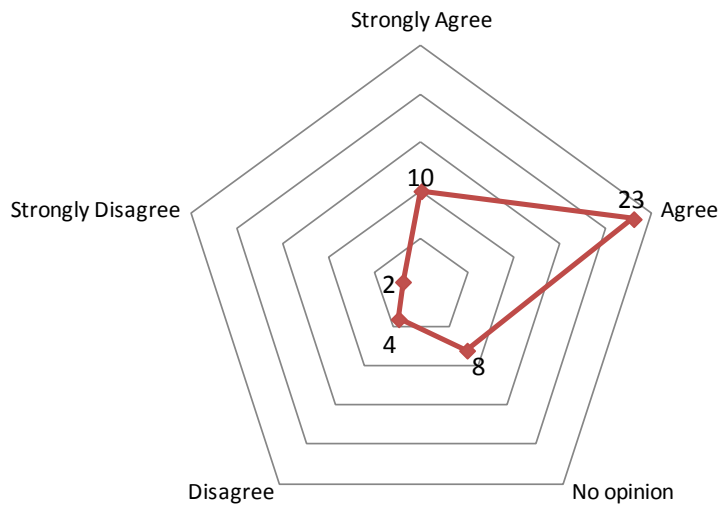
The figure above outlines survey participants’ answers when asked to express their opinion about six key features of a successful coalition. They indicated that “Achieving tangible goals” was only second to “Creating lasting networks” and “Gaining institutional and/or community support.” In Figure 7, the vertical axis refers to the rating average with:

1 = extremely important; and,  
5 = not important at all.

The rating average value calculated for “Achieving tangible goals” on the basis of this survey was 1.43. Almost 44% of the respondents (21 out of 47) indicated “Achieving tangible goals” was extremely important whereas another 44% acknowledged that it was important.

In addition, participants to the evaluation survey also answered positively to the question “I have a clear understanding of what Chab Dai Coalition is trying to achieve,” confirming that the purpose of the collaboration, at least for the majority, was clear. As shown in Figure 8, almost 23 out of 47 respondents (49%) answered that they agreed with the above statement. Another 21% (10 out of 47 respondents) even strongly agreed.

Figure 8: Intelligibility of Coalition Purpose (n=47)



### A Collective Voice

At the time of this report, Chab Dai Coalition gathered 53 Christian member organizations. Acting as an umbrella organization, Chab Dai Coalition has been a safe place for member organizations to come together and achieve concrete and common goals as a collective voice.

One example was lobbying the government to ensure more transparency in the medical reports needed as proof of evidence for cases of rape victims. As any successful initiative of advocacy enhances the coalition (Berkowitz and Wolf 2000:183), this example is particularly significant.

*“Chab Dai Coalition is able to bring specific issues raised by the members to the attention of the national government. As an example, rape victims have often been unable to bring perpetrators to justice for lack of evidence and corruption-related issues. Today, as result of lobby and advocacy action, rape victims are more likely to be referred to licensed doctors.” – Representative, Chab Dai member organization*

Working together under the name of the coalition contributes to ensure confidentiality and to bring sensitive issues to the attention of the government.

*“What Chab Dai is doing is to give them a voice to talk to the government when they do advocacy against laws, rules, or other groups. I can give them my voice to carry on all these discussions (...). We try to keep a very low profile, and this prevents us from commenting on many things. That’s why I like giving Chab Dai our voice in order to keep a low profile.*

*For any individual member, especially small members, it would be risky to come out and say something critical. The umbrella can say “we believe that...”, “our members think it would be better doing this...” Advocacy is not exactly what we do. (...) The bigger the organization, the more voice it has.” – Representative, Chab Dai member organization*

*“From our point of view Chab Dai would be the Umbrella Agency. We can bring issues in, and push forward. Chab Dai would be the forefront voice for the coalition. It’s also used to amalgamate a lot of our data and submit to different agencies that were requesting data from different organizations. We prefer to go through Chab Dai so that you have, for instance, data from five different partners. To some extent, this protects us, it keeps a buffer from us and the rest of the system in Cambodia. We did it a lot because of security interests.” – Director, Chab Dai member organization*

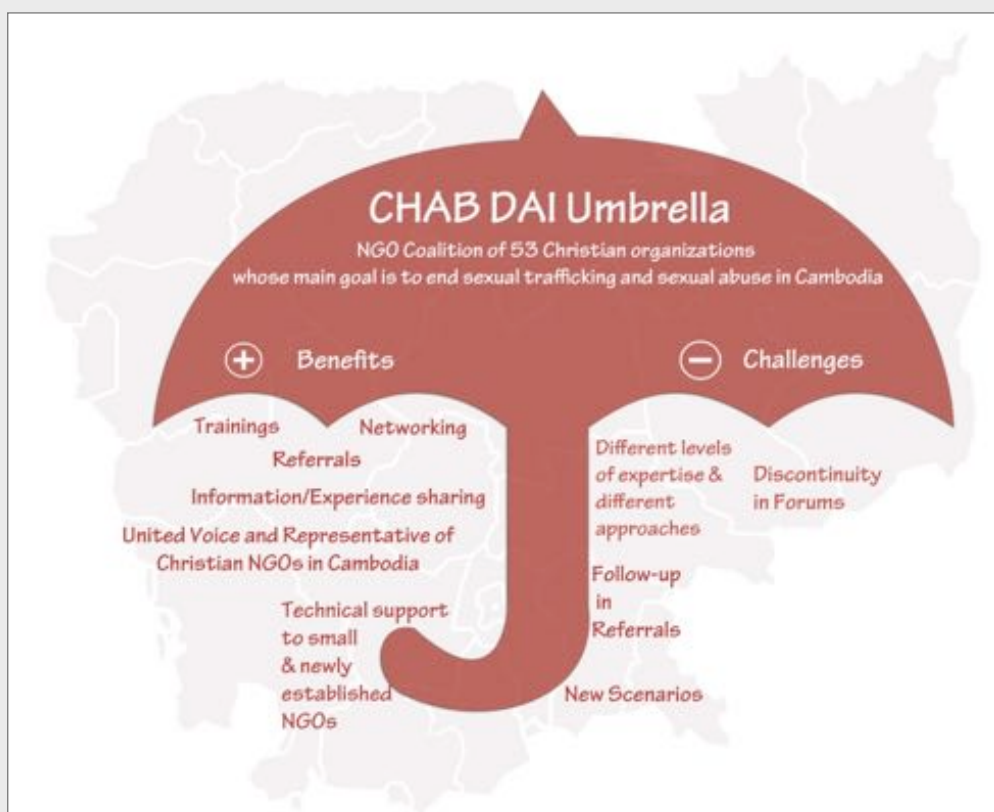
#### **Box 4: Chab Dai Umbrella**

As an umbrella organization, Chab Dai gathers about 53 Christian member organizations pursuing a common vision, mission, and goals. The following map is an useful representation of the main findings already discussed in the main document over-crossed with the data collected during the mapping exercise conducted during both interviews and FGDs.

Chab Dai Coalition helps to avoid duplication of services through referrals, sharing information and resources, providing technical support, having a strong voice, and bringing sensitive issues to policy makers without the risk of exposing single small organizations.

Whereas Chab Dai is a successful example of collaborative efforts, there are some challenges to be addressed as shown here below. Members with different levels of expertise and approaches might have different reasons to join the coalition. This raises some issues about different standards when they deal with referral cases, for instance.

Coalition members also need to adjust to external factors such as new scenarios and changed patterns of human trafficking or sexual exploitation. This requires a certain degree of flexibility and common efforts.



#### Achievement of Short-term Objectives

Not only did Chab Dai Coalition attempt to achieve ambitious goals advocating and lobbying at national level with the government, but it also helped its members to pursue smaller objectives such as the Chab Dai Child Protection Policy, the Chab Dai Media & Communications Policy, or the Social Media Policy. This is particularly relevant since “attainment of small, short term goals can help to cement trust and build relationship (...)” (Mattessich et al. 2001:22).

These two interviewees discussed important some of the ways Chab Dai has assisted members in developing important policies.

*“An example would be the Child Protection Policy. It was about 4 years ago that Chab Dai was doing a really intensive Child Protection Policy development initiative with various members. This was very helpful for us and refreshed something for us. We had a Child Protection Policy but these are living documents. It was helpful too because we were not constantly coding other organizations. That was Chab Dai’s function.” – Representative, Chab Dai member organisation*

*“(…) Media Policy for instance. This is another thing I asked directly from Chab Dai. They were the only ones who came up with something we could start working off. It was useful for us. When we need a sample, I can go to Chab Dai and see whether they have a sample and work on that.” – Director, Chab Dai member organization*

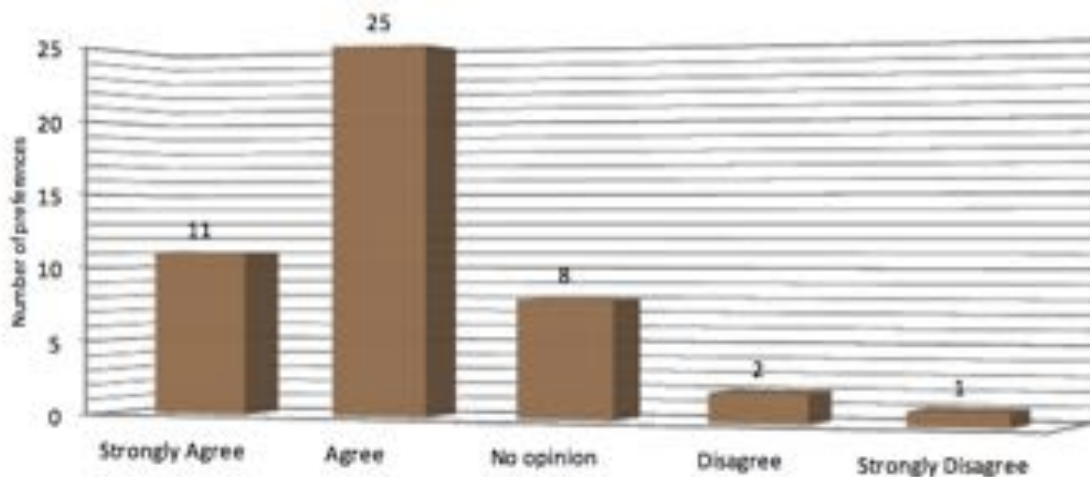
*“In terms of Child Protection, members developed Child Protection Policies. When I was here between 2000 and 2005, it was really hard to get organizations to take seriously. Now, almost every organization has Child Protection Policy. If you have not got one, it is time you did. That is a really significant move.” – Representative, Chab Dai member organisation*

### Transparent and Effective Communication

Much has been written about the importance of communication to determine how coalitions work and whether they are successful or not (Austin 2000:180; Grey 1989:257; Mattessich et al. 2001:23; O’Leary, Choi and Gerard 2012:79). According to James Austin (2000:180), collaboration “is without solid foundation if it lacks an effective ongoing communication process. Good communication is essential to building trust, and trust is the intangible that makes a collaboration cohesive.”

This evaluation previously discussed how representatives from Chab Dai member organizations differed from meeting to meeting in Focus Forums. Contrasting with this conclusion, the majority of the respondents agreed that they were able to establish relationships through both formal and informal meetings.

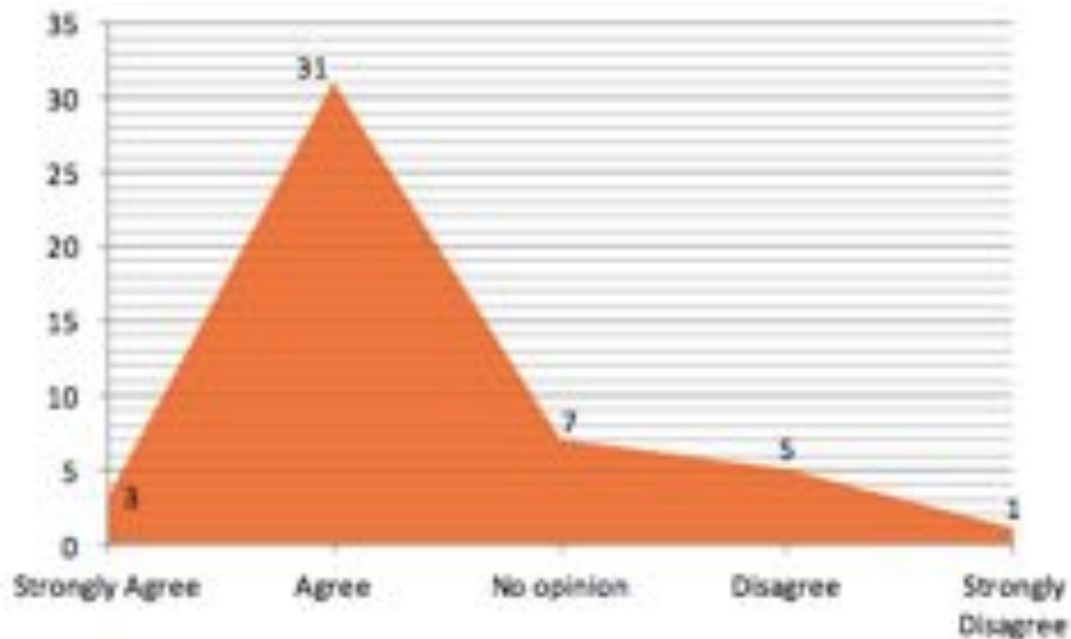
Figure 9: Chab Dai’s Formal & Informal Communication (n=47)



Respondents to the survey question, “Chab Dai Coalition members communicate both through formal meeting (e.g. training sessions) and in informal ways (e.g. social activities)” mostly expressed a positive opinion as per Figure 9. Twenty-five out of 47 (53%) participants to the online survey agreed while 11 out of 47 (23%) strongly agreed with the statement.

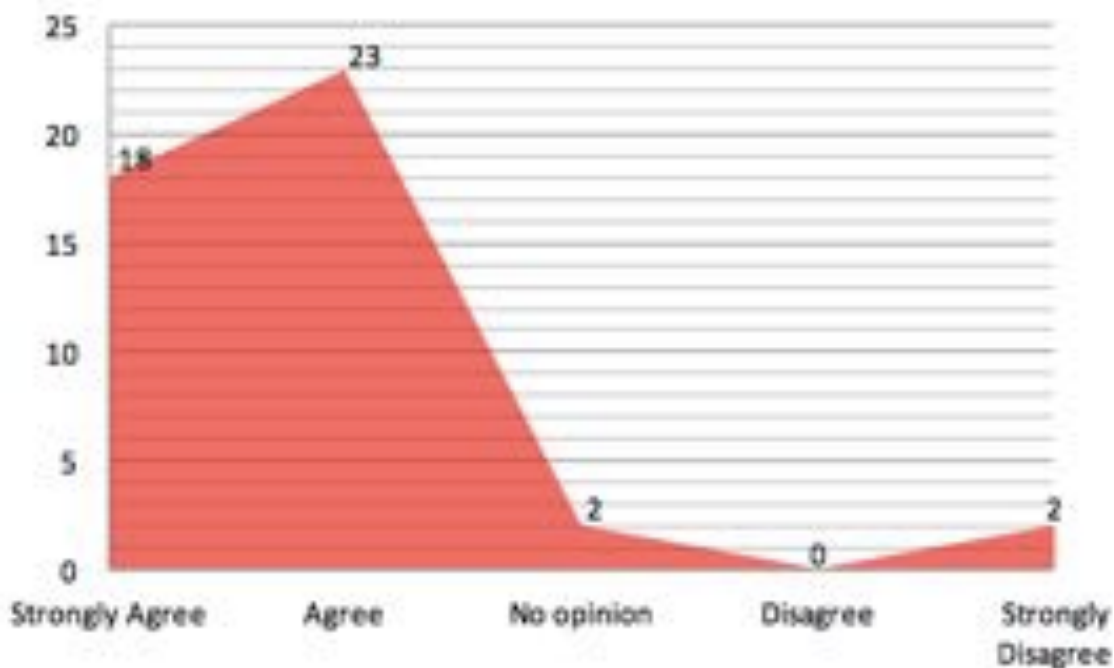
Additionally, respondents to the survey were asked to answer the question of whether “members of Chab Dai Coalition communicate openly with one another.” Thirty-one out of 47 participants (about 66%) agreed that they had open communication<sup>14</sup> with each other.

Figure 10: “Members of Chab Dai Coalition communicate openly with one another” (n=47)



General agreement on regular and frequent communication with Chab Dai was striking. A total of 18 out of 45 respondents (40%) indicated that they strongly agreed with the following statement: “Members are regularly informed about policy and strategy development, training opportunities, and where applicable, volunteers’ availability and funding opportunities,” whereas another 51% agreed.

Figure 11: Frequent and regular communication within Chab Dai Coalition (n=47)



<sup>14</sup> Open communication is a situation where “individuals express their thoughts without fear of punishment or any other negative repercussion” (Nembhard et al. 2012:76).

In a country where there is shortage of government funding for NGOs working in this sector, there might be a natural competitiveness for the resources available from donors, and small organizations can struggle to survive.

As one respondent observed:

*“Government does not provide funding for implementing project activities. The government does not provide financial support when we need to reintegrate children within the community.” – Representative, Chab Dai member organization*

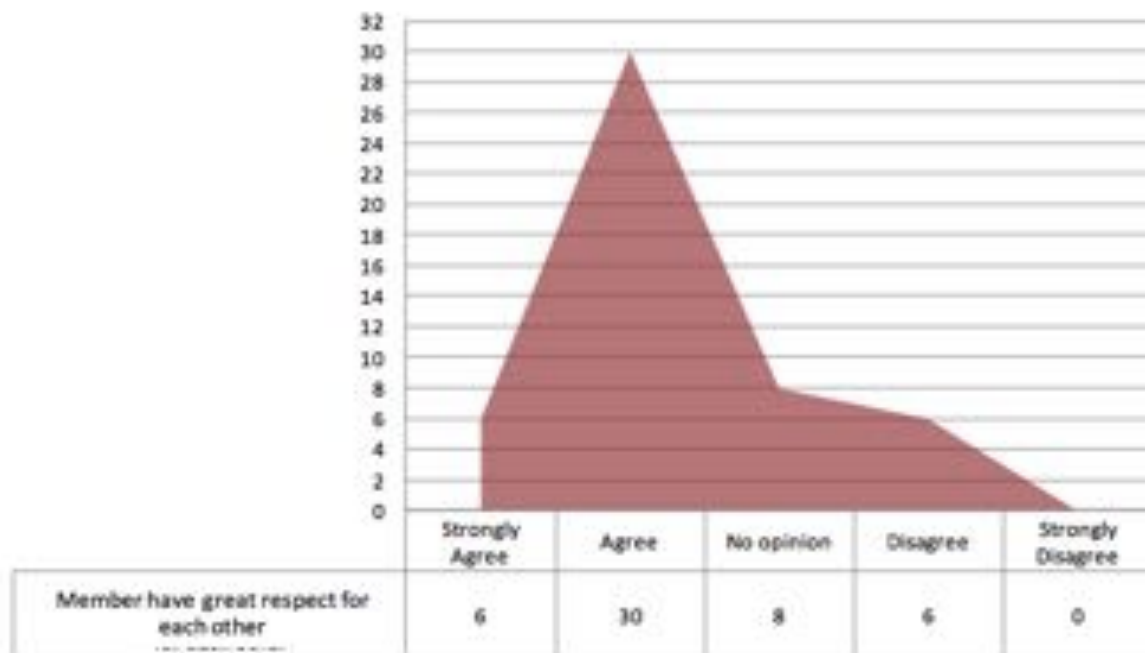
Therefore, being part of a coalition provides a unique opportunity to access information about how to identify funding opportunities.

*“Chab Dai basically helped to start [our organisation] in its initial phases of planning, design, logistics.” – Director, Chab Dai member organization*

*“Chab Dai is the one providing resources, helping in the fundraising activities and providing information for funding.” – Representative, Chab Dai member organization*

Effective communication among members was also crucial to promote mutual respect and trust among members (Austin 200:180). In this regard, this evaluation aimed at investigating the ability of members to develop mutual respect and trust as well (Figure 12 & Figure13). With regard to “mutual respect”, about 60% of the respondents (30 out of 50) agreed Chab Dai members had “great respect of each other,” as shown below.

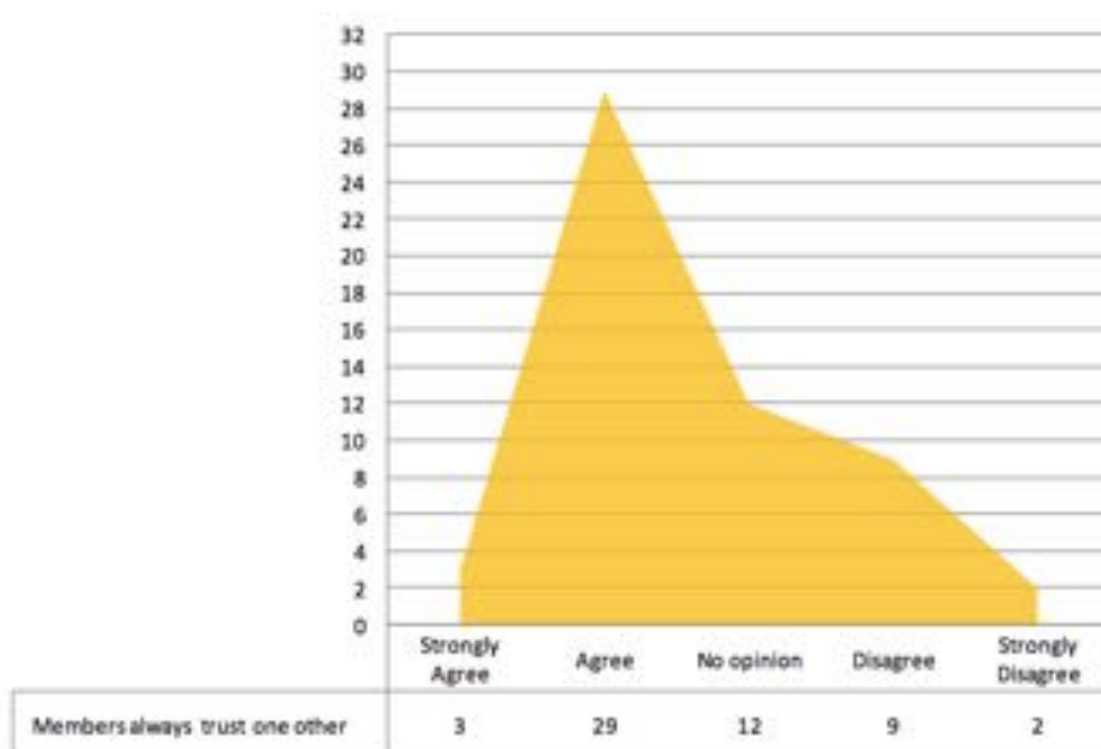
Figure 12: Mutual Respect within the Coalition (n=50)



Participants in the survey were also asked to what extent “members always trust one each other.” Whereas the number of those who disagreed was 9 out of 55 (about 16%), the number of respondents who expressed a positive judgment by indicating their agreement was still significant with 29 out of 55 (53%).



Figure 13: Members always trust one another (n=50)



## Secondary Findings

In this section, we will discuss the opinions of the interviewees about the key factors of a successful leader and the main challenges of handing Chab Dai main responsibilities over to the local leadership.

### Successful Leadership

This report has already dealt with factors of success such as ongoing learning, clarity of purpose, and effective communication. Another aspect that determines the success of collaborative efforts is leadership. But, what kind of skills should a successful leader have?

In their study, "The Skill Set of the Successful Collaborator," O'Leary, Choi and Gerard found that "individual attributes," and in particular being "open-minded, patient, change-oriented, flexible, unselfish, persistent, diplomatic, honest, trustworthy, respectful, empathetic, goal oriented, decisive, friendly, and sense of humor," were among the "most highly desirable skills for successful collaboration" (2012:12).

In this evaluation, similarly, respondents identified which were the most suitable qualities of a successful coalition leader.

Answers were analyzed on the basis of the ranking average weight system with:

1 = extremely important; and

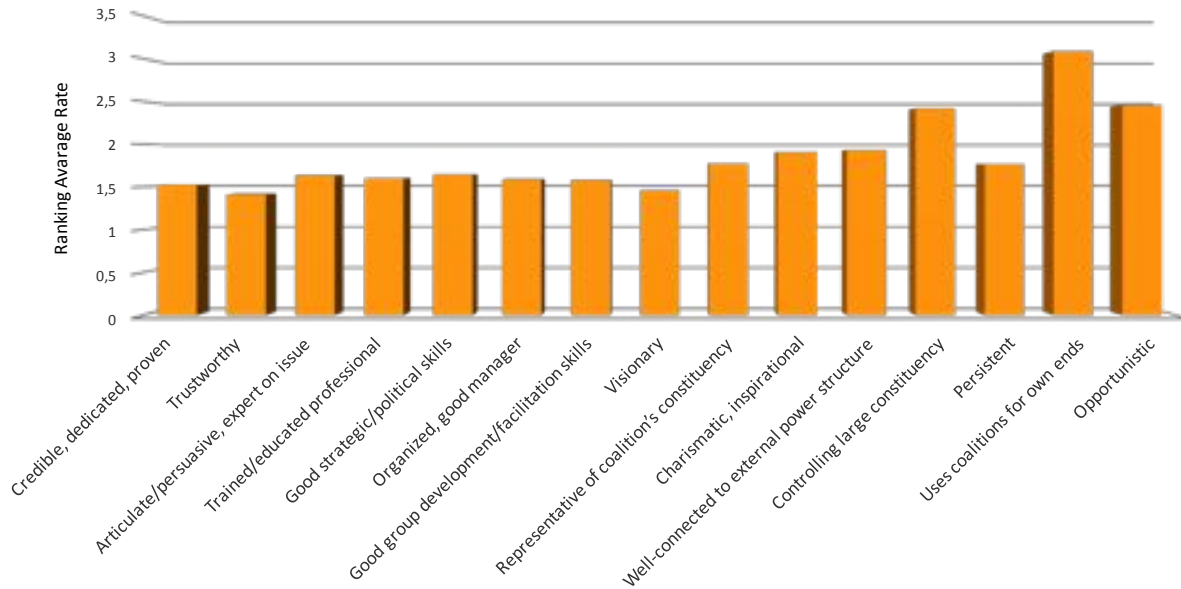
5 = not important at all.

Surprisingly, personal qualities (e.g. trustworthy, dedicated) and being visionary were considered particularly important before some other technical skills (e.g. organized, good manager). Being trustworthy and visionary both had a ranking rate below 1.5, whereas the ranking rate for being credible, dedicated, and proven was at about 1.52. After these were the capacity of being an organized, good manager, with good group development/facilitation skills, with a ranking rate of 1,58 and 1,57 respectively; trained, educated professional, articulate/persuasive, and expert on the issue above the ranking rate of 1.6. See Figure 14.

Therefore, according to this survey, some of the most important qualities of a successful coalition leader included personal behaviour (trustworthy, credible/dedicated/proven), as well as other skills that O'Leary, Choi and Gerard (2012:7) referred to as "strategic leadership" (visionary), "group

process skills” (group development/facilitation), and “technical knowledge” (organized, good manager, trained). Finally, using the coalition for one’s own ends, controlling a large constituency, and being opportunistic were considered as not important or not important at all by the great majority of participants (ranking rate of 3.08, 2.42, and 2.45 respectively).

Figure 14: Professional and Personal Qualities of a Coalition Leader (n=46)



### National Leadership

Identifying the key aspects of a successful coalition leader was particularly significant as it was critical to investigate the general perceptions of Chab Dai funding members about turning over to national leadership. In June 2010, four Cambodian national leaders took over the leadership of Chab Dai Coalition. On this topic, six out of 12 founding members that joined the coalition since its inception in 2005 were asked how they considered Chab Dai’s organizational change management into local leadership succession.

Whereas there was general agreement on the importance and the need of local leadership, and Chab Dai was a good example in that direction, it emerged how the process might be slow and challenging.

*“What the Chab Dai International Director did, trying to step completely out, and leaving the local staff in place, was really challenging because so many of the expat community in Cambodia were really looking to her to be in the place of leadership.” – Representative, Chab Dai member organization*

With regard to the positive aspects of handing over responsibilities to local leadership, some of the interviewees argued how the knowledge of the language and culture were crucial especially when acting in liaison with the government.



*“International director can still act as advisor, but management should be local. The transition to the local leadership was initially slow. Yesterday, we had a meeting at the Ministry of Social Affairs. Representatives of the Royal Government suggested to identify one Cambodian spokesperson from all NGOs working on human trafficking. Someone who can report to the Government. He/she must be of Cambodian nationality so as to understand the culture. I can see Chab Dai has the potential to compete for this position.”* – Director, Chab Dai member organization

*“Chab Dai hand over to local leadership is a positive change. Organizations can be stronger because a lot of leaders know the culture, they know the language very well, and move forward.”* – Representative, Chab Dai member organization

Despite this overall agreement, respondents noted how this long and challenging process needed to be “intentional.”

*“In terms of funding, donors still rely on expatriates where local leadership needs to be more articulate. Then, this may represent a challenge in the future. I really think that the quality of leadership has improved because of the leadership trainings held throughout the NGO faith-based community. There will be a transition from international organizations having strong influence to local organizations having more responsibilities. As Chab Dai has more local leadership who are competent and able to take decision without relying on international advisors, then it becomes relevant to the context. National leaders need to be convinced that it is still relevant to them without being pushed into it.”* – Representative, Chab Dai member organization

*“There is a good number of Chab Dai member NGOs who already have Cambodian national leadership. For those who do not yet, or do work in that direction, that’s the goal anyway. It is a significant goal to identify and to build the capacity of Cambodian nationals to run these programs. It is a huge challenge. Within the context of a coalition, you have the opportunity to bring volunteers and experts to address certain training gaps. It could deal with HR issues, or management. In the end, these issues are going to be always done better by Cambodians here who are intimately involved. Trafficking is not just a local crime, but cross-border crime. It is a global issue, but there is a great need to develop a local leadership among Cambodian nationals.”* – Representative, Chab Dai member organization

*“In theory it is a fantastic idea, and it should be pursued. In practice, it is really hard to do this. In the case of Chab Dai, it seems like a really nice long transition period. Especially in aftercare and shelter there are a lot expatriates who tend to be parental about their projects and have hard time to hand over. But I observed there are also people who try to come alongside so that the national leadership can take over. It would be very long before our organization would be able to do so. Already, daily operations are all handled by Khmer people. It is a very slow process, and it has to be intentional.”* – Director, Chab Dai member organization

## **Chab Dai’s Direct Programming and its Impact on the Coalition**

Chab Dai currently implements five projects in the areas of Prevention & Case Support with the main purpose to empower community leaders, and provide assistance to those at risk of trafficking, abuse and exploitation, especially women and children<sup>15</sup>. Some of the member organizations that joined the coalition since its foundation were asked their opinion about Chab Dai Coalition’s direct programming and its impact on the Coalition.

---

<sup>15</sup> In 2006 Chab Dai launched their Church and Community Training Program. Afterwards, other Prevention and Case Support programs included the Urban Prevention Training (since 2007); Vietnamese Prevention Project (since 2008); Community Heroes (since 2011), and Case Support (since 2011). See Chab Dai Project Portfolio 2012.

### Prevention Projects

One respondent remarked how Chab Dai's direct intervention was justified by the need to address existing gaps in raising awareness in areas where no member organization was involved.

*"When Chab Dai started its prevention program, some organizations such as World Vision had done prevention by spreading messages against human trafficking in the main cities; other had worked with the Ministry of Tourism. Nevertheless, they had not raised awareness at the community level; no organization educated or involved parents and other people at the community level."* – Representative, Chab Dai member organization

### Chab Dai Case Management Program

At least one member perceived Chab Dai's implementation of Case Management Programs as a conflict. Chab Dai's involvement might be perceived to compete with some of members' programs. As one interviewee put it:

*"The conflict is not about whether Chab Dai is interested in Community-Based Care. The conflict is whether Chab Dai has several little ongoing projects, which sometimes can appear to be competing with coalition members and what they are doing. (...) You have an agency/NGO that is a coalition, a member agency to develop and strengthen local agencies working here. That would be a resource center."* – Representative, Chab Dai member organization

In contrast to the previous comment, one respondent observed how Chab Dai prevention was not in contrast with its mission.

*"Acting as a Coalition, they [Chab Dai] were building a network and they were also working on Prevention Strategies. We felt that was within their mission, and not in conflict. Those were good programs that enhanced Chab Dai Coalition."* – Representative, Chab Dai member organization

### Chab Dai Research Projects

Designing intervention and victim-support as result of based-evidence research was another positive comment made by one respondent.

*"As organizations, we are all hungry for good evidence-based research to support what we are doing. Not all organizations have the time or funding to pull that off well, and identify what research would be more helpful. There are a number of research projects that Chab Dai has funded or have been involved with that inform our programmatic response as well. One of the ongoing projects, the Butterfly project, is an example. To my knowledge, there was not anybody looking at the long-term impact on the victims.*

*Let's see how it looks like in 10 years since our first contact with the victims. This is the one thing we are all interested in, and it takes our involvement too. That kind of research requires the data from the various members within the coalition.*

*There has been another research Chab Dai has funded regarding the Vietnamese community in Cambodia, or the exploitation of Cambodian domestic workers in Malaysia. It is significant and good to have evidence-based research, and informative for those who deal with those victims, and provide support to the victims. This is something Chab Dai provides well. Other initiatives organizations could not pull off well alone are the hotlines to support the victims (...)." – Representative, Chab Dai member organization*

## CONCLUSION

Chab Dai (Khmer for “Joining Hands”) was founded in 2005, and since then it has gathered together a broad cross-section of individuals and organizations to pursue the common goal of addressing trafficking, abuse and exploitation in Cambodia and abroad.

This evaluation study attempted to understand the role and impact of collaboration within Chab Dai Coalition and its intersection with the anti-human trafficking sector in Cambodia. Within a 23-week period of qualitative and quantitative research, I investigated the main key factors of success of Chab Dai’s collaborative model, and identified the following seven main findings, of which the last two were particularly relevant to the Cambodian context:

- Chab Dai Coalition is an ongoing learning laboratory where member organizations have been increasing their accountability and credibility;
- There is a fluctuating feeling of ownership within Chab Dai Coalition; and,
- Chab Dai Coalition fosters a fair and equitable exchange of resources and information among members. This study also identified some challenges to be addressed. Different levels of expertise and different approaches posed a challenge to both referral mechanisms and Chab Dai Focus Forums. More specifically,
- Referrals within the coalition has both strengths and challenges; more specifically,
  - Members could better deal with cases beyond their own capabilities;
  - Follow-up procedures pose a challenge to referral mechanisms within Chab Dai Coalition; and,
  - A changed scenario and decreased number of referral cases were stated as reasons for less interdependence among Chab Dai members.
- At least two members joined the coalition to provide the expertise for peer and government advocacy rather than just gaining benefits for themselves;
- Members were committed to work together to achieve concrete and common goals; and,
- Chab Dai Coalition facilitated transparent and effective communication. Finally, this evaluation also identified two secondary findings, namely:
  - The relevance of the personal qualities for a successful leadership; and,
  - At least one member perceived Chab Dai’s implementation of Case Management Programs as conflicting with other members’ programs.

Despite some challenges, these findings strongly suggest Chab Dai has been a successful collaborative model in Cambodia over the last 7 years.

## KEY FINDINGS & RECOMMENDATIONS

This study observed and evaluated Chab Dai Coalition's role as an "ongoing learning laboratory where member organizations have been increasing their accountability and credibility." Therefore, certain activities and tools were underlined, such as the Chab Dai Charter, capacity building, and members meetings, all of which have demonstrated improved levels of efficiency and accountability among anti-human trafficking stakeholders in Cambodia, most notably among coalition members. Overall, this was one of key aspects for the success of this coalition model. In this regard, it is crucial to continue to promote this learning atmosphere.

One of the study's findings highlighted the recognition that there is a "fluctuating feeling of ownership within Chab Dai Coalition." To some extent, Chab Dai members are able to develop a feeling of ownership. **Yet, it is crucial to promote participatory initiatives where members could jointly develop and sponsor, even financially, new resources and material to be used within and outside of the coalition.** This will help indirectly to foster members' sense of ownership. To this end, an *ad-hoc working group* with selected representatives from a number of small, large, and newly established member organizations is highly recommended for the regular planning, monitoring, and evaluation of these joint efforts. Representatives (both nationals and expatriates) could turn over every six months to one year.

The Chab Dai Charter is a great example of an implementation tool for self-assessment and commitment to "excellence" among Chab Dai members. However, there is the **need to set a realistic deadline** by which all organizations assess their performance and then, are able to achieve such standards. An external consultant could be necessary to design/implement effective strategies for monitoring outcomes, and for follow-up actions.

In this evaluation it was also found that "referrals were both a strength and a challenge." Referrals indeed represented a key feature of collaborative efforts as well as one controversial aspect.

With regard to the finding, "Follow-up procedures pose a challenges to referral mechanisms within Chab Dai Coalition": Not all members have signed a MOU before referring a case to the concerned organization. As discussed earlier, a MOU is not a legally binding document. However, it could help to reduce miscommunication and misunderstanding. To this end, it would be highly suitable to **encourage all members to sign a MOU to identify common ground before any referral.**

One of the challenges related to the referral mechanisms was the decreased number of cases referred to some members. A main finding of this study was that "a changed scenario and decreased number of referral cases as reasons for **less interdependence** among Chab Dai members." An important aspect of coalition-building is adaptability/flexibility.

Therefore, it would be advisable that coalition members **evaluate their capacities to adjust to such changes, and to further explore their priorities in absence of new referrals.**

Focus Forums provided a valuable opportunity for sharing resources, information, and new ideas. According to the respondents, turnover of participants or different approaches represented one challenge to be addressed. It would be highly recommended to organize **Pre-Forum Sessions** as brainstorming activities for those new members unfamiliar with the key issues discussed during the Focus Forums. The aim of the Pre-Forum Sessions would be two-fold: to enhance new members and to investigate their interests and commitment before formally joining the forums. Each session could be held once per month with the support of one or two experts. Participants to the Pre-Forum Sessions could also attend Focus Forums with observer status before joining as full participants the relevant Focus Forum. **Monitoring & Evaluation** will be crucial to assess any progress of participants.

Another finding was that "members were committed to work together to achieve concrete and common goals." A clear definition of both short-term and long-term goals is crucial for the success of the coalition. Ensuring **regular monitoring & evaluation** through six-month reports distributed among members is highly recommended.

It was also found that "Chab Dai Coalition facilitated transparent and effective communication." Chab Dai Coalition provided members with a number of opportunities to establish effective communication. Yet, away from Chab Dai trainings or meetings, members only communicated with one another out of a specific need. Whereas trainings and meetings are a great occasion to promote information sharing,

continual learning and mutual understanding is needed to foster and expand communications in addition to existing activities. Therefore, it would be suitable to **allocate more time entirely for social & sports events**. For instance, Chab Dai could promote an event after working hours once every two months. Chab Dai Communications Team might be responsible to identify the theme/slogan/logistics of the event.

“At least one member perceived Chab Dai’s implementation of **Case Management Programs as conflicting**.” Chab Dai currently implements one Case Support Project which was developed out of the needs of the community gatekeepers. Members expressed different opinions about Chab Dai involvement. It would be suitable to **regularly review through external evaluation** whether Chab Dai interventions are perceived to raise any conflict with its members, especially those focusing on case support/case management.

## REFERENCES

- Amherst H. Wilder Foundation. 2008. Collaboration Factories Inventory. Accessed 09 July 2012. Available at <http://wilderresearch.org/tools/cfi/index.php>.
- Austin, E. James. 2000. *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances*. San Francisco: Jossey-Bass.
- Babbie, Earl. 2008. *The Basics of Social Research*. Belmont: Thomson/Wadsworth.
- Beebe, James. 1995. 'Basic Concepts and Techniques of Rapid Appraisal'. *Human Organization* 54(1): 42-51.
- Berkowitz, Bill and Tom Wolff. 2000. *The Spirit of the Coalition*. Washington DC: American Public Health Association.
- Burgess, Heidi and Brad Spangler. 2003. 'Consensus Building' Beyond Intractability. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Accessed 11 July 2012. Available at <http://www.beyondintractability.org/bi-essay/consensus-building>.
- CESSDA, Council of European Social Science Data Archive. 2012. Confidentiality. Accessed 12 July 2012. Available at <http://www.CESSDA.org/sharing/rights/3/>.
- Chab Dai Coalition. 2011. 'Chab Dai Charter Assessment Tool: Commitment to Excellence in Protection, Collaboration, Participation & Transparency'. Phnom Penh.
- Chab Dai, Media & Communications Policy. 2011. Phnom Penh.
- Chab Dai Coalition. 2012. 'Project Portfolio 2012'. Phnom Penh.
- Chab Dai Coalition, International Labour Organization. 2012. Referral Directory, Services for Returned Migrants and Survivors of Trafficking. Accessed 04 October 2012. Available at <http://bit.ly/NKHepZ>.
- Derks, Annuska, Roger Henke, and LY Vanna. 2006. *Review of a Decade of Research on Trafficking in Persons, Cambodia*. San Francisco: The Asia Foundation.
- Good Touch, Bad Touch Puppets Flipchart Project. Accessed 13 July 2012. Available at <http://www.good-touch-bad-touch-asia.org/content/downloads>
- Gray, Barbara. 1989. *Collaborating: Finding Common Ground for Multiparty Problems*. San Francisco: Jossey-Bass Publishers.
- Hailey, John, Rick James and Rebecca Wrigley. 2005. *Rising to the Challenges: Assessing the Impacts of Organizational Capacity Building*. Accessed 13 July 2012. Available at <http://www.intrac.org/data/files/resources/341/Praxis-Paper-2-Rising-to-the-Challenges.pdf>.
- Heenan, A. David, and Howard Victor Perlmutter. 1979. *Multinational Organization Development*. Boston, MA: Addison-Wesley.
- Himmelman, T. Arthur. 2001. 'On Coalitions and the Transformation of Power Relations: Collaborative Betterment and Collaborative Empowerment'. *American Journal of Community Psychology* 29 (2): 277-285.
- Kania John and Mark Kramer. 2011. 'Collective Impact'. *Stanford Social Innovation Review* 9 (1): 36-41.
- Krueger, Richard and Mary Ann Casey. 2009. *Focus Group: A Practical Guide for Applied Research*. Los Angeles: Sage.
- Lasker, D. Roz. 1997. 'Medicine and Public Health: The Power of Collaboration'. New York: The New York Academy of Medicine.
- Mack, Natasha, Cynthia Woodsong, Kathleen M. Macqueen, Greg Guest and Emily Namey. 2005. *Qualitative Research Methods: A data Collector's Field Guide*. Research Triangle Park, North Carolina: Family Health International.
- Mattessich Paul W., Marta Murray-Close and Barbara R. Monsey. 2001. *Collaboration: What Makes It Work*, 2nd ed. Saint Paul: Amherst H. Wilder Foundation.

- Mizhari, Terry and Beth Rosenthal. 2001. 'Complexities of Coalition Building: Leaders' Success, Strategies, Struggles, and Solutions'. *Social Work* 46(1): 63-78.
- Nembhard, M. Ingrid, Veronika Northrup, Dale Shaller and Paul D. Cleary. 2012. 'Improving Organizational Climate for Quality and Quality of Care. Does Membership in a Collaborative Help?'. *Medical Care* 50 (11) s74-82.
- Neuman, William Lawrence. 2003. *Social Research Method: qualitative and quantitative approaches*. Boston: Allyn and Bacon.
- O' Leary, Rosemary, Yujin Choi and Catherine M. Gerard. 2012. 'The Skill Set of the Successful Collaborator'. *Public Administration Review* 72(s1): 70-83.
- Royal University of Phnom Penh. Background. 2012. Accessed 05 November 2012. Available at [http://www.rupp.edu.kh/fssh/social\\_work/?page=background](http://www.rupp.edu.kh/fssh/social_work/?page=background).
- Sowa, E. Jessica. 2009. 'The Collaboration Decision in Nonprofit Organizations. Views from the Front Line'. *Non Profit and Voluntary Sector Quarterly* 38 (6): 1003 - 1025.
- Survey Monkey. 2012. Accessed 12 July 2012. Available at : [http://help.surveymonkey.com/app/answers/detail/a\\_id/274/~the-rating-average-is-based-on-the-weighted-values-assigned-to-the-columns-of-a](http://help.surveymonkey.com/app/answers/detail/a_id/274/~the-rating-average-is-based-on-the-weighted-values-assigned-to-the-columns-of-a)
- Taylor-Powell Ellen, and Boyd Rossing. 2011. *Evaluating Collaborations: Challenges and Methods*. Accessed 17 July 2012. Available at <http://ebookbrowse.com/ellen-taylor-powell-pdf-d32344268>.
- The University of Queensland. 2012. *Negotiations in Good Faith*. Accessed 28 November 2012. Available at <http://www.uq.edu.au/research/rid/rls-guidelines-negotiations>.
- Thomson, Ann Marie, and James L. Perry. 2006. 'Collaboration Processes: Inside the Black Box'. *Public Administration Review* 66 (s1): 20-32.
- Thomson, Ann Marie, James L. Perry, and Theodore K. Miller. 2007. 'Conceptualizing and Measuring Collaboration'. *Journal of Public Administration Research and Theory Advance Access* 1-34.
- United Nations. 2000. *Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime*. Accessed 18 July 2012. Available at [http://www.uncjin.org/Documents/Conventions/dcatoc/final\\_documents\\_2/convention\\_%20traff\\_eng.pdf](http://www.uncjin.org/Documents/Conventions/dcatoc/final_documents_2/convention_%20traff_eng.pdf).
- U.S. Agency for International Development, USAID. 2012. *Memorandum Of Understanding (MoU) Overview*. Accessed 28 November 2012. Available at <http://idea.usaid.gov/gp/memorandum-understanding-mou-overview>.
- Wilson, Betsy. 2000. 'The Lone Ranger is Dead: Success Today Demands Collaboration'. *College and Research Libraries News* 61 (8): 698-701.
- Wolff, Tom. 2010. *The power of Collaborative Solutions. Six Principles and Effective Tools for Building Healthy Communities*. San Francisco: Jossey-Bass.

# APPENDIX I

## In-depth Interview Guide I

Archival<sup>19</sup>:

Topic: *Chab Dai Coalition's Overall Impact*

Job Title of Respondent:

Origin:

Venue:

Date:

Start:

End:

Interviewer (I)

Respondent (R)

---

Brief introduction about the evaluation whose main aim is to understand role and impact of collaboration within the Chab Dai Coalition and its intersection with anti-trafficking sector in Cambodia.

Oral Informed Consent

Do you agree to freely participate in a tape-recorded interview? Yes / No

We are grateful for your participation. Later we will talk about whether there are any parts of the interview that you would like to remain confidential.

### Question 1

**I: How long have you been working as (...Director/Manager/Coordinator) with this organization, and what are your main responsibilities?**

**R:**

### Question 2

**I: Could you please tell me more how the project/program started?**

**R:**

### Question 3

**I: As a member of Chab Dai Coalition, how has the latter impacted your organization/programs? Has it done so in a way that would not have happened if Chab Dai had not existed ?**

**R:**

### Question 4

**I: Could you think of any specific example of changes occurred at program and/or policy level that resulted from the work of Chab Dai Coalition?**

**R:**

### Question 5

**I: How do you see the work of Chab Dai Coalition overall? Do you see it as making a positive or negative contribution towards change?**

**R:**

### Question 6

**I: Finally, would you describe the five top challenges or concerns you encountered within Chab Dai Coalition so far, and how would you see these being addressed?**

**R:**

---

<sup>19</sup> The researcher used the same "archival and file name" so as to avoid confusion. An example of the file name is: PPIIPM01.doc where PP are the initial letters of the Capital city of the country where the interview was conducted (e.g. Phnom Penh); II stands for In-depth Interview; PM are the initial letter of the Job Title (e.g. Project Manager); 01 is the number of data collection (Mack et al. 2005:85).



### Mapping Activity

Please identify at least five key organizations among members and partners you worked with within Chab Dai Coalition. Please list how you benefited from working together on the same issue, and include any disadvantage as well.



### In-depth Interview Guide II

In-depth interview with Funding Member Organizations that joined the coalition since its inception in 2005. In addition to In-depth Interview Guide I (Intro / oral informed consent / questions / mapping exercise), the interviewer asked two more questions as here below:

#### Question 7

**I:** Since the beginning Chab Dai identified Prevention as a gap area. Therefore, over the past years, it decided to implement Community Based Programs, and to be involved into Research and Prevention/Intervention Programs as well. How do you see Chab Dai's implementation of Community Based and Direct Programs?

**R:**

#### Question 8

**I:** In June 2010 four Cambodian leaders took over the leadership of Chab Dai Cambodia. How do you see Chab Dai's organizational change management into local leadership succession?

**R:**

## APPENDIX II

### Focus Group Discussion (FGDs) – Sample Guide for Activities with Chab Dai Field Staff Members



Focus Group Archival<sup>20</sup>: #  
Number Participants: #  
Focus Group Sample: (e.g. Case support workers)

Venue:

Date of Interview:  
Start Time:  
End Time:

Moderator<sup>21</sup>:  
Note Taker:  
Interpreter:

### **Agree on Confidentiality**

#### ***Oral Informed Consent***

Participants have the right to refuse to join the activity, and/or to withdraw at any time. Participation is voluntary.

#### ***Identifying Participants***

Every participant will be assigned a number to ensure confidentiality and anonymity outside of the group.

#### ***Purpose/Outcome***

Participants will be provided with details about the overall aim of the evaluation, and the purpose of the FGD. Outcomes will be shared publicly with Directors of Programs and Key External Stakeholders.

### **Opening Questions (10 minutes)**

- ❖ Please provide details about your job title, and how long have you been working with your organization
- ❖ What are your main responsibilities within your organization?

### **Introductory Questions (10 minutes)**

- ❖ What is your understanding of Learning Community

### **Transition Questions (10 minutes)**

- ❖ What is the overall objective of Chab Dai Learning Community?

### **Key Questions (40 minutes)**

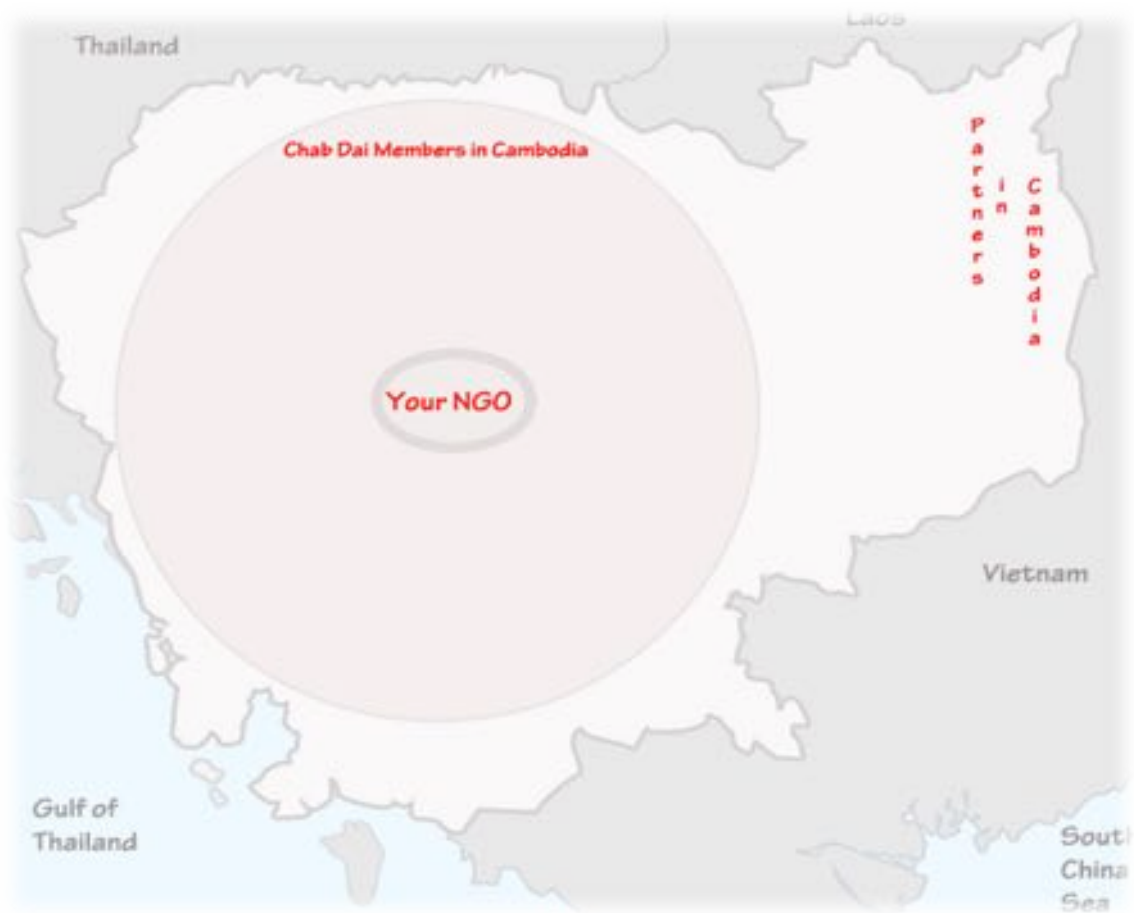
- ❖ As result of Chab Dai Learning Community, have you seen any change at practitioner level which affected your work with and within the community?
- ❖ How have you or your organization been directly impacted by Chab Dai Learning Community?
- ❖ How has this impact indirectly affected the clients? Do you have any specific example?
- ❖ Were there any surprises or unexpected developments into your program as being part of Chab Dai Learning Community?

<sup>20</sup> The researcher used the same “archival and file name” so as to avoid confusion. An example of the file name will be: PPFCD01.doc where PP are the initial letters of the city where the interview was conducted (e.g. Phnom Penh); FG stands for Focus Group; CD are the initial letter of the organization (e.g. Chab Dai); 01 is the number of data collection (Mack et al. 2005:105).

<sup>21</sup> In order to facilitate FGDs, the Moderator will use some key techniques such as the “five-second pause” and the “probe.” The “five-second pause” aims to encourage additional reflection “after a participant comment” (Krueger 2009:110). Probe technique consists of neutral questions or phrases or gestures whose purpose is to stimulate participants to elaborate more. Questions to be asked can be: “Would you explain further?”, “Would you give me an example of what you mean?”, “What experiences have you had that you feel that way?.” After participants express similar ideas, another question could be “Has anyone had a different experience?” to investigate different point of views (Krueger 2009:110, Mack et al. 2005:64).

**Mapping Activity (20 minutes)**

By using the poster here provided, please identify at least five key organizations among members and partners you worked with within Chab Dai Coalition. Please list how you benefited from working together on the same issue, and include any disadvantage as well.



Thank you for your time and inputs to the evaluation process



## APPENDIX III

### Online Survey Questionnaire

#### Chab Dai Coalition Impact Evaluation Survey (Only for Chab Dai Members)

Thank you for visiting this page and agreeing to complete this survey. Your answers will help us to evaluate the successes, challenges and impact of Chab Dai Coalition. Answers will contribute to improve overall quality through best practices.

This online survey should only take about 15-20 minutes of your time. You will not be asked to provide your name or any other identifying information. All answers will remain confidential. There are no right or wrong answers. If you wish you can withdraw from the survey at any time.

Please use the following navigation buttons to progress:

Click the "NEXT" button to continue to the next page.

Click the "PREVIOUS" button to return to the previous page.

Click the "DONE" button to submit your survey.

Please NOTE that Survey monkey does not have the Save & Finish later option. So please complete the survey in one session.

*Survey adapted from The Wilder Collaboration Factors Inventory (2008:38).*

In this section, you are kindly asked to answer some questions related to the **EXTERNAL FACTORS** influencing the coalition

**Q1. Before starting, please indicate your position within your organization**

**Q2. History of Collaboration**

Chab Dai Coalition's members have worked together to achieve tangible goals over the past years

- Strongly Agree     Agree     No opinion     Disagree     Strongly Disagree

**Q3. Legitimate Leadership**

External stakeholders and other coalitions perceive Chab Dai Coalition as reliable and competent never questioning its strategy and actions

- Strongly Agree     Agree     No opinion     Disagree     Strongly Disagree

**Q4. Favorable political and social climate**

Political representatives and community leaders endorse collaborative efforts of Chab Dai Coalition both at national and local level



Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Questions based upon the factors related to MEMBERSHIP CHARACTERISTICS**

**Q5. Mutual Respect, Understanding, and Trust**

	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
Members always trust one another	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members have great respect for each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q6. Self Interest and Collaboration**

**Chab Dai Coalition Members' benefits outnumber coalition costs such as reduced autonomy.**

Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Questions based upon factors related to PROCESS and STRUCTURE of the coalition**

**Q7. Ownership and Collaboration**

	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
Members devote appropriate time to coalition efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chab Dai Coalition's Members are highly committed to make it work successfully.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q8. Equitable Decision Making**

	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
Decision-making within Chab Dai Coalition is a bottom-up process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Each person who contribute to the decision-making process within Chab Dai Coalition can speak for the entire organization he/she represents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q.9 Flexibility**

**Chab Dai Coalition's Members are open to discuss and share different opinions and methods.**

Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Q10. Development of clear roles and policy guidelines**

**Chab Dai Coalition's Members have a clear understanding of their respective roles, rights and responsibilities**

Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Q11. Adaptability**



Strongly Agree   Agree   No opinion   Disagree   Strongly Disagree

Chab Dai Coalition is able to adjust to external events such as fund constraints, change in political climate, or change in leadership by recurring to creative solutions

Organizational changes and collaboration with new members do not undermine the existence of Chab Dai Coalition

**Q12. Appropriate pace of development**

Chab Dai Coalition is able to coordinate smoothly member organizations, staff and activities

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

**Questions based upon factors related to COMMUNICATION**

**Q.13 Open and frequent communication**

Strongly Agree   Agree   No opinion   Disagree   Strongly Disagree

Members of Chab Dai Coalition communicate openly with one another

Members are regularly informed about policy and strategy development, training opportunities, and where applicable, volunteers' availability and funding opportunities

**Q.14 Established informal relationships**

Strongly Agree   Agree   No opinion   Disagree   Strongly Disagree

Chab Dai Coalition's Members communicate both through formal meeting (e.g. training sessions, open forums) and in informal ways (e.g. social activities)

I personally have informal conversations with other members of Chab Dai Coalition

**Questions based upon factors related to PURPOSE**

**Q.15 Concrete, attainable goals and objectives**

Strongly Agree   Agree   No opinion   Disagree   Strongly Disagree

I have a clear understanding of what Chab Dai Coalition is trying to achieve

Chab Dai Coalition's Members have established reasonable and clear goals both in the short and long-term period

**Q16. Shared Vision**

Members share the same vision agreeing on the mission, objectives and strategy of Chab Dai Coalition



Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Q17. Unique Purpose**

**Chab Dai Coalition helps to accomplish what otherwise would be difficult for a single member organization to accomplish.**

Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Questions based upon factors related to RESOURCES**

**Q18. Sufficient funds, staff, materials, and time**

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

**Chab Dai Coalition has adequate funds to support its operations**

**Chab Dai Coalition has adequate staff to achieve its goals.**

**Q19. Competent Leadership**

**As member organization, we give importance to leaders who are granted respect inside and outside Chab Dai Coalition**

Strongly Agree   
  Agree   
  No opinion   
  Disagree   
  Strongly Disagree

**Please rate each statement in order to identify key characteristics for a SUCCESSFUL COALITION**

**Adapted from Mizrahi and Rosenthal (2001:82)**

**A Coalition is successful when it**

Extremely important    Important    Not important    Not important at all    N/A

Achieve tangible goals

Create lasting networks

Attains longevity

Acquire new skills

Gains institutional and/or community support

Gains recognition from social change target

Other (please specify)

---

**Please rank the professional and personal qualities of the coalition leaders in order to identify key features of COMPETENT LEADERSHIP**

**Answers will indirectly contribute to analyze replication of collaborative efforts within the Global Learning Community**

**Adapted from Mizrahi and Rosenthal (2001:84)**

**Professional and personal qualities of coalition leaders**

	Extremely Important	Important	Not Important	Not Important at all	N/A
Credible, dedicated, proven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustworthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articulate/persuasive, expert on issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trained/educated professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good strategic/political skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized, good manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good group development/facilitation skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visionary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representative of coalition's constituency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charismatic, inspirational	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-connected to external power structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Controlling large constituency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persistent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses coalitions for own ends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunistic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





THIS PAGE INTENTIONALLY LEFT BLANK

---