

## **BRIEF OVERVIEW YEAR 2003**

The Coalition is a membership organisation playing a stimulating and co-ordinating role for local non-governmental organisations addressing child abuse and promoting child rights. COSECAM was established on 16 November 2002 by ADHOC, CWCC and CDP with support from SKN. At the end of 2003 the coalition comprised of 18 member organisations. The coalition was registered with the royal government on 8 September 2003 under number 742 SCN. The annual budget for 2003 was US\$ 89,457 till December 2003 the coalition was lead by a four-member Board of Directors. On instigation by the Board and supported by all members the board-system was abandoned in favour of a Steering Committee elected from among the member delegates. The Delegates elected a Committee of five members during its meeting in December 2003. All four former Board members, among these the three founding members, were re-elected in the new Committee by the 18 member organisations for a one-year period. The Secretariat staff was strengthened with the recruitment of a national co-ordinator and program officers for each of the four programs.

Year 2003 was a good year for capacity building, strengthening and consolidation of the organisation. A course on investigative skills, including child-friendly interviewing, was conducted for about 25 participants. A 6-month Psycho-social Counselling training program for 15 social workers of child centres was organised from May till December. 22 Participants of various agencies attended a two-week training on Lobby & Advocacy. As a result of this training a working group of 8 NGOs was established to prepare a plan of action to address rape of children. 17 Children rescued from sexual exploitation were brought together to exchange experiences and discuss their situation. More than 50 staff joined excursions to child centres to learn about best practices. A series of meetings resulted in a national conference on minimum standards for childcare centres. A number of field visits to project activities fed into a workshop to discuss NGO action programs. The action programs of all members were analysed to identify gaps and overlaps, and opportunities for co-operation. As a result a joint programming exercise was set in motion to improve integration.

However, the further development of joint programming was delayed and drawing more attention for the problem of commercial sexual exploitation of children among politicians was hampered by the political impasse. As of now still no new government has been formed and the new elected parliament has yet to start its meetings. Although the coalition resumed campaign activities during December some project activities aimed at members of parliament and government officials remain still on hold.

## 2003 PROGRAM

The coalition was formed *'to give the local NGO community an equal voice in the debate about actions against child trafficking and sexual abuse* when dealing with government and international agencies. Main objectives to achieve this are:

1. ***Strong co-ordination and co-operation*** among local NGOs with similar goals and objectives. This can only be achieved through a profound effort of NGOs to set aside differences and work really together.
2. ***Developing comprehensive approaches and strategies***. Co-operating NGOs need to agree on common approaches and strategies in order to become the driving force behind interventions to address child abuse.
3. ***Strengthening qualities and capacities of local NGOs*** in their specific work areas and increasing specialisation (each filling a niche). Through a review of the sector particular strengths of NGOs will be identified. These strengths will be used to fill gaps and initiate action.
4. ***Including advocacy***, political pressure and popular activism in the approach; local NGOs should beside activities that address the results of trafficking and abuse be involved in advocacy and preventive action.

Thus, the main aim of the coalition is to bring the issue of fighting commercial and other forms of sexual abuse of children to the foreground at the national level. In order to achieve this the quality of services must be improved and organisations need to become more professional. COSECAM focuses on capacity building in the areas of victim support, protection, prevention and advocacy. Further, in order to diminish trafficking and sexual abuse organisations need to aim their work more towards advocacy and addressing the root causes. This requires co-operation, co-ordination, joint programming, development of common strategies, creation of support groups among the population, participation by child-victims and research. COSECAM aims to achieve this through membership participation, co-operation between members and with other agencies and active networking.

### Membership Participation

The Year-2003 program was in fact the second full year of implementation. During the first year program the first six members were very active. The membership gradually increased to 12 organisations. The new members were active from the very beginning and took over much from the old group. As a result the involvement of the older members declined.

The introduction of an ***annual Assembly*** where delegates and leaders of member NGOs join and discuss the annual program and direction has had a very positive impact. The assembly took place in January and replaced the normal quarterly delegate meeting. The Board of Directors proposed a new organisational structure that would allow an improved internal communication. In order to discuss this proposal and review the year-2004 program proposal the third quarterly delegate meeting took place during a two-day ***retreat*** in Sihanoukville. Besides all delegates many heads of member NGOs and most Board members joined the discussion sessions.

The greatly enlarged 2004-program and budget was approved while a working group was formed to formulate the new structure of the coalition. The new structure was approved during the December delegate meeting. The members of the Steering Committee that replaced the Board of Directors were elected from among the delegates and/or heads of agencies during an extra meeting in January 2004. All four members of the disbanded Board were re-elected in the Steering Committee plus Mr. Nuy Bora, director of Wattanapheap. Mr. Thun Saray was appointed the *chairperson* till 30 June 2004, after which another member will act as chairperson for 6 months.



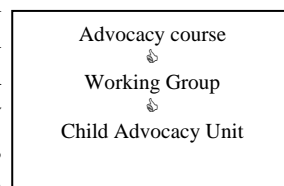
participants active during retreat

The increasing role of an informal Management Team beyond matters of management was not anticipated but encouraged. In fact the MT assumed responsibility for policy-making on a management level. The Board of Directors retreated more and more to a reactive form of control. The MT met frequently with the coalition managers to discuss progress of projects and debate new ideas or find solutions for problems. However, the in December introduced new structure replaced the MT with sub-committees for each program. Among others all former MT members are elected in the Institutional & Human Resource Development sub-committee. The future will learn if the sub-committee structure functions as well as the former management team did during year 2003. The old system of commissions for each project

did not work very well. The future will learn if the sub-committees, comprising leaders or delegates or senior staff of member NGOs, function better in this regard and will be more actively involved in planning, decision-making and supervision than the committees in 2003.

### Co-operation

A general constraint among a majority of local NGOs is their focus on services and information campaigns, while advocacy or approaches to stop trafficking and sexual abuse of children are neglected. The coalition aims to refocus the attention of NGOs and their sponsors towards the root of the problem. This requires closer co-operation than currently exist. Improved co-operation among service-providing agencies would also be needed not only to improve services but to make better use of financial and human resources. The training courses, workshops and conferences organised by COSECAM in year 2003 have contributed to such co-operation. A good example is the *working group* that emerged from the advocacy course to prepare a plan of action to address rape of children. This initiative led to a project on Rape of Children and the formation of the Child Advocacy Unit.



### Networking

COSECAM initiated a *platform for child rights networks* and coalitions in year 2002. After three meetings around mid 2003 the initiative petered-out. The meetings need to be blown new life in again. COSECAM attended the meetings of the *Inter-Agency Meetings on Trafficking*. However, also this group seems to become inactive lately. Correspondence about closer collaboration with *ECPAT Cambodia* has resulted in a joint activity - the organisation of a national conference mid 2004. The coalition formed a group to discuss

legalisation and rules for childcare centres. This group evolved in a ***Regulatory Framework committee*** with participants from local and international organisations, and government agencies recognised by the ministry of Social Affairs. COSECAM remains one of the active members.

The Advisor in his role as interim co-ordinator maintained contact with many in-country and foreign agencies and groups. In the international scene the coalition was invited for the ***regional meeting on trafficking of Women and Children*** in Bangkok. The Advisor attended in December 2003 for the first time this information exchange platform and introduced the coalition.

### **Publications**

The coalition published a number of reports in year 2003:

- 003 *Draft Minimum Standards for Shelters*, 2003 by Sim Soyoung
- 004 *Exchange Visits Child-care Centres*, 2003 by Amanda McLaughlin
- 005 *Minimum Standards and Management*, 2003 by Sim Soyoung
- 006 *Sold like Chicken: Trafficked Girls Speak Out*, 2003 by Sandy Hudd
- 007 *Training Manual Investigation for NGO Staff*, 2003 by Im Vuthy
- 008 *Lobby & Advocacy: Principles and Methods*, 2003 Gehrels & Vijghen

## 2003 FINANCIAL AFFAIRS<sup>1</sup>

The fundraising for 2003 was a direct responsibility of the expatriate Advisor. A total of 5 sponsors granted about US\$ 96,934 for the year 2003 program<sup>2</sup>. A small amount of the total income was received from course and consultant fees. The Advisor maintained contacts with the sponsors through visits and correspondence, and by means of progress reports. The new co-ordinator joined these efforts during the last two months of the year. The administration officer has done a commendable job as shown by the financial report in keeping the financial books and documentation in order.

### INCOME SOURCES

	US\$
Balance 2002	17,768
Core grants	65,165
Project grants	14,001 <sup>5</sup>
Own income	2,292
Total	<u>99,226</u>
Negative balance	US\$ 2,982

### EXPENDITURES

	US\$
Personnel	22,614 <sup>3</sup>
Office costs	14,488 <sup>4</sup>
Member costs	167
Miscellaneous costs	907
Project costs	63,032
Total	<u>102,208</u>

### THE AUDITOR'S REPORT

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NGO Coalition to Address Exploitation of Children in Cambodia (COSECAM) as at December 31, 2003 and 2002 and the result of its operations for the years then ended on the basis of generally accepted accounting principles.

*S. J. Fontamillas & Co.*

<sup>1</sup> Excerpt from the Financial Report Year 2003 prepared by Mrs. Sara Fontamillas, Philippines.

<sup>2</sup> Exact amounts are not yet known due to currency variations and overdue payments.

<sup>3</sup> Including \$10,000 paid in January 2004 to Advisor for services during 2003.

<sup>4</sup> Including \$1,200 deposit/advance for rental office; \$1,223 for telephone, email, electricity and renovation bills paid in 2004 but covering December 2003.

<sup>5</sup> Excluding parts of grants carry-over to 2004: \$ 7,999

## **ADVOCACY program**

The Advocacy program consisted during the year 2003 of a training:

### ***Lobby & Advocacy: Principles and Methods***

Skill training for NGO staff: two sessions of a course were conducted for about 20 participants from 17 organisations (including 1 participant from Senate staff and 1 person from Ministry of Interior) during one week from 31 March – 3 April and one week from 16 – 19 June 2003.

The Training was conducted by Mrs. Annemarieke Gehrels, a trainer from the Dutch institute BBO with co-trainer John Vijghen from ECR-Cambodia. The manual was developed by BBO and distributed to participants in Khmer language. The course was sponsored by Kerkinactie.

The work elements of the program intended to become active during the third quarter remained inactive. The scheduled set-up of the ***Child Advocacy Unit*** (CAU) was delayed till year 2004 due to the difficulty to identify a program officer with advocacy experience. The ***Lobby of Members of Parliament*** by Child Victims project was put on hold due to the political impasse and the not yet functioning parliament. A working group of about 8 NGOs emerged from the advocacy course to develop further a plan of action to address rape in Cambodia. In anticipation of this activity the coalition established the ***Rape of Children*** project. However, although the working group met several times and discussed the issue, no plan of action was submitted by end of the year.

## **RESEARCH program**

Most of the research program during 2003 consisted of data collection about NGO programs and statistics. Further, a start was made with the Demand Factor Study, Investigator's and Caretaker's Perspective.

### ***Capacity Assessment of NGOs***

Information has been collected about programs, projects and activities, staff qualifications and management aspects of most local NGOs addressing commercial sexual exploitation of children in Cambodia. Many NGOs operating child recovery centres provided data on resident occupancy and other statistics. A database has been set-up and updated on a half-year basis. However, frequent staff changes in NGOs outdated the 'staff quality' assessment soon. Also, statistical data is difficult to categorise because NGOs tend to define their resident categories each different. A more consistent and standard categorisation system needs to be introduced at childcare centres. The intended year-2003 data report has not been prepared due to staff and the above listed constraints. A qualitative report was prepared end December 2003 in the form of a paper describing and discussing issues and conditions in child recovery centres. The paper has been presented on 12 March 2004 during a public debate on childcare centres.



Child Centre Panel in Debate

### ***Investigators' and Caretakers' Perspective***

The research aims to get a better understanding of why men buy sex with children. The two modules are part of a study series designed by ECR-Cambodia. The latter is commissioned to analyse the findings and prepare the reports. The start of the field work was made possible with the recruitment of a capable program officer in October 2003. Oxfam GB and Global Ministries sponsor the two study modules. The reports are due April 2004.

## **INSTITUTIONAL DEVELOPMENT program**

The program consist of five projects and is central to the coalitions'whole program. The projects were relatively well implemented despite the resignation of the program officer Mr. Yi Dara in April 2003 and the resulting vacancy of the position till October. However, work was quite constraint due to the political situation - election period and formation of new government - but resumed again in full during the last two months of 2003.

### ***Rainbow Programming & Strategy Formation (RPSF)***

Workshop 'fatigue' among NGO program staff and the election campaign and following political impasse was reason for a slow moving project. An alternative approach has been chosen in the form of a 2-day 'Retreat' workshop where Board members mixed with Delegates in October. Coalition and NGO programs and strategies were extensively discussed.

A working group designed a 5-day 'Tour', a campaign through the country combining small programming workshops, seminars, study visits, awareness raising activities and networking with local government officials. The Tour will culminate in a national conference on CSEC Programming with recommendations for the next 'Five-Year Plan of Action on Trafficking and Commercial Sexual Exploitation of Children' of the Royal Government of Cambodia. The conference will be organised in collaboration with ECPAT Cambodia. Seminars, study visits and other campaign elements will be organised by other agencies, networks or organisations. Meetings have been held in August and September with various agencies to discuss participation in this 'Tour'.

Although a date for the campaign first was set for August and later for early December the political impasse made it necessary to postpone the Tour to next year. However, two mini-tours were made early December - one to Pursat and one to Siem Reap. The 15 or more participants joined together during 10 December in a workshop to discuss what they had learned. The recently recruited two new P.O.s had prior to the trips collected programmatic information of NGOs and presented this during the workshop. Because the mini-tours were very successful the Delegate Group decided to continue preparations for the larger Tour to take place early July 2004 followed with a 2-day conference.

### ***Child Participation in Planning project (CPP)***

The project aims to comply with the recommendations of the Yokohama Wold Congress in December 2001 to involve children more in design and planning. Two workshop sessions with child-survivors were planned during 2003. The first workshop was held with 17

girls from 6 child recovery centres on 28 – 31 March 2003 in Sihanoukville. A Khmer and English language publication was the result (Sold like Chicken: Trafficked Cambodian Girls Speak Out, Sandy Hudd, 2003 report nr. 006). The second workshop scheduled three months later was postponed till September due the national election period. The second workshop was postponed again till March 2004 because compensation of the first workshop costs was overdue.

### ***Child Centre Regulation project (CCR)***

The project aims at regulation of care, services and management at childcare centres to improve professional care and avoid mistreatment. A *national workshop* was organised on 17 March 2003 attended by representatives of 34 NGOs and 6 other agencies. A report entitled 'Minimum Standards for Residential Child Care' was published. The program pushed after the workshop for the formation of a *committee* to develop a legal framework based upon the recommendations. After several meetings the committee evolved in independent initiative meeting regularly. It is called the 'Regulatory Framework Committee' recognised by the min. of Social Affairs and with participation from UNICEF, IOM, COSECAM and other groups.

### ***Centre Exchange Visits project (CEV)***

Thirteen shelters or centres providing support to child-victims of sexual exploitation have been visited by a varying group of shelter staff (about 50 participants (some more than once). They have prepared SWOT analyses and reports about each shelter. Amanda McLaughlin, a UK volunteer prepared a *report* based on the 13 visit reports (see No. 004). This information has been used as source for the Capacity Assessment of local NGO report and as input for the Workshop on Minimum Standards 2003. No visits were planned during the election period. Three visits scheduled during the October – September period were postponed December and into 2004 due to busy work schedules at the NGOs and partly due to staffing constraints.

### ***Shelter Platform***

The Shelter Group is a platform of childcare centre staff meeting monthly to discuss issues of common concern. The coalition hosts the meetings but does not interfere with the agenda or discussions. The activity that spontaneously emerged has become a very valued activity. The group - open for all shelter managers regardless member or not - *met once every month* to discuss issues of regulation, referral, quality criteria for staff and standards for running the centre. The group has prepared a report with conclusions and recommendations (used as input in the 17 March workshop).

## **HUMAN RESOURCE DEVELOPMENT program**

The Year-2003 skill training program of the coalition in its totality consisted of six courses but due to capacity and funding limitations only three could be realised. However, these three courses were very well received. The advocacy training is presented as part of the Advocacy program; the other two courses are described below.

### ***Psychosocial Counselling training***

Social services of Cambodia (SSC), a specialised NGO developed the manual and conducted the training. An *introduction seminar* about the Psychosocial Counselling Training Program was organised for leaders of NGOs (6 February) and for potential participants (7 February). The training commenced in May and was concluded in December 2003. 13 of the

15 enrolled participants have completed the course. After a three-month assessment period each individual trainee will get coaching support from a qualified mentor during 2004.

***Investigation Skill training***

Cambodian Human Rights Task Force (CHRTF), a training NGO developed the manual conform the terms of reference designed by the Advisory Council. The 5-day course was conducted for 21 participants by CHRTF on 21 – 25 April 2003. Special attention was placed upon child-friendly interview techniques. However, after evaluation it was concluded that the next course should be less theoretical with more student interaction.

## EVALUATING YEAR 2002

The coalition was founded on 16 November 2001 but actually began functioning as an association in year 2002. The first few months were used for the set-up of a secretariat and discussion among the few member NGOs about program, operation and membership issues.

The progress report 2002 states: *'The 2002 budget of \$47,000 was submitted to potential sponsors for funding in November 2001. Commitments for funding for a total of  $\square$  41,000 were received at start of the year 2002. Due to the expansion of the program and activities the budget was several times revised during year 2002 ending at a total of \$85,134 on 25 September 2002. The five agencies SKN (Netherlands), Kerkinactie (Netherlands), UNESCAP Bangkok, UN Inter-Agency Project on Trafficking of Women and Children in the Mekong Region Phnom Penh and the Dutch Embassy in Bangkok committed a total of \$85,000 at the time. Because several projects and activities were delayed actual expenditure was \$62,000'.*

This fluent funding situation indicates the evolving nature of the coalition at the time: funds doubled, membership doubled, number of staff increased and many projects were initiated. The annual report states: *'.. all scheduled projects have been activated. Due to the experimental nature of the initiative some projects or components were postponed to allow further discussion and planning. Plans of action for some other projects were changed for practical or funding reasons.'* The operation of the secretariat was commissioned to ECR-Cambodia. This allowed the coalition to focus on program issues and not to be distracted by management problems.

However, the many activities caused a kind of 'fatigue' among member organisations whose staff should have instrumental in the implementation of the projects. Member NGO staff played a very important role but remained reactive instead of proactive. The founding agency leaders, forming the Steering Committee, met many times and directed the coalition carefully. They were anguish not to restrict any activities but at the end of the year they became aware that the program has evolved beyond their expectation. Although the secretariat staff, in particular the expatriate co-ordinator, made sincere efforts to keep the Steering Committee fully involved it was difficult for them to keep up with the rapid development of COSECAM. This constraint was addressed during Committee and Delegate meetings at the end of 2002. An Annual Assembly meeting on January 2003 resolved the issue and decided to restructure the coalition. Although this process took most of year 2003 the result is that the new Steering Committee is fully in control while member NGO staff has become more proactive. The operation of the Secretariat is now also under direct coalition control.

## EVALUATING YEAR 2003

A label to describe year 2003 could be '*consolidation*'. This is evidenced by the results of the restructuring process that took the whole year and much *proactive* work by the member NGOs. During 2003 COSECAM applied for registration as an association with the government. Because the ministry accepts only a board and foundation system we renamed the



Steering Committee & Delegate Group

Steering Committee as the Board of Directors while formally the Delegate Group did not have decision-making power.

The registration was realised on 8 September 2003 registration number 742 SCN.

However, the Board in consultation with the Delegates proposed a system whereby the governing body would be elected from among the member representatives (delegates). This

*restructure* was in-depth discussed during the Retreat and a working group was commissioned to prepare a proposal. The proposal was accepted unanimously by the delegates and approved by the Board during their December meetings. The new structure is more democratic than the old board system.

Another label to describe year 2003 could be '*reaching maturity*'. This is evidenced by the results of the restructuring process that relates to the direct involvement of member NGO staff in coalitions' projects. Because the project commission system did not function well in the past a new system was introduced. A sub-committee, comprising senior staff of member NGOs, is formed for each of the four programs. These sub-committees report to the Delegates and are accountable for the success of the program.

*Maturity* might also be measured by the program achievements. Although not all projects achieved what was intended - in particular the Rainbow project strayed behind due to the political situation - the combination of activities have resulted in *more co-operation, better integration, improved skills and introduction of professional standards for child care*. More need to be done but after a good start the coalition is *on track*.

## HUMAN RESOURCE CHANGES

Mrs. Khou Akra, director HCC was appointed fifth Board member. The Management Team member Mr. Sam Soran left because he terminated employment with Wattanapheap. All former members of the MT remained as members of the IHRD sub-committee.

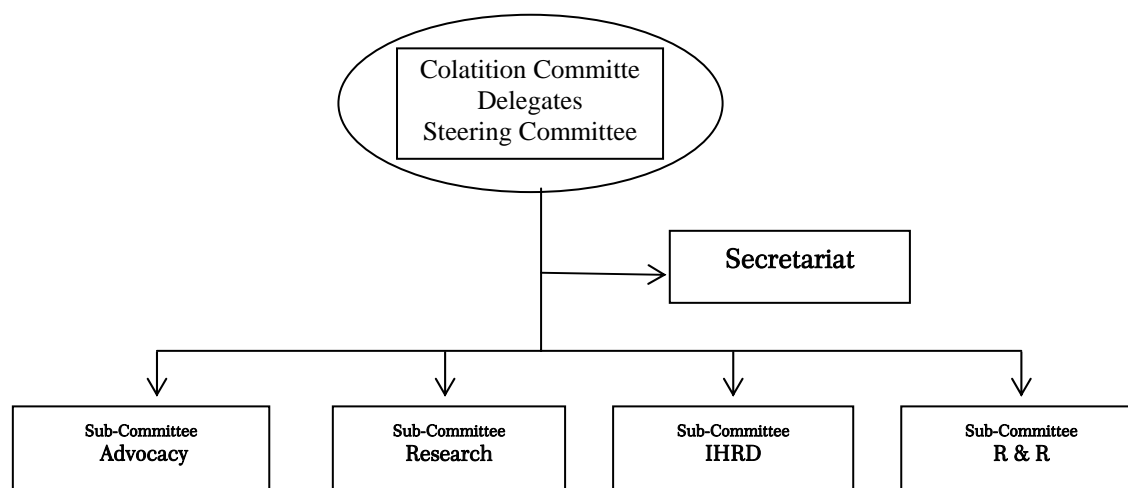
Three persons left the Secretariat: Mr. Yi Dara, Program Co-ordinator left to accept a job in his home province. Ms. Huot Sovanneary, Project Officer received a scholarship. Ms. Amanda McLaughlin, volunteer.

Five persons joined the Secretariat: Mr. Nget Sopheap and Mrs. El Liny, Volunteers. Mr. Tuon Vicheth, Program Co-ordinator. Mr. Um Rattana, Program Officer IHRD program. Mr. Khon Sithon, Program Officer Research program.

## HR & Gender balance per March 2003

<i>Steering Committee:</i>	2 females, 3 males -- (chair rotating)
<i>Delegates:</i>	8 females, 10 males
<i>Professional staff:</i>	4 females (1 senior), 5 males (5 senior)
<i>Support staff:</i>	3 female (1 senior), 2 male

## ORGANIGRAM of COALITION per 2004



## YEAR 2004 BUDGET

Core costs (Personnel, Expatriate Advisor, Office, Other)	\$142,460
Advocacy program (EPI, CSB, CAU projects)	\$9,000
Research program (CLO, DFS, SAC projects)	\$31,000
IHRD program (ICIP, CMT, PNS, CDC projects)	\$25,250
R&R program (Centre Staff trng, VTF project)	\$143,750
Activities	\$209,000
<b>Total</b>	<b>\$ 351,460</b>