



**GLOBAL
THE
TOP 100
BEST
NGOs
2012/2013**

Friends-International powers the following programs:



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Acronyms used in this report

3PC	Partnership Program for the Protection of Children
ACAY	Association Compassion Asian Youth (Philippines NGO)
ACH	Angkor Children's Hospital
AdCom	Advisory Committee
AusAID	Australian Agency for International Development
BMA	Bangkok Metropolitan Administration
BSDA	Buddhism for Social Development Action
CCWC	Commune Committee for Women & Children
CAA	Children Affected by AIDS
CEOP	Child Exploitation and Online Protection Centre
CM	Case Manager/ Management
CPP&P	Child Protection Policy & Procedures
CPD	Country Program Director
CRC	Convention on the Rights of the Child
CS	ChildSafe Network
CSCN	Cambodian Street Children Network
CSO	Civil Society Organization
CYTI	Children, Youth Together Innovating
DCA	Dan Church Aid
DCYDC	Dongsavath Children and Youth Development Center
DIC	Drop In Center
DU	Drug User
DoSVY	Department of Social Affairs, Veterans and Youth Rehabilitation
DSDW	Department of Social Development and Welfare
DT	Damnk Toek (Cambodian NGO)
EC	Education Center
E&D	Enfant et Development (Philippines NGO)
ED	Executive Director
EU	European Union
EIDHR	European Instrument for Democracy and Human rights
FB	Facebook
FFSC	Friends For Street Children (Vietnamese NGO)
FI	Friends-International
FISO	Friends-International Support Office
FnS	Friends 'N' Stuff
FSB	Friends Social Business
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
HACC	HIV/AIDS Coordinating Committee
HBT/P	Home Based Training/Production
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome

HR	Human Resources
IC	International Coordinator
ICS	Indochina Services
IDU	Injecting Drug User
IEC	Information, Education and Communication
ILO	International Labor Organization
IPSSS	Introduction to Psycho-social Skills for Social Workers
ICTP	International Coalition of Tourism Partners
ITB	International Tourism Board
ITP	Individual Training Plans
JHA	Jom Hean Anagod (Cambodian NGO)
KM	Kaliyan Mith
KMR	Komar Rikreay (Cambodian NGO)
KT	Krousar Thmey (Cambodian NGO)
LNTA	Lao National Tourism Authority
LWC	Lao Women's Union
M&E	Monitoring and Evaluation
MCC	Mennonite Central Committee
MER	Monitoring, Evaluation and Research
MLT/MT	M'Lop Tapang (Cambodian NGO)
MoH	Ministry of Health
MoU	Memorandum of Understanding
MoSDHS	Ministry of Social Development and Human Security
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MoLSW	Ministry of Labor and Social Welfare
MoLVT	Ministry of Labor and Vocational Training
MoEYS	Ministry of Education Youth and Sport
MoT	Ministry of Tourism
MS	Mith Samlanh
NAA	National AIDS Authority
NACD	National Authority for Combating Drugs
NCHADS	National Centre for HIV/AIDS, Dermatology and STD Control
NGO	Non-Governmental Organization
NFE	Non-Formal Education
OEB	Operations Enfants de Battambang (Cambodian NGO)
OVC	Office for Victims of Crime (US Dept. of Justice)
PADETC	Participatory Development Education Training Center
PATA	Pacific Asia Travel Association
PM	Peuan Mit
PP	Phnom Penh / Peuan Peuan
PPS	Phare Ponleu Selpak (Cambodian NGO)
RCG	Royal Cambodian Government

RTG	Royal Thai Government
RUPP	Royal University of Phnom Penh
SC	Street Children
SEA	South-East Asia
SIPAR	Soutien à l'Initiative Privée pour l'Aide à la Reconstruction des Pays du Sud-Est Asiatique
SOTA	School Of The Arts (Singapore)
SoP	Standards of Practice/Procedures
STI	Sexually Transmitted Infection
TA	Technical Advisor / Technical Assistant
TB	Temam Baik
TC	Training Center
TH	Transitional Home
ToR	Terms of Reference
ToT	Training of Trainers
TREE	Training Restaurants for Employment and Entrepreneurship
UN	United Nations
UNIAP	United Nations Inter-Agency Project on Human Trafficking
UNICEF	United Nations Children's Fund
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
VT	Vocational Training
YVC	Vientiane Youth Center
WEF	World Economic Forum
WW	World Vision

FRIENDS-INTERNATIONAL MISSION

<p>Mission</p>	<p>To work with all members of society (children, youth, families, communities) to:</p> <ul style="list-style-type: none"> • save lives: protecting children and youth from all forms of abuse • build futures: supporting marginalized urban children and youth to become functional, productive citizens of their countries.
<p>Values</p>	<p>Friends-International is committed to the values set forth in the International Convention on the Rights of the Child, and as such:</p> <ul style="list-style-type: none"> • All projects are child-centred and child-focused; • All decisions are taken for the best interest of the children and youth; • Work is carried out with and for marginalized urban children and youth in full respect of their gender, religion, ethnicity, nationality, origin, health, legal, political and social backgrounds; • Services are designed so as to feed a virtuous development cycle and break the vicious poverty cycle; • All projects build sustainable futures for the children, youth, families, communities and societies; • Children/youth, teams and the organization are effectively protected from abuse; • All services are designed in the spirit of cooperation and to avoid duplications and will not replace or go against Government policies and services; • All actions are positive in nature: Friends-International strives to break the stereotypic images of victimized children and “pity charity” and instead promote images of empowerment, hope, and transformation; • Networks developed for specific programs retain transparency, integrity and accountability. <p>Friends-International is committed to transparency and cost effectiveness in its work, administration and finances</p>
<p>Strategy</p>	<p>Friends-International is a social enterprise that works with and for marginalized urban children and youth and their families to build their futures by:</p> <ul style="list-style-type: none"> • protecting urban children and youth from all forms of abuse within the scope of the International Convention of the Rights of the Child; • reintegrating marginalized urban children and youth so they become actively involved in the development of their society; • preventing urban children and youth from engaging in risky behavior and/or dangerous situations that compromise their futures; • improving the way organizations work by promoting innovative and effective approaches with the active participation of the children and youth; • influencing all tiers of society to provide supportive environments and adopt positive behavior changes. <p>Since 1994, Friends-International develops creative, innovative and holistic programs, building networks, support youth-led projects and establishing solid protection and support services within organizations, communities and within all tiers of society while aiming to become self-sustainable.</p>

FRIENDS-INTERNATIONAL PROGRAMS

Friends-International (FI) is a social enterprise built around 4 main programs:

- **Friends Programs:** Together with children, families, dedicated teams and supporters, we build quality services that ensure that marginalized children and youth become functional and productive citizens of their country.
- **CYTI Alliance:** We work together with other NGOs and Government partners to coordinate initiatives, improve the quality of our services to marginalized children and youth and replicate successful projects and models in order to improve our overall impact.
- **ChildSafe Network:** Together with concerned individuals and strategic partners, we build a network that protects children from all forms of abuse through direct initiatives and behavior change.
- **Friends Social Businesses:** We build social businesses that aim at the highest social profit for the sustainable development of individuals, families, communities and society, while ensuring the sustainability of the organization.

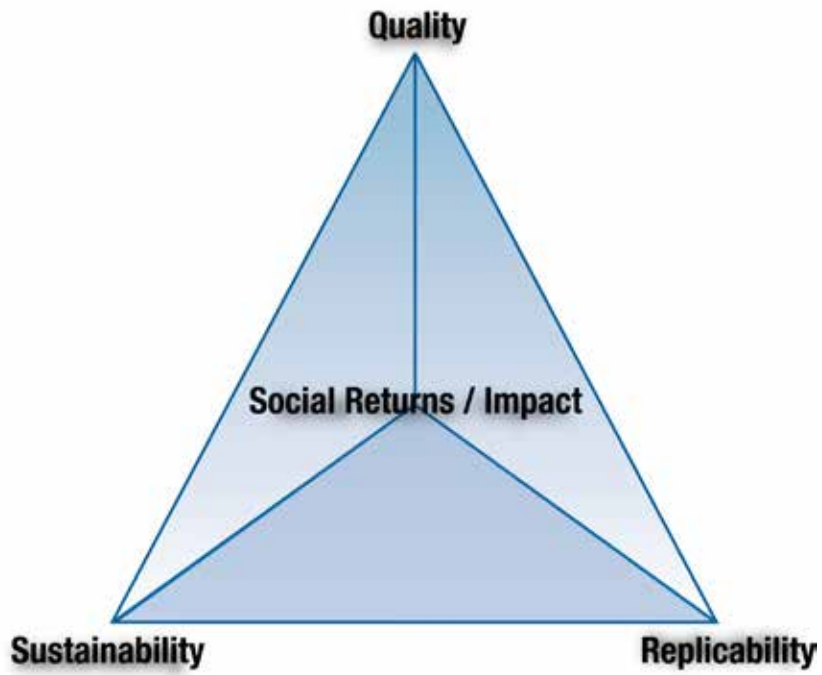
In addition, the following programs provide support to the above programs:

- **Monitoring, Evaluation & Research:** We provide technical information and support to all teams, including partners, to improve and develop services to marginalized children and youth.
- **Communications:** Through internal and external communications, we build a community of supporters within the countries we work in, on a wider international scene and between young people around the world.
- **Administration/Finance:** We build a strong, transparent and efficient administrative and financial system that supports the good implementation of all our programs.
- **Human Resources:** We develop a highly qualified team able to provide best services in good working conditions in line with international standards and national laws.

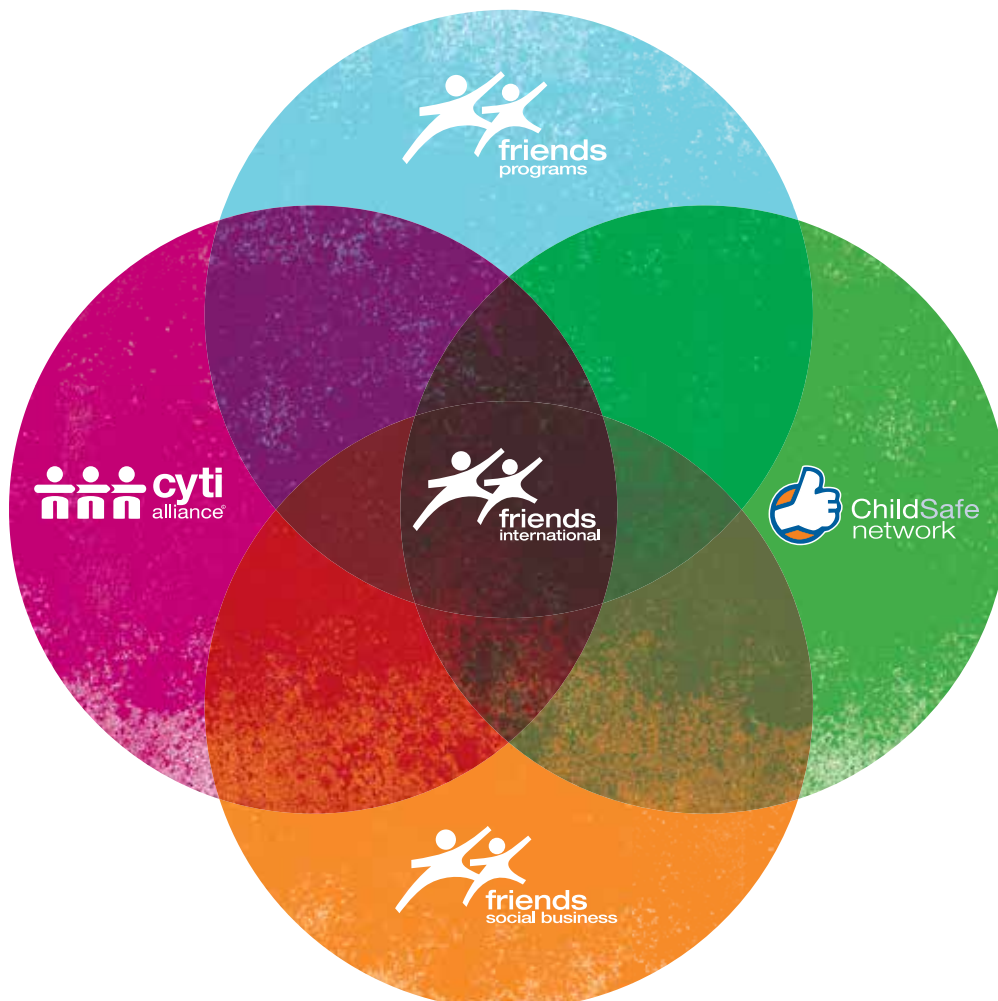
THE FRIENDS-INTERNATIONAL PRIORITIES

In 2013, Friends-International continued working to reinforce its work as a social enterprise, focusing on our four main priorities:

- 1- To reach the highest **social return** and impact
- 2- To provide the best **quality** services to our clients
- 3- To **replicate** successful models in line with local realities
- 4- To ensure the **sustainability** of our programs



FRIENDS-INTERNATIONAL PROGRAMS



FRIENDS PROGRAMS



To establish best practice projects and provide the highest standards of services to marginalized urban children and youth, their families and their communities and provide effective working models for strategic partners.

Current Friends Programs are:

- Cambodia: Friends Phnom Penh (Phnom Penh / Chom Chao)
Kaliyan Mith (Siem Reap)
Mith Samlanh (Phnom Penh) (NB. Localized Program)
- Indonesia: Teman Baik (Jakarta / Aceh)
- Lao PDR: Peuan Mit (Vientiane)
- Thailand: Peuan Peuan (Bangkok / Aranyaprathet)

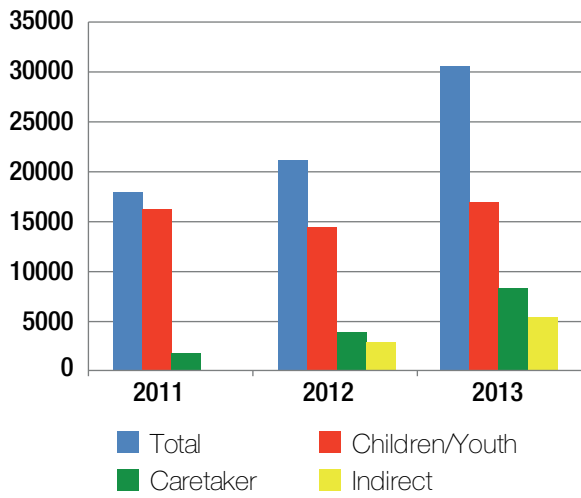
SUMMARY:

- 30,700 individuals reached - Cambodia 66.8%, Laos 13.8%, Thailand 16 %, Indonesia 3.4 % of the total
- 1,743,891 service events.
- 402 children integrated into a family based environment (20% increase)
- 450 families supported for income generation (32% increase)
- 843 students in VT (4.5% decrease) and 245 youth in employment (5% decrease)
- 1,009 children reintegrated into public school, (3% increase) and 3,064 children supported to stay in public school (12% increase)
- National registration achieved in Laos and Indonesia and maintained in Cambodia and Thailand
- Jakarta program initiated
- Decentralization of urban programs and services to community based service provision
- Family Plus Program launched
- Harmonization of Child Protection reporting and reaction across all locations
- Engagement of over 500 Government and local authorities through training as part of child protections systems building across South East Asia.

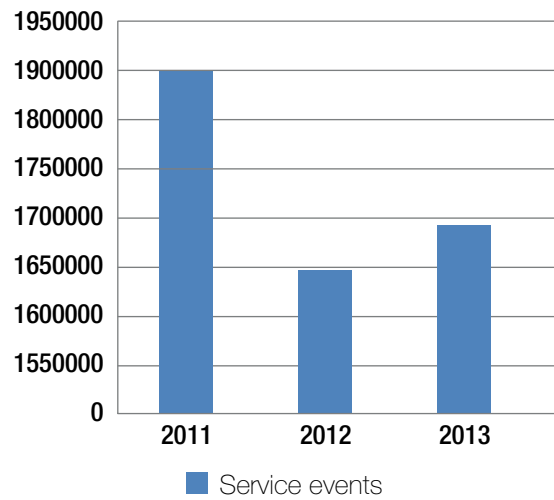
STATISTICS

	Mith Samlanh Cambodia	Kaliyan Mith Siem Reap Cambodia	Kaliyan Mith Chom Chao Cambodia	Peuan Mit Vientiane Lao PDR	Peuan Peuan Bangkok Thailand	Peuan Peuan Aran Thailand	Temam Baik Aceh Indonesia	TOTAL	TOTAL 2012
Total Children and Youth	9,127	2,223	271	2,017	1,953	692	667	16,950	14,517
Total Caretakers	6,218	533	19	562	595	252	164	8,343	3,799
Total Indirect Beneficiaries	1,018	1,081	57	1,618	932	504	197	5,407	2,888
Total Beneficiaries	16,363	3,837	347	4,197	3,480	1,448	1,028	30,700	21,204
Total Services	1,376,690	271,873	17,033	30,352	22,284	21,166	4,493	1,743,891	1,697,709
children in Friends remedial schools	422	274	-	-	-	11	-	707	765
children reintegrated to public school	534	265	28	123	7	50	2	1,009	981
children supported to remain in public school	1,806	478	55	423	200	75	27	3,064	2,739
youth in vocational training	541	236	4	55	2	5	0	843	883
youth placed in employment	124	89	0	19	0	11	2	245	258
family members supported for income generation	284	56	2	39	39	27	3	450	341
children provided safe lodging	480	239	0	112	4	6	0	841	1,107
children/youth reintegrated in family	191	173	0	16	10	5	7	402	335
children / youth in voluntary detox	130		13	-	0	0	1	144	151
Health related services	116,874	6,626	3555	2,427	220	826	121	130,649	111,696
Life skills services	595,099	22,908	13404	13,270	8,535	13,428	1,027	667,671	568,664
Non Formal Education	81,456	41,322	0	7,834	3,268	1,842	574	136,296	140,731
condoms distributed	378,090	1,721	15653	3,929	385	1,302	0	401,080	329,886
clean syringes distributed	278,398		11,053	-	0	0	0	278,398	217,296

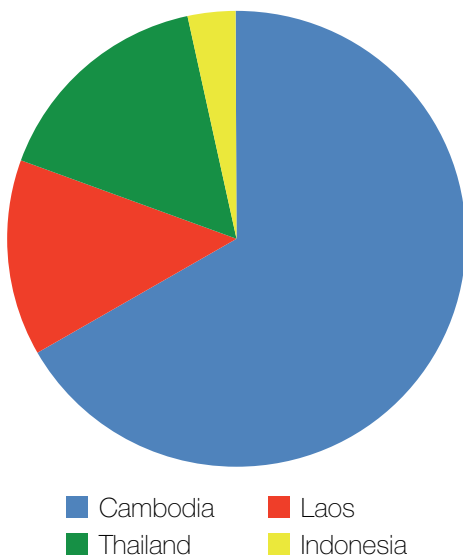
NUMBER OF INDIVIDUALS REACHED BY YEAR



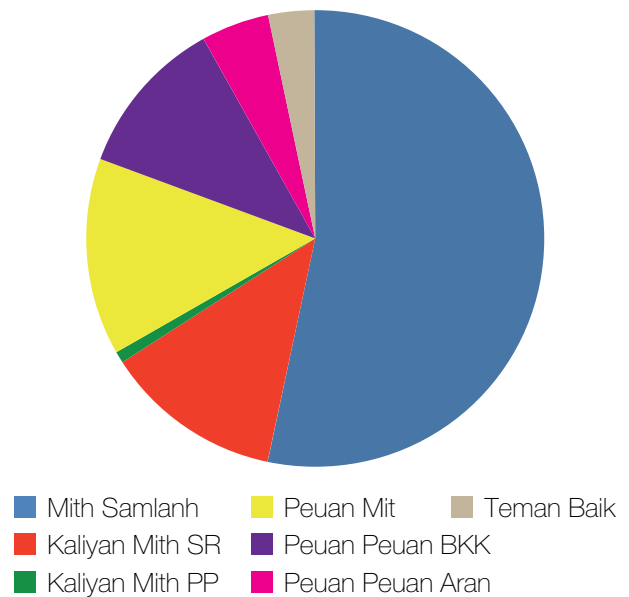
NUMBER OF SERVICE EVENTS BY YEAR



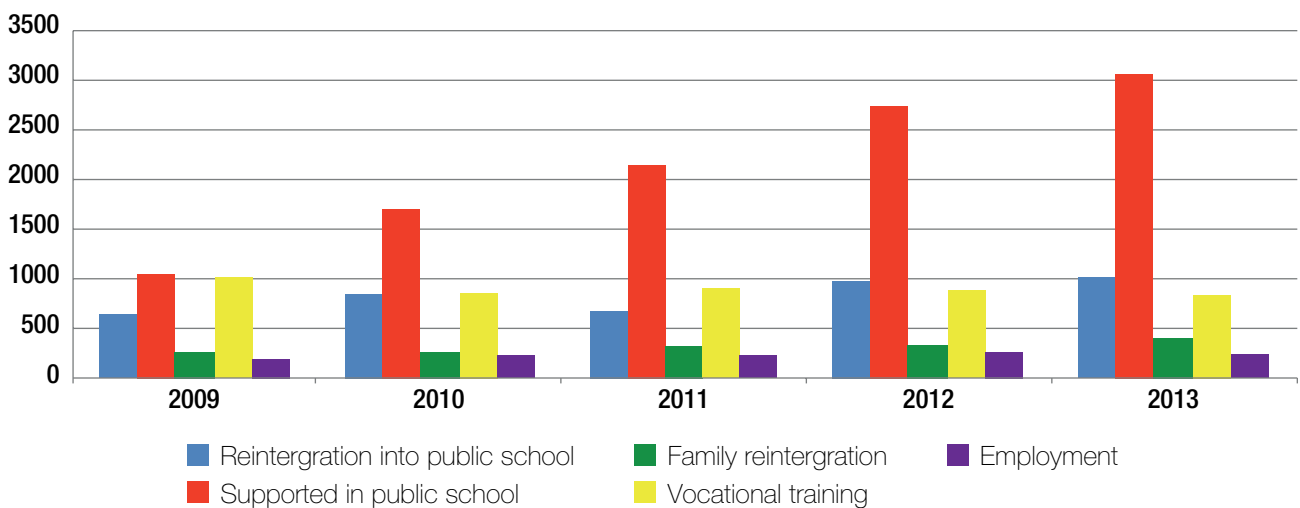
NUMBER OF INDIVIDUALS REACHED BY COUNTRY - 2013



NUMBER OF INDIVIDUALS REACHED BY COUNTRY - 2013



NUMBER OF SERVICES PROVIDED BY CATEGORY, BY YEAR



NARRATIVE

Outcome	
1. Quality: Friends Programs operate at the highest standards of service provision	
2013-2017 Strategic Plan	Results 2013
<p>All service-based Standards of Procedures / Guidebooks are developed, implemented and revised regularly</p>	<p>In collaboration with the Country Program teams, the following guidebooks / SoPs were finalized / updated:</p> <ul style="list-style-type: none"> • Family reintegration 85% complete • Transitional Homes (TH) has been updated, in process of translation • Guidelines of Child Protection in emergencies • Vocational Training (VT) guidebook • 3PC database guidebook • Job placement has been validated • Micro-Enterprise had been validated • Administration, Human Resources (HR) and Finance • Job Placement • Job readiness level 1 (level 2 initiated) • Community guidebook (updated) <p>Kaliyan Mith implemented (new):</p> <ul style="list-style-type: none"> • School Reintegration • Diversion • Outreach • Admin HR and Finance <p>Mith Samlanh implemented (new):</p> <ul style="list-style-type: none"> • Transitional Homes • Job placement one day training set for 2014 <p>Peuan Mit implemented (new):</p> <ul style="list-style-type: none"> • Mechanic curriculum • Reintegration • Internal Regulations and finance <p>Peuan Peuan implemented (new):</p> <ul style="list-style-type: none"> • Outreach Guidebook • Micro-Enterprise • Home Based Training / Production • Community guidebook updated <p>Teman Baik implemented (new):</p> <ul style="list-style-type: none"> • Outreach • Case Management • Micro enterprise for families

<p>Data collection is improved and harmonized in all Programs</p>	<p>At mid-year review data collection for global indicators was reviewed with all programs and each team's collection and analysis was adjusted:</p> <ul style="list-style-type: none"> • Problematic areas are still with Phnom Penh and Siem Reap: both are a priority for 2014 data review. • Peuan Peuan Thailand need to review all the lines being counted in 2014 as excess and redundant data is being collected • Teman Baik established data collection for Jakarta programs in consultation with Head Office. <p>At mid-year review of data collection systems was undertaken with programs and changes were made accordingly. Master sheet for collection was devised and shared with programs.</p> <p>Major areas of change in collection are:</p> <ul style="list-style-type: none"> • Number of children supported to remain in school • Revision of indirect beneficiaries seeking to achieve a clearer number. • The addition of harm reduction materials • Youth placed in independent living • Children placed in foster care <p>A database created for the 3PC Program has been rolled for use with ChildSafe with Mith Samlanh (Phnom Penh) and Kaliyan Mith (Siem Reap). Mith Samlanh are trialing data collection and case management data base also and reviewing alignment with Cambodian Government indicators.</p> <p>Monitoring & Evaluation tool was developed by external consultant and rolled out to all 3PC partners in Q1 2013.</p>
<p>All Program staff receive training as per Individual Training Plans</p>	<p>Process of putting in place Individual Training Plans (ITP) for all staff has begun in all programs. HR has devised software that can be used in all programs to develop and monitor all staff ITPs</p>
<p>A team of TA/ Trainers is trained and able to support Programs effectively</p>	<p>By mid-2013 all recruited Technical Advisors (TAs) had received basic training and a pool of trainers are available and able to provide basic training. High turnover of training staff has meant that by the end of 2013 staff able to provide training is no longer sufficient and new staff will need to undergo this process (Planned for 2014)</p> <p>Trainers for IPSSS training has been extended amongst national staff, providing Training of Trainers (ToT) to 10 Khmer trainers and specialists and one Thai staff. TA working on IPSSS is still uncertain about the capacity of staff to deliver the full training package.</p> <p>Increased movement of TA's to programs outside Phnom Penh for exposure visits and accompanying team counterparts in exposure visits over 2013:</p> <ul style="list-style-type: none"> • Teman Baik team under took an exposure visit to Peuan Peuan Bangkok and Aran and to Kaliyan Mith Siem Reap in Q4; Case Management specialist also continued her visit to Phnom Penh to visit Mith Samlanh and Head Office. • Kaliyan Mith Siem Reap and Mith Samlanh shared a number of exposure visits related to examine foster care, family reintegration, diversion and alcohol projects. • Peuan Peuan and Peuan Mit TAs made exposure visits to Head Office during 2013 for training and to visit Mith Samlanh activities

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

Mith Samlanh:

- Internal assessment undertaken of business opportunities in communities for VT businesses
- Beneficiary evaluations in TH and Education Center (EC) /Training Center (TC) (focus on child protection)
- Beneficiary evaluations for Home Based Training / production and Micro Enterprise
- Beneficiary evaluation for the Green House detoxification center
- Rapid assessment of Takhmao was undertaken through the drug program and it was identified that over 1,296 youth were “at risk” of drug use, sex work, HIV/STI, unemployment, school drop-out and Domestic Violence. Support to location through partners and development of training business in motor repairs in this area.
- Assessments of Transitional Homes and shelters were undertaken with Family+ partners against Government Minimum Standards with recommendations and changes provided. Work plans for the development of shelters and reintegration 2013 – 2014 were based on these assessments.
- Situation assessment of Case Management (CM) system and CM meetings undertaken by psycho-social TA resulting in an update of IPSS refresher training and ToT to staff.
- Case Management clean-up in Andong. To be replicated in Chbah Ampov
- Situation assessment of zones within Phnom Penh begun in 2013 (to be finalized in 2014)
- Assessment and market survey undertaken for the development of Vocational Training businesses resulting in Andong being chosen for the set-up of the first outskirts training business in moto repair. Based on other assessments Takmao has also been chosen for moto repair set up.

Kaliyan Mith Chom Chao: Assessment not yet completed, to be re-assessed in 2014. However initiatives began on the development of youth center activities and recruitment of local business for Vocational Training opportunities.

Kaliyan Mith Siem Reap:

- Business assessment undertaken for the development of Vocational Training businesses. Assessment of need for Drop-In Center carried out for transition to new location.
- Planning for both beneficiary evaluation in family reintegration and Home Based Training/Production (HBT/P) was initiated (implementation in 2014)
- Assessment of Transitional Home was undertaken with Family+ partners against Government Minimum Standards with recommendations and changes provided. Work plans for the development of shelters and reintegration 2013 – 2014 were based on these assessments.

Peuan Peuan:

- On-going assessment of work undertaken in the shelter. Adaptation of activities to incorporate schedule and curriculum for Non Formal Education in shelters
- Beneficiary evaluations undertaken with all services for general feedback. One undertaken with children/youth the other with caretakers.

	<p>Peuan Mit: Assessment of the reintegration assessments and plans was carried out, resulting in higher numbers of supported reintegration.</p> <p>Teman Baik: Assessment of Jakarta, including outreach locations and mapping</p> <p>The scope of child protection reporting and reaction has been widened to include reporting when abuse occurs between child to child, family member to child, community member to child, organization to child to give better visibility of possible types of abuse in all programs.</p> <p>Capitalization of good practices was supported:</p> <ul style="list-style-type: none"> • Aran team has provided co facilitation of training in Cambodia through 3PC to strengthened ties with partners. • Cambodia programs worked together to undertake research for the street children's profile.
<p>A team of TAV Trainers is trained and able to support Programs effectively</p>	<p>TA assistance has continued to work on a program request basis from Program Director to International Coordinator as required on a quarterly basis.</p> <p>Matrix of FI support was developed ready for implementation in 2014 to provide wider visibility of need and a more equitable division of TA support amongst programs.</p> <p>Vocational Training:</p> <p>A number of meetings with MoLVT occurred to discuss collaborations for curriculum models however attempts for collaboration have not been fruitful so far. Discussions will continue in 2014. MoU has been drafted to readdress with MoLVT in 2014</p> <p>Alternative Care:</p> <ul style="list-style-type: none"> • Core implementing partners were established at the beginning of 2013 for implementation of Family+ (Mith Samlanh, Kaliyan Mith Siem Reap and Phare Ponleu Selpak later replaced by Komar Rikreay). M'Lop Children's home was recruited as a center partner in Phnom Penh. Center assessment and training with the shelter has commenced. • Relationship with the Siem Reap Government shelter was established and shared Case Management is being undertaken for the reintegration of three children. • Development of Alternative Care with 3PC partners has developed over 2013 with strong networks of networks being identified as holistic support partners in achieving Alternative Care objectives. (E.g. Angkor Hospital for Children supporting short term Foster Care in Siem Reap and Damnok Teuk access to specialist care for children with disabilities supporting Mith Samlanh's long term suitability/compatibility project objectives in identified centers.

<p>Friends Good Practices are recognized nationally and internationally</p>	<p>The CYTI Alliance after consultations, decided to establish an independent Certification Committee that will carry out certification of material and partners.</p> <p>Application for NGO Good Practice in Cambodia was re-thought for 2013 as it had now become a requirement to pay for this certification which devalues the process over all: no decision was made about the value of applying</p>
<p>2. Sustainability: Friends Programs are managed by local teams, in strong collaboration with local and national authorities and networks</p>	
<p>International Program Support Team is operational and able to provide on-going support</p>	<p>All relevant MoUs are in place for all programs:</p> <p>Cambodia:</p> <ul style="list-style-type: none"> • MOU agreement with Municipality of PP • MS and FI continued MoU with MoSAVY • Renewed MoU with MoH • Collaboration but no MoU secured with MoT <p>Thailand:</p> <ul style="list-style-type: none"> • Agreement with MOL renewed and waiting documentation • MoSDHS current no need for renewal until 2015 • Collaboration but no MoU with BMA (MoU to be established in 2014) <p>Laos:</p> <ul style="list-style-type: none"> • MoU with MoLSW continued and AdCom meeting undertaken in Q3 • Collaboration but no MoU with MoT and Vientiane Capital <p>Indonesia:</p> <ul style="list-style-type: none"> • TB registered as Yayasan • Collaboration with Dinsos in Jakarta, however no formal collaboration just yet <p>Aran and Bangkok teams have been working on skills exchange with 3PC partners in the north to capitalize on the experience. From these partnerships built, 2014 project on reintegration and follow up of 10 children and youth in conjunction with Thai authorities is possible and supported by both national governments.</p>
<p>All Friends Programs are managed by local teams</p>	<p>Admin support was provided through Human Resources and finance at Head Office to Programs. In addition the Laos and Thailand Country Program Technical Assistants positions were redefined to provide further administrative support to Country Program Directors. A similar position is being drafted for Siem Reap in 2014 based on identified gaps and need.</p> <p>Yayasan was finalized for Indonesia, meaning that FI Indonesia is now officially a local organization “Yayasan Teman Baik”</p> <p>A local team has been established in Teman Baik and one lead team member identified to be grown into Country Program Director position.</p>

<p>Collaboration with national authorities are active and efficient in all Programs</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • ChildSafe Communities were mobilized in Siem Reap and Phnom Penh with local authorities. • CCWC is engaged per Sangkat for all Mith Samlanh and Kaliyan Mith Siem Reap zones. • Monthly meetings are attended in target zones in both cities. Most notably for Phnom Penh is in Andong, where CCWC and Village chiefs attend youth lead community meetings and topics are discussed as raised by the community with youth adults and authorities. • Increased referrals and collaboration with CCWC in accessing Mith Samlanh and Kaliyan Mith Siem Reap services has been observed on a Sangkat by Sangkat basis. Collaboration is often dependent on the strength and commitment of the individual CCWC. <p>Thailand:</p> <ul style="list-style-type: none"> • A workshop was conducted with BMA to focus on collaboration on Case Management and referrals to Home Based Production project. Peuan Peuan and BMA have collaborated on 11 cases since this workshop • BMA supported to opening of Friends 'N' Stuff Bangkok shop launch <p>Through ChildSafe and ChildSafe communities, training to local authorities has been a strong focus over the last year in all implementing locations. Number of local Authorities trained per program:</p> <ul style="list-style-type: none"> • Phnom Penh: 64 • Siem Reap: 105 • Peuan Peuan: 105 • Peuan Mit: 175
<p>Collaboration with local donor and corporate communities are active and efficient in all Programs</p>	<p>Efforts towards local donors/corporates are very promising in Thailand and Indonesia.</p> <ul style="list-style-type: none"> • Collaboration with IKEA was developed for Thailand: initial support was secured for the establishment of a training restaurant in Bangkok with the possibility of a second installment in 2014. • Relationship with ACCOR maintained however opportunities for training hotels have not progressed. • Collaboration maintained with various partners including Deutsche Bank, Bank of Thailand, Bank of America, ANZWG, EZECOM, and Air Asia.
<p>All Programs increase their financial sustainability through vocational training businesses aiming at 60%*</p> <p>*See page 70 for detailed sustainability breakdown table.</p>	<p>Mith Samlanh increased income by 11% 59% financial/22% social services sustainability</p> <p>Kaliyan Mith increased income by 146% 27% financial/-9% social services sustainability</p> <p>Peuan Mith increased income by 8% 46% financial/2% social services sustainability</p> <p>Peuan Peuan increased income by 24% 5% financial/1% social services sustainability</p> <p>Teman Baik no income in 2013</p>

<p>Collaboration with local and national networks relevant to the Programs' work are operational</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • SUP working group and national meetings • UNAIP stakeholders on human trafficking • Foster Care Sub committee • Provincial Task Force for Anti Human trafficking in Siem Reap • Monthly social work coordination meetings Siem Reap • OVC Task force • NAA • NCHADS • NGO CRC • HACC • MediCam • Etc. <p>Thailand:</p> <ul style="list-style-type: none"> • UNICEF Child Protection Sub Cluster • CEOP (Child Protection and Online Protection Centre) Advisory Panel • National Child Protection Committee • Bilateral (Thai/Cambodian) Cooperation Meeting for Eliminating Trafficking in Children and Women and Assisting Victims of Trafficking • Child Protection in emergencies working group • Department of Tourism – Child Safe Tourism Working Group. <p>Laos:</p> <ul style="list-style-type: none"> • Child Protection Working Group • Lao Women's Union meetings • Ad Com meetings <p>Indonesia:</p> <ul style="list-style-type: none"> • Network of Admin and HR staff in Indonesian NGO's • Jakarta group of NGO Country Directors
<p>3. Replication: Friends Programs develop around defined strategic priorities (geographical / topical) and gap analysis</p>	
<p>Migration specialty developed and recognized</p>	<p>Migration is one of the basis of the Thailand Program in close collaboration with the other regional Friends and CYTI Partners:</p> <ul style="list-style-type: none"> • Continued collaboration across borders for repatriation with Kaliyan Mith Siem Reap on 8 cases of repatriation. • Continued work in Thai government shelters and closer working collaboration with repatriations of minors to Cambodia and Myanmar. <hr/> <p>Specific material is continuously developed:</p> <ul style="list-style-type: none"> • Development of new IEC in process for all stakeholders in child rights and child protection in times of Migration. • ChildSafe citizen tips have been developed for Cambodia and Laos address migration as one focus point. • Thai materials revised and reprinted for safe migration however require harmonization with FI standard materials.

<p>Case management integrated into all Programs</p>	<p>Case Management process was monitored in Thailand and Laos mid-year. Changes for harmonization were proposed to CM supervisors in both locations and CM meetings established in Laos.</p> <p>Continued roll out of IPSS training to Cambodian and Thai Programs is reinforcing harmonization of case analysis and future planning methodologies.</p> <p>Case Management Data base has been introduced to Mith Samlanh and is in the trial phase.</p> <p>Teman Baik director has been in discussion with data base developer about functionality for TB during quarter three and four</p> <p>New guidelines have been established for case closure and blue case clean up in Cambodia and Laos and is to be extended to other Programs</p> <p>Mith Samlanh, Kaliyan Mith, Peuan Mit and Teman Baik are all using the CM meeting ToR.</p> <p>Peuan Peuan introduced to full CM meeting structure (implemented in 2014)</p> <p>CM guidebook updated in all program locations and in the process of translation into Thai.</p> <p>Additions to CM guidebook:</p> <ul style="list-style-type: none"> • ToR for CM meetings • Case closure • Case intake • New Case assessment frame.
<p>Child Protection is an integral part and a core element of all Friends Programs</p>	<p>Child Protection Policies including reporting and trends monitoring are in place in Peuan Peuan, Peuan Mit, Mith Samlanh and Kaliyan Mith.</p> <p>Process of monitoring through reporting and quarterly beneficiary monitoring and feedback established at Mith Samlanh to be shared with other locations for 2014 for more comprehensive monitoring and reporting.</p> <p>All locations have received a copy in English of the changes made to the CPP&P during 2013. Translation into national language initiated (to be finalized in 2014)</p> <p>All locations now have updated version of Child Protection Policies and Child Protection training.</p> <p>Development of new IEC in process for all stakeholders in child rights and child protection. Children and youth in FI programs, Children aged 0-15, youth aged 15 -24, Caretakers, Community Members, Local Authorities.</p> <p>IEC development is based on rights, responsibilities and protection under the law frame works. Communication methods currently range from IEC cards, to graphic novels, radio messaging and community information sessions / posters.</p>

<p>Specialty in Community/ Family-based care (direct families, extended families, foster families) is developed in all Programs.</p>	<p>Capitalization on Phnom Penh best practice Foster Care Program:</p> <ul style="list-style-type: none"> • Draft of Foster Care guidebook has been put together in 2014, however the scope is limited as it cannot incorporate at this point the pilot project in Siem Reap. • Initiated work to harmonized approach to Foster Care across Friends programs (currently there are two parallel programs operating) - Lessons learnt and best practice documents to be produced as part of this process. • Review of recruitment of Foster caregivers undertaken and shared with Mith Samlanh. • Review of Long Term foster care family assessment documents undertaken <p>Family reintegration guidebook has been developed and is ready for roll out in 2014 with all programs for adaptation.</p> <p>Legal understanding of all government processes related to Alternative Care:</p> <ul style="list-style-type: none"> • Legal processes for family reintegration are well understood and have been integrated into the family reintegration guidebook. • Understanding legal processes for foster care and national adoption is still an ongoing process as many elements are still missing from this process and are being developed in an adhoc way • New processes are being developed and trialed by the Government in which Mith Samlanh is participating.
<p>Drugs (prevention, harm reduction, detoxification, rehabilitation) for children and youth is integrated in all Programs as needed and recognized</p>	<p>FI expanded/reinforced its network of implementing partners:</p> <ul style="list-style-type: none"> • Support to JHA on HIV/AIDS and drug services (including referral, NFE, medical support, income generation) • New partner Komar Rikreay, increased beneficiary pool and service reach was noted in Battambang province. <p>Expansion of services:</p> <ul style="list-style-type: none"> • Needle Syringe Program coverage in Phnom Penh through Mith Samlanh has increased in 2013 • Condom distribution in Cambodia has increased coverage • Onsite HIV/AIDS testing and counseling established through Mith Samlanh and Kaliyan Mith Chom Chao. • Second Narcotics Anonymous meeting and emotional support group established in Phnom Penh outskirts programs. • Alcohol support groups were piloted in Siem Reap and amongst other 3PC partners. This program will be reviewed in 2014 and replicated in Mith Samlanh if deemed successful. • Number of referral to Methadone Maintenance Therapy decreased due to inappropriate service provision in government clinics.

An increased number of youth and caretakers access gainful employment for youth and caretakers through the development of a full range of services

Mith Samlanh:

- Assessment and market survey undertaken for outskirts vocational training businesses. Andong and Takmao selected for moto repair set up. Tailor training business to be established in Andong in 2014 also.
- The sewing workshop was reorganized and relocated to the same space as sewing training at Mith Samlanh, offering increased Vocational Training skills to students and a modified curriculum to incorporate factory competencies in training.
- The Nail Bar was assessed by former Technical Advisor for business development. Recommendations being followed up and funding opportunities being explored for the development of the nail bar.
- Opportunities for apprentice and internship explored in 2013. Limited placements made however a number of contacts established with interested businesses to capitalize on in 2014. Apprentice training opportunities taken for students Naga World Phnom Penh.

Kaliyan Mith:

- Follow up on the establishment of Marum in 2012 as a training business.
- Two vocational training business set up in the downtown area to cater to a local market in both moto repair and beauty salon in semester two of 2013.

Peuan Peuan:

Funding secured from IKEA for vocational training restaurants in Bangkok. Business plan developed and location assessment underway. To be revised in 2014 for set up and remaining funding to be sort during set up.

Peuan Mit:

- Confirmed that Makphet must change location in 2014. New location found resulting in a potentially larger seating opportunity for Makphet and more students if they can be located. Moto repair vocational business continued on major road.
- Funding secured for vocational training restaurant set up in Luang Prabang to be operational by Q3 2014.

Teman Baik:

Hospitality VT in Aceh closed and apprentice opportunities and job placement sort for former students. Corporate funding opportunities explored for restaurant in Jakarta.

Local partnerships with local and corporate partners for employment have been established in all implementing locations for direct and after training job placement.

All vocations are making the transition to competency-based curriculum to allow for faster placement in a range of skilled roles.

Job readiness training developed and rolled out in Cambodia and Thailand. Materials shared with Laos and Indonesia.

<p>An increased number of children receive basic education through efficient Non-Formal Education and are supported to reintegrate and remain in public school</p>	<p>Development of “pop-up” schools and establishing regular support classes has been a focus of all locations in 2014:</p> <ul style="list-style-type: none"> • Mith Samlanh: Development of Andong support classes • Kaliyan Mith Siem Reap: Pop up schools in three target communities • Peuan Mit: Mobile school launched and increased number of locations and reach by engaging schools to host activities. • Peuan Peuan: Development of curriculum for use with children in government shelters • Teman Baik: Big brother / big sister homework program in Aceh. <p>NFE Toolbox and adaptation of NFE tool box for regional locations expanded:</p> <ul style="list-style-type: none"> • Mith Samlanh: Implemented on outreach and in DICs. In addition, after an exposure visit to Kaliyan Mith Siem Reap, NFE structured support classes have been established in Andong. • Kaliyan Mith Siem Reap: Tool box being used for regular and structured support classes in Siem Reap outskirts pop-up schools. In addition the tool box is being used in DIC and on Outreach. • Peuan Peuan: Team using elements of the tool box for NFE in Government shelters. Review of use of materials to be assessed in 2014 to create a more regular and progressive curriculum for children residing in government shelters. • Peuan Mit: Using portions of the tool box on Outreach and in DIC. Further development of the box needed to vary the activities available in the kit, continued translation of all activities into Laos and integration into the mobile school activities. • Teman Baik: Materials shared and being adapted for the context of Indonesia. <p>Partnerships with local schools to host locations for support classes was explored:</p> <ul style="list-style-type: none"> • Kaliyan Mith Siem Reap: secured a position in a down town local school to begin support classes on location in 2014. (explained in detail below) • Peuan Mit: begun mobile school outreach and established a number of relationships with schools where they operate educational outreach activities on a regular basis in greater Vientiane. • Mith Samlanh: exploring opportunities in outskirts community schools as hosts for support and NFE classes however have no confirmed locations.
<p>Mith Samlanh is a good practice model for holistic services to marginalized populations in Phnom Penh</p>	<p>Mith Samlanh partially transitioned to outskirts projects over 2013 to respond to the changes in city structure and needs of beneficiaries:</p> <ul style="list-style-type: none"> • Vocational training and income opportunities are being transitioned to communities most in need to increase access and reduce unnecessary human movement across the city. • Teams are being restructured to focus on outcomes rather than service based roles. <p>New services are being developed in each outskirts community such as vocational training business, home based production workshops, pop-up schools and support classes, youth center activities, direct job placement, etc.</p>

	<p>Mith Samlanh's Drug work has undergone a number of changes due to the political landscape surrounding service provision to Drug Users. Most notably is a national restriction on urban areas (Khans) in which Mith Samlanh is able to operate.</p> <p>In response, work has begun on identifying hidden and most at risk populations / areas not previously reached by Mith Samlanh</p> <p>Family-based support (including reduction of time in TH) was developed as a recognized Friends specialty:</p> <ul style="list-style-type: none"> • Over all in 2013 there was a reduction of youth residing in Transitional Homes. An accurate measurement tool for average time in care was designed to be implemented in 2014. • Transitional Home (TH) structure reviewed and new staffs were put in place to address ratio disparity for care. In addition roles of staff have been reviewed so that social workers are attached to TH to increase the focus on reintegration into families from TH. • Development of case files for reintegration in TH is underway with the transfer of information and development of skills for TH staff to take on these responsibilities. • Family Reintegration guidebook was developed in 2013 to capitalize on family-based support specialty to be shared with other programs in 2014. • Mith Samlanh facilitated the Foster Care Sub-Committee with MoSVY and has extended widely its reach of participants in 2013 to include all members of 3PC and Family+. In addition Hagar, Children in Families and a WV representative joined. This means that there is representation of six provinces attending.
<p>Friends (Kaliyan Mith) Phnom Penh initiates innovative pilot projects (topical, geographical, target group...) for good practice delivery</p>	<p>Suburban drug project (Chom Chao) was reinforced and expanded to cover more needs:</p> <ul style="list-style-type: none"> • The Drop-In Center (DIC) was relocated in the community to better reach the target population. DIC operations have focused on youth activities with specific schedules for Drug Users and non-Drug Users. Youth center is open two evening per week to encourage positive after-hours activities. • Job assessments were carried out for 49 youth in the area and connections were made to vocational training programs. Direct job placement will be a focus for 2014. DIC center has developed an information exchange to youth to inform them of new job opportunities available in the area that are advertised and have been providing assistance for applications. • Assessment for apprenticeship opportunities was carried out. Identification of 5 shop owners interested in hiring in five different vocations. • Home Base Production was initiated in Chom Chao for 2 families and outreach services have been extended to families • Kaliyan Mith Chom Chao initiated HIV testing and counseling on site and initiated emotional support groups for families of drug-users in parallel to the Methadone Maintenance Program.

<p>Kaliyan Mith Siem Reap is a good practice model for holistic services and develops specific new specialties to be replicated</p>	<p>Family-based support (including reduction of time in TH) was further developed as a recognized Friends specialty:</p> <ul style="list-style-type: none"> • Foster Care pilot begun to address young children requiring care residing in Transitional Home. There are no children under the age of 2 years of age currently residing in the Kaliyan Mith Transitional Home. This has also meant that Kaliyan Mith is reaching better child/caregiver ratios as younger children require a higher ratio of care. • Independent group living for Vocational Training students has also been developed, resulting in a reduction of students residing long term in the Transitional Home. This was developed to respond to an increase in students with the opening of Marum. • Independent group living has shown positive outcomes for learning important life skills for youth transitioning to independence. It has also given students a break into the rental market, as land lords have experience with these youth in a supported environment and are keen to take them on as independent tenants when they reach independence from Kaliyan Mith. <p>Work on the dump-site (Along Pi)</p> <ul style="list-style-type: none"> • Current activities include daily NFE and support classes to children, school reintegration, safety equipment distribution, access to sanitation near dumpsite, pre-school to prevent infants coming to the dumpsite, access to Vocational Training for youth, Outreach on the dumpsite. • Income generation in Anlong Pi has been difficult due to the remote location and beneficiary engagement to sustainable businesses. It has also been observed that as one family moves away from the dumpsite, another family moves in from outside to take up the opening. <p>Vocational training was moved into communities (the former vocational training center / school as a large center was closed):</p> <ul style="list-style-type: none"> • 3 new Vocational Training social business have been established in 2013 with special attention to providing training to girls/women: <ul style="list-style-type: none"> ○ Beauty Salon ○ Moto repair shop ○ Screen printing and sewing work shop ○ A café / small restaurant as training for caretakers was designed • The welding workshop was closed due to low number of students, however connections with employers will be continued to offer direct placement, internship and apprentice opportunities <p>The remedial education was changed away from a centralized school to smaller classes directly in the communities:</p> <ul style="list-style-type: none"> • Three pop up schools providing Non Formal Education (NFE) and support classes have been established in three target areas (Anlong Pi, Chong K'neas and Mondul 3). These schools are designed to be very mobile: established in community houses they can be easily be relocated depending on need or environmental factors. • In addition NFE and support classes have begun in the new down town Drop-In Center location. Preparation for support classes hosted by government schools has begun for 2014.
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	<ul style="list-style-type: none"> • Kaliyan Mith is working with 26 public schools for school reintegration process (20 in SR town and 6 in Anlong Pi) • Kork Chok public primary school has been identified and an agreement made to provided support classes on the school grounds beginning 2014. This agreement also includes capacity building and technical support to implement the remedial classes with public school teachers on site. <p>Reintegration of migrants (in collaboration with Friends Thailand):</p> <ul style="list-style-type: none"> • Joint reintegration cases were continued between Peuan Peuan Thailand and Kaliyan Mith over the course of the year. 8 joint cases were undertaken during 2013 all of whom resided in Transitional Home care during the reintegration period. • Pilot project for reintegration of migrants is being designed by Peuan Peuan in collaboration with the Thai authorities – to be discussed with the Cambodian authorities and implemented in 2014 in close collaboration with Kaliyan Mith. <p>Diversion and prison work was developed:</p> <ul style="list-style-type: none"> • Number of police stations engaged in diversion has risen from 10 to 13 during 2013. 76 children and youth were diverted through this program, all of which spent a short stay in Transitional Homes. • A total of 142 youth were reached in prison during 2013. Among the 81 released 77 were reintegrated to their family and 4 resided in Kaliyan Mith’s Transitional Home • All children and youth in prison, now have individual Case Management (CM) open by either Kaliyan Mith or DoSAVY. UNICEF will stop funding DoSAVY for this work in 2014 so all CM will need to be absorbed by the Kaliyan Mith project. • Services provide in prison are, life skills, recreational activities, NFE and medical consultation.
<p>Peuan Mit, Lao PDR, is a leading good practice organization for working with marginalized populations in the region</p>	<p>Target groups and zones were expanded:</p> <ul style="list-style-type: none"> • Target group definition was expanded to include other hidden populations in target areas. • Work has begun on Outreach with Sex workers and transgendered youth in Vientiane at night time. <p>Case Management (CM) was reinforced through clean-up of cases during 2013 and reassessment of reintegration plans:</p> <ul style="list-style-type: none"> • CM meetings have been established with CM supervisor and team for better Case analysis. • Training on use of family charts and new strengths based assessment was provided. • Process of blue case clean up initiated in PM resulting in a number of long term inactive cases being closed and reducing case-loads for social workers. <p>Family support faced mixed results this year: Home Based Training / Production and Micro-Enterprise were expanded in 2013 with limited success – an assessment is being planned</p>

<p>Peuan Peuan, Thailand, is a recognized project for collaboration with Government centers and for its work on migration</p>	<p>Migration work (outreach, center-based support, Case Management) continued to improve sustainable repatriation:</p> <ul style="list-style-type: none"> • Work had continued in 4 shelters for sustainable repatriation. • 73 children were supported for repatriation to their home countries (72 Cambodian 1 Burmese) • Expansion of ChildSafe Community Members in known areas for high migration entry and exit points. <p>A workshop was conducted with the Bangkok Metropolitan Administration (BMA) to focus on collaboration on Case Management and referrals to Home Based Training project. Peuan Peuan and BMA have collaborated on 11 cases since this workshop. BMA supported to opening of FnS Bangkok shop launch</p> <p>Services to support families in the communities continued to be improved:</p> <ul style="list-style-type: none"> • Key changes were made to outreach to include increased frequency of outreach in target areas and closer collaboration with BMA. • 16 community leaders were engaged for referring at risk families for income generation. This increased numbers of family members were engaged for income generation programs • 7 new outreach communities have been assessed for potential Outreach areas.
<p>Teman Baik is a recognized family and community-based project</p>	<p>The Aceh project was closed:</p> <ul style="list-style-type: none"> • Aceh project was down-sized (mid 2012) and one semester was given to the team to establish ChildSafe (Members and Communities) under a reviewed intervention strategy established in Q1 of 2013. Results were limited mostly related to Human Resources difficulties during this time and capacity of team to provide management and strategic oversight. After the two most experienced staff resigned the project failed to achieve any measurable results for a semester. As a product of this an exit strategy was planned and implemented for Q3. • Work in shelters was stopped in Q1 due to difficulties with local registration and change in strategy • The Hotline was closed at the end of Q1 due to low usage and messages of helpline assistance were transferred to government run initiatives to encourage sustainability and build a foundation for an exit strategy. • ChildSafe networks were established, to be maintained and monitored from Jakarta, however these networks have unfortunately weakened since Teman Baik's exit from Aceh due to difficult connections with Jakarta. <p>The Jakarta Program was initiated:</p> <ul style="list-style-type: none"> • First recruitment began in February 2013 and by end of the year, 7 staff members had been recruited and one intern (6 program staff and 1 finance / admin.) All staff members have received basic training and advanced sessions have been provided on a needs basis (Case Management, ChildSafe development in communities, IEC development, data collection and monitoring, etc.)

	<ul style="list-style-type: none"> • Outreach and assessment of areas in Jakarta began in March 2013 and the initial projected target of 50 locations was redefined around 3 geographic areas in which services can be developed. Each area contains multiple target locations for operations. By September 2013 regular Outreach is being conducted in target communities focusing on school registration, access to identification papers, life skills, job placement, income generation and the establishment of ChildSafe communities.
<p>A USA-based Program is developed around the topic of migration in link with Central American CYTI Alliance Members</p>	<p>Work to be done on migration has been stalled due to breakdown in communication with the person in charge for health reasons. The new US-based Grants Manager has been working to engage donor connections in the US.</p>
<p>Collaboration with CYTI Partners / Network partners is efficient</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • Strong reinforcement of close partnerships through 3PC, Family+ and Drug programs. • Drug partners under CYTI to be further explored and close network of network partners to be approached for formal collaboration with CYTI. e.g. Angkor Hospital for Children <p>Thailand: CYTI partnerships with One Sky and The Hub were formalized during 2013. Plans for further exploration into CYTI partners in target areas designed (to be carried out during 2014)</p> <p>Laos:</p> <ul style="list-style-type: none"> • To approach key partners to formalize CYTI partnerships during 2014. Working partnerships successfully extended in Vientiane through ChildSafe initiatives. • Exploration into CYTI partners in Luang Prabang for ChildSafe and TREE start up. <p>Indonesia:</p> <ul style="list-style-type: none"> • Support to Humana/Do More is maintained with focus on fund raising. Situation assessment in 2013 revealed capacity of Do more to undertake ChildSafe operations for 2014. • A number of NGOs have been identified in Jakarta and informal collaborations have begun through common outreach. Promising partnerships to be followed-up based on establishment of holistic protection services for beneficiaries to complement the work of Teman Baik.

4. Impact: Children, youth and their caretakers are provided with best quality services that save their lives and build their futures	
Services reach 50,000 children, youth and family members / caretakers	<p>Total Friends Programs reached 30,700 children, youth and caretakers:</p> <ul style="list-style-type: none"> • Mith Samlanh: 16,363 total children /youth and caretakers • Kaliyan Mith Phnom Penh: 346 total children/youth and caretakers • Kaliyan Mith Siem Reap: 3,837 total children/youth and caretakers. • Peuan Mit: 4,197 total children/youth and caretakers • Peuan Peuan: 4,928 total children/youth and caretakers • Teman Baik: 1,028 total children/youth and caretakers
Number of services (service events) reach 4,000,000 contacts	<p>Total: 1,743,891 total services:</p> <ul style="list-style-type: none"> • Mith Samlanh: 1,376,890 services • Kaliyan Mith Phnom Penh: 17, 033 services • Kaliyan Mith Siem Reap: 271,837 services • Peuan Mit: 30, 352 services • Peuan Peuan: 43,450 services • Teman Baik: 4,493 services
500 children/youth reintegrated in family-based care per year on average	<p>Total: 402 children reintegrated to the family:</p> <ul style="list-style-type: none"> • Mith Samlanh: 191 reintegrated • Kaliyan Mith Phnom Penh: None • Kaliyan Mith Siem Reap: 174 reintegrated • Peuan Mit: 16 reintegrated • Peuan Peuan: 15 reintegrated • Teman Baik: 7 reintegrated
A maximum of 1,000 children are provided with safe lodging per year on average	<p>Total: 841 children provided with safe lodging:</p> <ul style="list-style-type: none"> • Mith Samlanh: 480 • Kaliyan Mith Phnom Penh: 0 • Kaliyan Mith Siem Reap: 239 • Peuan Mit: 112 • Peuan Peuan: 10 • Teman Baik: 0
2,000 children reintegrated to public school per year on average	<p>Total: 1,009 children integrated into public school:</p> <ul style="list-style-type: none"> • Mith Samlanh: 534 reintegrated • Kaliyan Mith Phnom Penh: 28 integrated • Kaliyan Mith Siem Reap: 265 integrated • Peuan Mit: 123 integrated • Peuan Peuan: 57 integrated • Teman Baik: 2 integrated

<p>5,000 children supported to remain in public school per year on average</p>	<p>Total: 3,064 children supported to remain in public school</p> <ul style="list-style-type: none"> • Mith Samlanh: 1,806 supported • Kaliyan Mith Phnom Penh: 55 supported • Kaliyan Mith Siem Reap: 478 supported • Peuan Mit: 423 supported • Peuan Peuan: 275 supported • Teman Baik: 27 supported
<p>1,500 youth in vocational training</p>	<p>Total: 843 youth in vocational training:</p> <ul style="list-style-type: none"> • Mith Samlanh: 541 in training • Kaliyan Mith Phnom Penh: 4 in training • Kaliyan Mith Siem Reap: 236 in training • Peuan Mit: 55 in training • Peuan Peuan: 7 in training • Teman Baik: 0
<p>500 youth placed in employment per year on average</p>	<p>Total: 245 youth placed in employment:</p> <ul style="list-style-type: none"> • Mith Samlanh: 124 placed • Kaliyan Mith Phnom Penh: 0 • Kaliyan Mith Siem Reap: 89 placed • Peuan Mit: 19 placed • Peuan Peuan: 11 placed • Teman Baik: 2 placed
<p>500 family members supported for income generation per year on average</p>	<p>Total: 450 caretakers supported for income generation:</p> <ul style="list-style-type: none"> • Mith Samlanh: 284 supported • Kaliyan Mith Phnom Penh: 2 supported • Kaliyan Mith Siem Reap: 56 supported • Peuan Mit: 39 supported • Peuan Peuan: 66 supported • Teman Baik: 3 supported
<p>800,000 Life Skills services and relevant material are provided per year on average</p>	<p>Total: 667,671 life skills provided:</p> <ul style="list-style-type: none"> • Mith Samlanh: 13,404 • Kaliyan Mith Phnom Penh: 13,404 • Kaliyan Mith Siem Reap: 22,908 • Peuan Mit: 13,270 • Peuan Peuan: 21,963 • Teman Baik: 1,027

CYTI ALLIANCE



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

SUMMARY

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

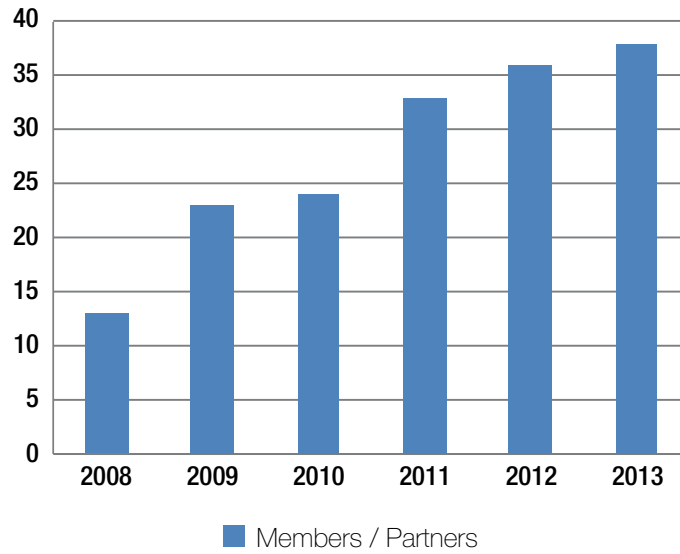
- CYTI Alliance reached 77,226 individuals (46,526 excluding Friends Programs)
- 6 new organizations have joined CYTI Alliance,
- Creation of an African/Middle-East Hub and a European Hub
- 3 national programs conducted in partnership with members (3PC, Family+ and Drugs)
- Consultancy service ensure 15% self-sustainability of the program

STATISTICS

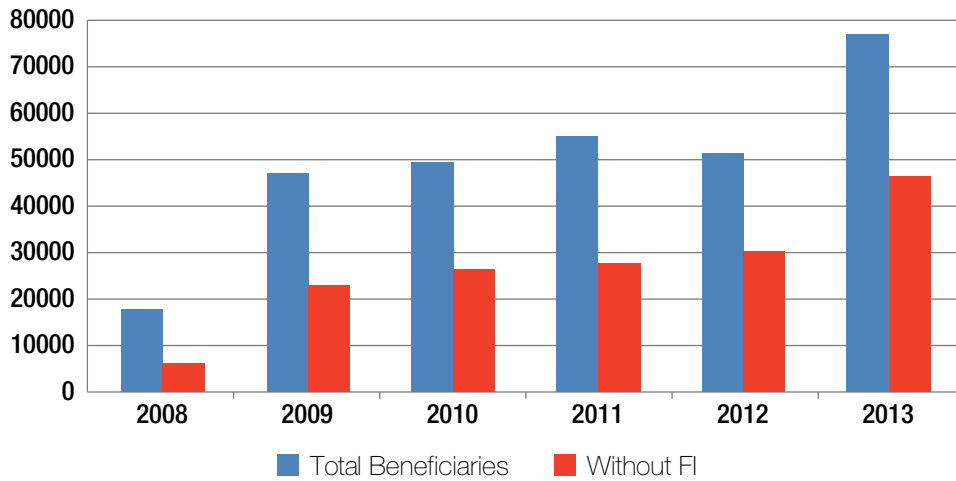
	PARTNERS	AFFILIATES	TOTAL MEMBERS	2012
Cambodia	5	7	12	11
Thailand	3	1	4	4
Laos	1	7	8	8
Indonesia	2	0	2	2
Philippines	2	0	2	1
Vietnam	2	0	2	0
Egypt	3	1	4	4
Myanmar	0	1	1	0
Kenya	1	0	1	0
Mexico	0	0	0	0
Honduras	2	0	2	2
TOTAL	21	17	38	32

	Cambodia	Thailand	Laos	Indonesia	Philippines	Vietnam	Myanmar	Egypt	Kenya	Mexico	Honduras	TOTAL CYTI	Friends Programs	GRAND TOTAL
# of Individual children	8,099	4,437	1,063	280	4,493	1,035	5	5,490	74	NA	3,133	28,109	16,950	45,059
# of adults	3,863	360	202	548	2,135	500	6	1,590	47	NA	1,044	10,295	8,343	18,638
# Indirect beneficiaries	3,042	360	0	93	1,498	345	0	1,830	0	NA	1,002	8,122	5,407	13,529
Total # of individuals	15,004	5,109	1,265	921	8,126	1,880	11	8,910	121	NA	5,178	46,526	30,700	77,225
# of services	429,645	2,520	0	4,324	82,700	NA	NA	86,949	NA	NA	122,933	729,271	1,697,709	2,426,980
# of children in remedial schools	1,611	5	0	42	60	650	0	140	0	NA	26	2,534	765	3,299
# of children supported to integrate public school	1,088	18	0	14	15	0	0	47	0	NA	25	1,207	981	2,188
# of children support to remain in public school	1,315	326	0	54	379	350	0	203	0	NA	2137	4,764	2,739	7,503
# of youth in vocational training	719	15	0	18	25	0	5	50	0	NA	0	832	883	1,715
# of youth supported for employment	92	16	0	9	10	0	2	14	0	NA	10	153	258	411
# of children reintegrated into families	185	5	0	15	0	0	0	192	0	NA	14	406	335	741

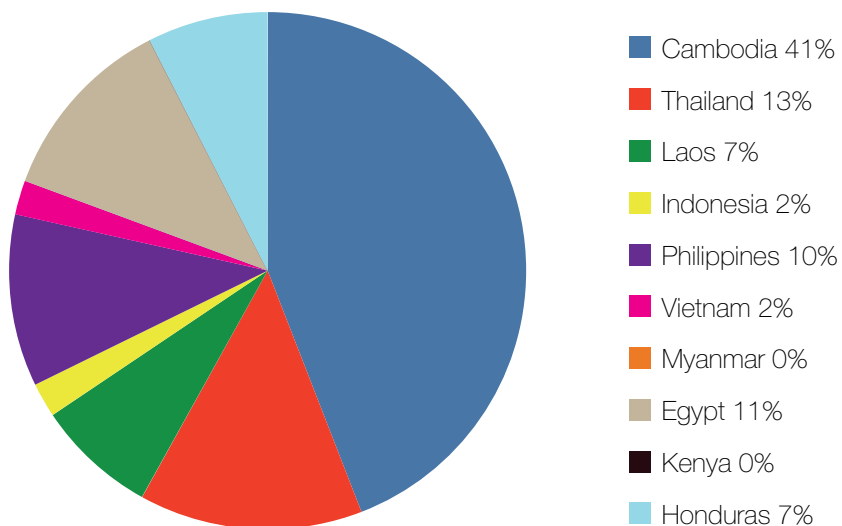
Number of CYTI Members/Partnes



Number of CYTI Beneficiaries



% Beneficiaries per CYTI county



NARRATIVE

Outcome	
1. Quality: CYTI Alliance has the means to develop a global good practice initiative	
Strategic Plan 2013-2017	Results 2013
The CYTI Charter and contracts / Support Plans are regularly updated to ensure best quality and to evolve with the development of the Program	<p>Level of CYTI Alliance memberships clarified, charter and contract updated:</p> <ul style="list-style-type: none"> • Among 38 members, 35 support plans are designed (approx. 90%). • Some support plans were designed even before signing a contract. <p>6 New organizations joined the CYTI Alliance, 3 new workplans were designed and 3 still under discussion</p> <ul style="list-style-type: none"> • 2 Vietnamese organizations joined CYTI Alliance and have a work plan (FFSC, Thao Dan) • 1 Cambodian organization (BSDA) • 1 Burmese NGO (Linkage) • 1 Filipino NGO (Enfance) • 1 Kenya NGO (Tushinde)
Transparent financial/admin, HR, project management practices are implemented by all CYTI alliance partners	<p>Overall 40% of members have been trained in finance/admin/HR/Project management SoPs:</p> <ul style="list-style-type: none"> • Focused was put on Cambodia where 100% of members have received training and support through 3PC, Family + and Drug program • Regular support provided to member in Egypt (1), Indonesia in management/admin/HR (1). <p>Finance training:</p> <ul style="list-style-type: none"> • Limited resources (No TA Finance) turned the training difficult. • Support plan for finance is made based on priority and observations made after assessments or spot checks mainly for Cambodian Members PPS, KMR, JHA DT and OEC • Finance manual adapted and QuickBooks adopted, members need a lot of support for the implementation • OEC adopted the finance manual after training <p>Most of members have published their annual reports:</p> <ul style="list-style-type: none"> • 90% of Cambodian members have their 2012 annual report online (except KMR), majority of the report have a financial chapter • Other countries is 60% <p>A Majority of organizations have global external audit except OEC in Cambodia (project audit only), Casa Asti in Honduras.</p>
Standards of Procedures are adapted and implemented by partners for all types of operational services	<p>10 SoPs adapted to a total of 11 different members:</p> <ul style="list-style-type: none"> • 4 SoPs finalized (Child Protection In Emergency, Vocational Training, Data base, Job Placement) and shared among 3PC partners • SoPs adapted for partners in Cambodia: <ul style="list-style-type: none"> ○ Early Childhood Development shared with members part of 3PC

	<ul style="list-style-type: none"> o Alternative Care minimum standards of Care and Self Evaluation on AC provided to 4 members (Komar Rikreay, Phare Ponleu Selpak, Damnok Teuk and Mith Samlanh) • Case Management SoPs adaptation initiated with 1 partner in Egypt (FACE Early Childhood Development program) • SoPs for ChildSafe adapted in 1 partner in the Philippines • Outreach SoP developed with Mlop Tapang • Basic social training provided to Banati
Training curriculum and material are designed and easily adaptable to various settings and responding to the needs of the Members' Support Plans	Support plans / workplans established and implemented with: <ul style="list-style-type: none"> • Cambodia: 10 members all part of a specific FI program (3PC, Alternative Care or drug program) • Indonesia: support plan for 1 member established with 2 monitoring visits • Philippines: support plan for 2 members • Egypt: 4 Support plans for 3 members and support for implementation to 2 members • Honduras : contact maintained from distance • Mexico: interesting contact made that could lead to a new partnership in the future
CYTI Members and Affiliates are regularly monitored to assess their progress, their needs and their respect of the CYTI Charter	The definitions of Affiliates/members have been reviewed: <ul style="list-style-type: none"> o Partners (signed CYTI agreement leading to certification), o Affiliates (no agreement), o Associates (resource organizations). • Visits made to all members except in LAC region • Komar Regreay is considered to become Partner • Readjustment of the agreement made with FACE (Egypt) to adapt work-plan to needs carried out on a quarterly basis.
Certification of trainings and of Member organizations is operational and recognized	Discussion with Professor Akio Kawamura (Kwansei Gakuin University) led to the definition of a Certification Committee made of professionals from the sector (and not one University as too difficult to get to align with the project). This Committee will be established in 2014
2. Sustainability: CYTI Alliance is a dynamic and internationally recognized Alliance that functions as a social enterprise with solid structures (as an FI Program) and a steady independent income	
CYTI Team has the necessary capacity to provide necessary support to partners	The team's structure was reviewed to improve regional support by recruiting Regional Hub representatives <ul style="list-style-type: none"> • SEA Hub not recruited yet • Recruitment of 1 regional coordinator for Africa/Middle East Hub - 3 months training in Cambodia carried out
CYTI Team can rely on team of trainers with wide range of skills that respond to Members' needs	<ul style="list-style-type: none"> • A matrix for the coordination of needs / availability of trainers was designed and will be operational in 2014 • A Training of Trainers was completed in Phnom Penh Q3, 15 trainers attended.

<p>The CYTI Alliance internal and external communication is operational</p>	<p>Effort in communication was initiated:</p> <ul style="list-style-type: none"> • Discussions started on changing the name “CYTI” • Opened a Facebook page • Draft of brochure done, awaiting the name change before printing
<p>An Advisory Committee of Members is operational and guides the development of CYTI</p>	<p>Advisory Board Members identified: FI, Mith Samlanh, Mlop Tapang, Casa Asti.</p> <p>Initial meeting to take place early 2014</p>
<p>3. Replicability: The CYTI Alliance increases the number of Members and affiliates with a geographical and topical strategy</p>	
<p>50 organizations become CYTI Alliance Members / Partners in 10 target countries by 2017</p>	<p>Currently: 16 Partners and 17 Affiliates</p> <p>14 potential organizations identified in existing countries:</p> <ul style="list-style-type: none"> • 7 in SE Asia: <ul style="list-style-type: none"> ○ Vietnam: 2 new agreements 4 potential (Blue Dragon, Reach, Catalyst, E&D) ○ Cambodia: 1 new agreement signed with BSDA 3 potential (Skatistan, Tiny Toons, ACH), ○ The Philippines: 1 new agreement signed, 3 other potential (ACAY, Kanluga, Cameleon) • 4 in Africa: <ul style="list-style-type: none"> ○ Egypt: 3 potential ○ Kenya: to be explored, 1 so far ○ Ethiopia: 1 potential other opportunities to explore • 1 LAC: <ul style="list-style-type: none"> ○ Mexico: 1 potential (Sinaloa state) • Contact made: <ul style="list-style-type: none"> ○ Sierra Leone, local support for the identification of local partners for VT, ○ A list of contacts has been developed for Nepal ○ Mongolia: UNFPA and Government want to initiate youth centers (RH / Life Skills) and asked for support ○ Discussion with a French organization Apprentis d'Auteuil ○ Contacts established with the City of NY • Assessment made in 3 new countries, around 23 NGOs visited and assessed: <ul style="list-style-type: none"> ○ Myanmar (9 NGOs met) ○ Vietnam (13) ○ Ethiopia (1) • Assessment in 2 countries where FI has a presence: <ul style="list-style-type: none"> ○ 9 organizations met in Luang Prabang Lao ○ 3 organizations met in Kampong Cham in Cambodia ○ 3 organizations met in Egypt as potential partners (Alexandria) • Letter of agreement from Sadko for the sponsoring of a training restaurant in Cairo

<p>Thematic specialties are developed around Case Management, Alternative Care, Child Protection and Migration</p>	<p>Alternative Care: Cambodia is leading in that field with the experiences gained shared with other Programs:</p> <ul style="list-style-type: none"> • 3 members of the Alliance part of the program (2 FI Programs + Komar Reagrey) • Transitional Home assessments conducted • Training designed <p>Migration: Thailand is leading in that field with a strong Migrant Reintegration Project. The experiences gained, shared with other Programs and cross-border collaboration (Cambodia, Laos)</p> <p>Thailand developed collaboration for the reintegration of migrants with Thai authorities (to link with Cambodia network)</p> <p>Child Protection:</p> <ul style="list-style-type: none"> • Cambodia: running the 3PC program: 34 trainings have been provided to 9 CSO partners with 279 participants • Thailand: developed work within the RTG Shelters • Egypt: FACE and Banati both improved their systems <p>Migration: push through the 3PC & Family+ programs in Cambodia: SoPs developed and team trained to allow for duplication of good practice throughout the Alliance</p>
<p>CYTI ensures that Members are part of national coordination systems</p>	<p>International Networks:</p> <ul style="list-style-type: none"> • Approached by Consortium for street Children • Conference in Singapore with Aviva • Approached by Apprentis d’Auteuil, partnership under development • The NGO Aides approached us for Coalition PLUS • Member of CEOP (Cambodia and Thailand) • Foster Care Committee (Cambodia) • Road Safety (Cambodia) • National Sub-Committee for National Child Protection (Thailand) • Street Children Networks (DSDW Thailand) • Children On The Move (Thailand) • CRC Coalition (with 34 CSOs) working on indicator of CRC (Thailand) • District of community network (Thailand) • CSO’s health network for undesirable pregnancy (Thailand) • The Cambodian and Thailand Anti- Human Trafficking Network • Child Protection Working Group (Laos) • Human Trafficking Working Group (Laos) • Education Sector Working Group (Laos) • Network of Admin and HR staff (Indonesia) • Jakarta group of NGO Country Directors (Indonesia) • Child Protection Network Committee (Egypt)

<p>Sharing of good practices among Members / Partners are regular and action oriented</p>	<ul style="list-style-type: none"> • Sharing and exposure visit realized between countries (M'lop Tapang visited Peuan Peuan) • 35 exposure visits in Cambodia among 3PC members • Referral system establish between 2 members in The Philippines
<p>4. Impact: The CYTI Alliance increases its common impact on an increasing number of marginalized children, youth and caretakers, their communities and the society overall</p>	
<p>Alliance Members and Partners work with 150,000 individual children, youth and caretakers per year by 2017</p>	<p>CYTI Alliance reached 77,225 individuals in 11 Countries</p> <p>Significant increase: +50% compared to 2012. This increase is due to:</p> <ul style="list-style-type: none"> • An improvement of the data collection system • An increase of the number of members of the Alliance. • New members have very high number of beneficiaries (Enfance in The Philippines)
<p>Capacity of Members and Partners to work with marginalized population and related issues in accordance with their Support Plan is steadily improved</p>	<p>Egypt:</p> <ul style="list-style-type: none"> • Tailored support brought to FACE street children program in <ul style="list-style-type: none"> ○ Drug ○ Income generating ○ TH support • Tailored support to FACE Early Childhood Development program: basic Case management and Child Protection in Q2 Q3 and Q4 • Follow up to Banati in CPP <p>Cambodia: Tailored support in, to 3PC (7 members and 2 FI programs) in CPP and CM</p> <p>Thailand: Basic training in drug provided / CM training</p> <p>Philippines:</p> <ul style="list-style-type: none"> • Support to VT • Child Protection <p>Indonesia:</p> <p>Regular support in CPP and CM (2 visits)</p>
<p>Number of services reach 3,000,000 contacts by 2017</p>	<p>Total contacts: 2,426,980 (729,271 excluding Friends Programs)</p> <p>NB: Not all members count contacts especially the new members</p>
<p>Capacity of Members and Partners to work with families is increased, aiming at 1,000 children/youth reintegrated in family per year</p>	<p>Total school reintegration: 2,188 (1,207 excluding Friends Programs)</p>

<p>Capacity of Members and Partners to support children to remain in school is improved, aiming at 15,000 children supported to integrate / remain in public school per year</p>	<p>Total of children reintegrated and supported to remain in public school: 7,503 (4,764 excluding Friends Programs)</p>
<p>Capacity of Members and Partners to support youth to access gainful employment is increased, aiming at 800 youth placed in employment per year</p>	<p>Total number of youth placed in employment: 411 youth supported for employment (258 excluding Friends Programs)</p>
<p>Capacity of Members and Partners to support families for income generation and independence is increased, aiming at 10,000 family members supported</p>	<p>32,167 family members supported (18,417 excluding Friends Programs)</p>
<p>CYTI Alliance influences Government and donor policies and priorities at national and regional levels</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • 3PC program: building systems for child protection in close collaboration with the Ministry of Social Affairs with the support of UNICEF • Drugs: continued to develop best practices services and collaborate with NCHADS and Ministry of Health • Family+: initiated the project to implement the new Cambodian law on family reintegration (based on the Friends reintegration system) and support the development of Foster Care • Diversion: collaboration with police stations to implement a diversion system prevention children/youth from being systematically sent to prison in Phnom Penh and Siem Reap <p>Thailand:</p> <ul style="list-style-type: none"> • Close collaboration with the RTG and RCG to develop the reintegration of migrants • Work in the RTG shelter to develop improve child protection systems <p>Laos:</p> <ul style="list-style-type: none"> • The entire program is a collaboration with the Government and the Ministry of Social Welfare • ChildSafe is being implemented in collaboration with 7 organizations and the Ministry of Tourism

CHILDSAFE NETWORK



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



Together, protecting children.



一緒に、子どもを守ろう！



Juntos, protegiendo niños.



Gemeinsam Kinder schützen



一起，保护儿童。



Ensemble, protégeons les enfants.

SUMMARY

- ChildSafe has established for 10 years and is now operational in 5 countries (Cambodia, Thailand, Laos, Indonesia and Philippines)
- 4,970 ChildSafe Members are certified to protect children from all forms of abuse and in 2013 the Members protected 3,330 Children and young people
- Child protection information, ChildSafe Traveler 7 Tips, reached 3.32 Million international travelers in 2013
- 10 ChildSafe hotlines responding to the needs of children, young people and families across Asia, 24 hours, 7 days
- World Responsible Tourism 'Highly Commended' award in 2013 in category of Best in Child Protection

STATISTICS

ChildSafe Certified Members

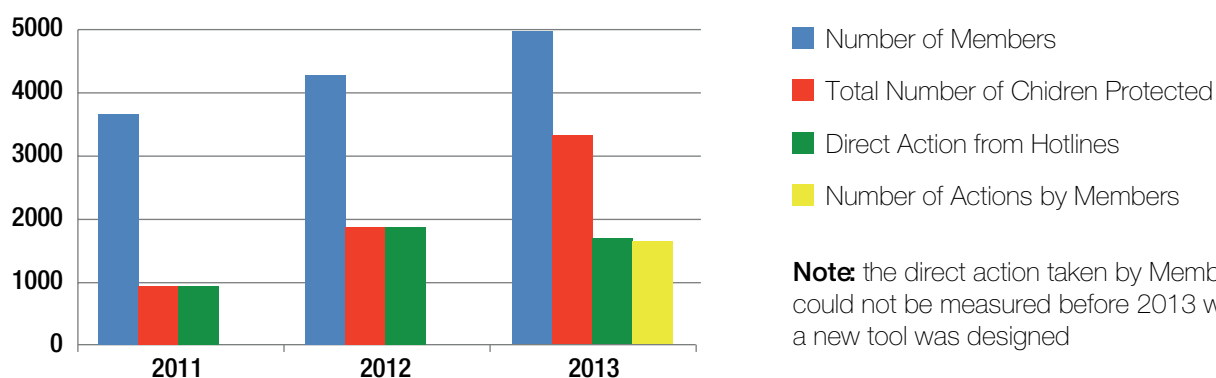
Members	Cambodia	Thailand	Indonesia	Philippines	Laos	2013	2012
Hotel	96	7		1		104	104
Hotel staff	2,750	53		18		2,821	2,539
Travel Agency	21	3				24	23
Travel Agency staff	232	50				282	240
Driver (Remorque/TukTuk and Motor dup)	919	23	41		175	983	917
ChildSafe Community (Local Authority, CCWC, Parent, Seller, Police, etc.)	505	76				756	448
Total	4,523	212	41	19	175	4,970	4,271

Total ChildSafe trained persons

	Cambodia	Thailand	Indonesia	Philippines	Laos	2013	2012
CS Certified Members	4,523	212	41	19	175	4,970	4,271
CS participants (Communities)	757	1,048	0	0	1,482	3,287	NA
CS Citizens	919	0	0	0	0	919	NA
CS Travelers						3,328,004	2,371,929

Hotlines calls

	Cambodia	Thailand	Total
Number of Call	1,535	255	1,790
Number of Case	1,657	34	1,691



NARRATIVE

Outcome	
1. Quality: ChildSafe Network operates as a best practice training and awareness program directly through the Friends Programs or its implementing partners	
Strategic Plan 2013-2017	Results 2013
Charter and contracts are updated as required and fully implemented and respected	<p>New definition / clarification of the different levels of the ChildSafe Campaign/Network were created to better define the ChildSafe Program (to be added to the Charter in 2014)</p> <ul style="list-style-type: none"> • Contracts for hotels / tour agencies were reviewed and updated. • Agreements with street/community CS Certified Members has been reviewed, adjusted, and shared with CS Implementing partners to conduct in their cities/areas. • Updated hotel / travel agencies CS Members' contracts were shared
Standards of Procedures / IEC are updated as required and implemented throughout the Network	<p>Guidebooks in English available in all countries – updates / adaptation necessary per country before translation in 2014.</p> <ul style="list-style-type: none"> • Updates and creation of new IEC initiated and added new modules for the Community Training • Finalization of new 7Tips: design and artwork adjusted to be used predominately for websites and industry communications.
Visuals and tagline finalized and registered	New ChildSafe Certified Member stickers (removable dates) have been developed are in circulation
ChildSafe implementing teams are trained and operational	<p>With CPDs, reviewed Individual Training Plans and induction sessions for new staff (operational in Kaliyan Mith Siem Reap, Mith Samlanh and FI Head Office)</p> <p>The Training on ChildSafe was included in the Internal Training Program at FI Head Office for all new staff that participated in the Orientation Training (Theory and field visit) going forward:</p> <ul style="list-style-type: none"> • needs assessment survey conducted, and re-design of training plan • Thailand: 3 staff trained • Siem Reap: 2 staff trained • Bahay Tuluyan (Manila): 19 staff trained
Monitoring evaluation of ChildSafe carried out regularly	<p>The ChildSafe evaluation form was developed and distributed with the team in Cambodia and Thailand</p> <p>A ChildSafe database created in collaboration with 3PC (CYTI Alliance)</p> <p>For Travelers' training: a new format was created that includes asking quiz questions to encourage interaction for tourists, replacing need for pre and post questionnaires. The document was also adjusted for ChildSafe Thailand training.</p>

<p>Certification process efficient, monitoring of Members is regular and re-certification / termination is carried out for all Members</p>	<p>"Action Taken By Member" Tool was completed. Initially implementation by Mith Samlanh was carried out: 1,639 actions were taken by members in 2 quarters (average 8 actions per member).</p>
<p>2. Sustainability: ChildSafe functions as a social enterprise with solid structures (as an FI Program) and steady independent income</p>	
<p>ChildSafe Coordination team is fully operational</p>	<p>ChildSafe representatives in France, Germany, Switzerland were selected.</p> <p>Cambodia: 1 ChildSafe Cambodia Coordinator</p> <p>Thailand: Country Program Director is currently acting as ChildSafe Trainer</p> <p>Indonesia: new team, 1 Indonesia Trainer identified</p> <p>Lao PDR: 2 persons coordinating / training</p>
<p>ChildSafe is a recognized international brand through public and professional recognition</p>	<p>Creation of visibility and material:</p> <ul style="list-style-type: none"> • Creation of visibility and material: • A new website is being designed and an initial Smart phone App was designed. • 3 promotional videos (2 Laura Mam, 1 promo) are being created (live in 2014). • Collaborated with the Cambodian Government to create an awareness video promoting hotlines • Developed new ChildSafe marketing / design look with selection of options for print and digital presence. • 12 month commitment (for 2014) from Air Asia for monthly ChildSafe adverts. • Alliance with Better Care Network, collaborating with a research project • Features on Responsible Tourism website • Expanded reach through Article features in: Move to Cambodia, PATA, Tourism Concern, Thomas Cook in-flight mag, CSR Asia, Silk Air, Huffington Post child protection feature. <p>Social media visitors, followers have increased 59% from 2012 to 2013. Website activity increased 17% from 2012 to 2013</p> <p>Successful new relationships established: Tourism Concern, UNWTO website, Wild Asia, CSR Asia, ICTP, Tourism Cares, WW Project Pillar.</p> <p>ChildSafe Ambassadors:</p> <ul style="list-style-type: none"> • Confirmed commitment from Laura Mam (American / Cambodian singer and song-writer – formerly leader of the band "The Like Me's") for fund raising events, appearance in social media video promoting CS 7Tips, donation of a song for CS sale on I-tunes, discussion of her name on a product line • Deborah Quigley is an advocate against child abuse in tourism. Deborah became a ChildSafe ambassador in Q2 2013 and has been actively promoting within her reach in the airline and travel industry. Deborah is a senior member of Airline Ambassadors in the USA.

<p>ChildSafe is recognized and supported by Governments in countries of operations</p>	<ul style="list-style-type: none"> • Cambodia: MoU with Ministry of Tourism still not successful mainly due to the political situation after the elections. • Laos: MoU with the Ministry of Tourism is still a work in Progress. Waiting for visit in provinces to be finalized. However, a wider collaboration with UNIAP and other NGO was initiated. • Indonesia: the Minister of Hotel and Tourism expressed high interest in collaborating on ChildSafe – work initiated with UNICEF • Philippines: negotiations have started to launch ChildSafe in the Philippines with the Department of Tourism
<p>Collaboration with the tourism industry is developed and efficient</p>	<p>Airports:</p> <ul style="list-style-type: none"> • 7 Tips currently available in Siem Reap airport (international and domestic terminal) + Vientiane airport • 11 airports in 4 receiving countries and 35 in high sending countries, were approached • Negotiations with Border Police in Aranyaprathet and Poipet <p>Travel agencies: 1 new in Sihanoukville (Angkor Beach Travel), 5 staff.</p> <p>Guidebooks:</p> <ul style="list-style-type: none"> • Prepared upgrade of artwork for Guide du Routard for French team to re-connect. • Upgraded text for both print and website with Lonely Planet authors for Asia region • German guidebook Reise-Know-How printed 5,500 International 7 Tips (in German language) and inserted into print copies of the guide book. • Contact with Travel Advisor: no success yet
<p>Collaboration with corporate sector for the promotion of the messages</p>	<ul style="list-style-type: none"> • Buffalo Tours (Thailand): 10,000 copies of the 7Tips • G-Adventures (Thailand): 10,000 copies of the 7Tips
<p>Develop funding streams for ChildSafe, including consultancy, hotel fundraising, membership, private donor stream, etc.)</p>	<p>ChildSafe and Communications team worked with various International schools collaborating on projects to learn about ChildSafe and how to communicate to the schools extended communities. This providing expansive reach in the expat and mid to high Khmer communities.</p> <p>Proposals accepted: Harvey World Travel, World Vision, EU EIDHR, Foundation L'Orangerie.</p> <p>Romdeng training restaurant to be the place for training of groups with a new presentation designed</p>
<p>Design and sell a ChildSafe product line</p>	<p>Income generated US\$5,878 (Cambodia retail stores)</p> <p>Strategy for revised collection was established: the Social Business team is managing a 'travel pack' (including eye mask, laundry bag, etc.) for launch in 2014.</p>
<p>All FI Programs understand and know about CSN</p>	<p>ChildSafe training is included in the orientation plan for all new staff and volunteers. A new presentation structure was created and used for the presentations.</p> <p>ChildSafe Citizen campaign was explained at management level: needs to be shared with entire team</p>

<p>Improve support of FISO to ChildSafe</p>	<p>ChildSafe coordinators confirmed in Switzerland and France:</p> <ul style="list-style-type: none"> • Direct connection with German FISO team member: <ul style="list-style-type: none"> ◦ Initiated gathering leads in tourism sector. ◦ Attended meeting / ITB World's Leading Travel Show in Berlin • Presentations and documents provided to France to support the introduction of ChildSafe
<p>3. Replicability: ChildSafe is implemented through a network of implementing partners globally</p>	
<p>Collaboration with CYTI for effective expansion is on-going</p>	<p>2 organizations are identified in Philippine to be ChildSafe Implementing Partners (Enfance + BahayTuluyan).</p> <p>1 ChildSafe Guesthouse / 19 staff run by Implementing Partner Bahay Tuluyan trained and certified as ChildSafe in Philippines.</p> <p>1 ChildSafe Implementer identified in Battambang (Komar Rikreay), although problems of funding at the end of the year slowed implementation process.</p>
<p>CSN operational in 18 countries by 2017</p>	<p>Operational in 5 countries:</p> <ul style="list-style-type: none"> • Cambodia (9): Mith Samlanh (Phnom Penh), Kaliyan Mith (Siem Reap), Mlop Tapang (Sihanoukville), Damnok Teuk (Poipet + Neak Leoung), DSAVY (Kg Cham), Kaliyan Mith (Chom Chao), Komar Rikreay (Battambang), Phare Ponleu Selpak (Battambang). • Thailand (3): Peuan Peuan (Bangkok + Aran), Buffalo Tours (Chang Mai) • Lao (8): Padctc, Lao Pha, LWC, VYC, MCC, DCYDC, Oudomphone • Indonesia (1): Teman Baik • Philippines: BahayTuluyan been identified but agreement still not sign yet.
<p>10 implementing CSO Partners are actively developing the CSN by 2017</p>	<p>Cambodia: 2 new organizations:</p> <ul style="list-style-type: none"> • PPS has signed the agreement but not yet started activities due to a change in management. • Confirmed agreement with Komar Rikreay <p>Philippines: 2 NGOs identified</p>
<p>Active network maintained through meetings, workshops and information exchange</p>	<p>Lao PDR: just certified 175 new members in Q4 so ChildSafe Member annual meeting is expected in 2014.</p> <p>Cambodia: 376 members participate in the annual meeting, including:</p> <ul style="list-style-type: none"> • 223 ChildSafe Drivers and ChildSafe community participate in the annual meeting at Mith Samlanh. • 97 ChildSafe Drivers from Mlop Tapang • 96 ChildSafe Drivers from Kg. Cham <p>First newsletter for tourism / general was released in September, communicated via new ChildSafe partner ICTP, digital, social media, email list.</p>

<p>ChildSafe Members Project fully developed and operational in 7 countries by 2017</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • Phnom Penh: <ul style="list-style-type: none"> ◦ Mith Samlanh team fully operational ◦ Kaliyan Mith Chom Chao started outreach activities • Siem Reap: Members operational with Kaliyan Mith • Sihanoukville: Members operational with Mlop Tapang • Prey Veng; Members operational with Damnok Teuk • Poipet: Members operational with Damnok Teuk • Battambang: Members operational with KMR • Kampong Cham: Members operational with DoSVY <p>Thailand:</p> <ul style="list-style-type: none"> • Bangkok: Members operational with Peuan Peuan • Aran: Members operational with Peuan Peuan • Chiang Mai: training of Buffalo Tours (who trained 25 tourists) <p>Lao PDR:</p> <ul style="list-style-type: none"> • Vientiane: Members operational with Peuan Mit • Luang Prabang: in preparation with Peuan Mith. <p>Indonesia:</p> <ul style="list-style-type: none"> • Aceh: Members operational with Teman Baik • Jogjakarta: a CYTI Partner, Do More, was identified • Jakarta: preparation and surveys carried out by Teman Baik
<p>ChildSafe Community Project developed and implemented in 7 countries by 2017</p>	<p>Cambodia: 12 Communities</p> <ul style="list-style-type: none"> • Riverside (Mith Samlanh) • Chba Ampov (Mith Samlanh) • Olympic (Mith Samlanh) • Andong (Mith Samlanh) • Chom Chao (FI) • Neak Leoung (Damnok Teuk) • Poi Pet (Damnok Teuk) • Sihanouk Ville (Mlop Tapang) • Siem Reap (Kaliyan Mith Siem Reap) • Kg. Cham (DoSAVY) • Battambang (Komar Rikreay) • Svay Rieng (FI Phnom Penh) <p>Thailand: 10 Communities</p> <ul style="list-style-type: none"> • Khao San • Mo Chit • Saphansiri • Silom • Hour Lumphong

	<ul style="list-style-type: none"> • Sukhumvit (3 locations) • Suksanari • Rongwai • Sanamkila • Yaowarat <p>8 Communities in Lao PDR</p> <ul style="list-style-type: none"> • Nongbeuk • Chansawang • Nongduang • KM 36 • Ladkeuy • Oudomphon • Akad • Nongteng <p>Ongoing plan for selection of the community and the member. 3 Communities in Jakarta</p> <ul style="list-style-type: none"> • Blok M • Tanggul • Mantraman
<p>ChildSafe Citizen Project developed and implemented in 7 countries by 2017</p>	<ul style="list-style-type: none"> • Cambodia: the Cambodian Citizen tips content is finalized and now in the design process with design agency. Citizen soft launch conducted as Facebook page and on the Health & Love website. • Thailand: ChildSafe Citizen content for Thailand was discussed with staff (Q3) but campaign was not launched due to unexpected changes in ChildSafe Coordinator personnel.
<p>Hotlines with intervention teams are operational in 15 locations by 2017</p>	<p>10 hotlines operational</p> <ul style="list-style-type: none"> • Phnom Penh: 012 311 112 • Siem Reap: 017 358 758 • Sihanoukville: 012 478 100 • Poipet: 095 960 303 • Prey Veng: 089 500 008 • Kg. Cham: 012 557 188 • Vientiane: 020 778 77 5555 • Battambang: 092 911 115 • Bangkok: 086 971 8861 • Aran: 077 812 325 • Jarkarta: not yet

<p>ChildSafe Travelers Campaign is operational in 10 departure countries and 7 arrival countries by 2017</p>	<ul style="list-style-type: none"> • Now available in 9 languages • New languages are: Dutch, German (review), Arabic, Japanese, Korean, Spanish, Chinese. • Departure countries: France, Germany, Switzerland, USA, Singapore (Silk Air) + initiated in Australia, Canada and the UK (Thomas Cook) • Arrival countries: Cambodia, Thailand, Lao PDR, Indonesia + initiated in Myanmar
<p>4. Impact: The ChildSafe Network impacts directly and effectively the lives of children and the behaviors of community, citizens and travelers</p>	
<p>6,000 ChildSafe Network Members are certified/recertified by 2017</p>	<p>Total ChildSafe Certified member: 4,970</p> <ul style="list-style-type: none"> • 9,583 ChildSafe Network members received a monitoring session. • Cambodia: 4,523 • Thailand: 212 • Lao: 175 • Indonesia: 41 • Philippine: 19 <p>Number of member movement:</p> <ul style="list-style-type: none"> • Newly trained: 1,064 • Certified: 1,060 • Monitored: 5,248 • Refreshed: 314 • Terminated: 158 <p>Cambodia:</p> <p>Phnom Penh: 221 new ChildSafe Members certified Siem Reap: 522 new ChildSafe Member certified 4 new Hotels/Guesthouse with a total of 164 staff were certified</p> <p>Lao PDR: 175 new ChildSafe member certified</p> <p>Thailand: 15 new ChildSafe Members certified</p> <p>Indonesia: A visit to Jakarta in December to support the team and provide training how to work with ChildSafe member as well as field support with starting to identified the community.</p>
<p>The ChildSafe Community Campaign reaches 5,000 community members</p>	<p>Community Members reached: 3,287</p> <ul style="list-style-type: none"> • Cambodia: 757 people reached <ul style="list-style-type: none"> ○ 46 from Phnom Penh ○ 629 from Siem Reap ○ 82 from Sihanoukville • Lao PDR: 1,482 people reached • Thailand: 1,048 people reached • Indonesia: messages being designed

<p>15,000 children and youth receive direct support from CSN per year</p>	<ul style="list-style-type: none"> • 11 areas have operational hotlines, receiving 1,790 calls • 1,639 Children received direct support from ChildSafe member in Phnom Penh alone • 66, 541 awareness/education sessions provided to Children on ChildSafe and Child Right in Mith Samlanh.
<p>International behavior change campaign in place in target countries reaching 4,000,000 travelers per year</p>	<p>3,328,004 travelers were reached. This is an increase of 34% compared to 2012 and brings the cumulative total (of 3 years) to 6,579,124.</p> <p>Strong growth driven from Thomas Cook in-flight magazine support, expansion of social media networks, ThinkB4Visiting microsite and Siam Centre exhibition project.</p>

FRIENDS SOCIAL BUSINESS



To ensure that Friends-International is financially sustainable to reduce donor-dependency through the development of social business models



SUMMARY

- Total annual sales for all FSB units across 3 countries reaching 2.7 million USD (+16% versus 2012)
- FSB Head Office Phnom Penh team fully sustainable in 2013
- Two previous loss makers closed down, Cafe Mith Samlanh and Friends 'N' Stuff at InterContinental Hotel
- Garment and accessory productions at FI and Mith Samlanh consolidated and quality/processes significantly improved
- No new TREE restaurants opened in 2013 but stage set for expansion of TREE portfolio in 2014
- Numerous processes, data gathering reports and tools in product marketing, sales and product development professionalized

STATISTICS

Friends Programs	Friends Social Businesses	Income 2013 (USD)	Income Increase / 2012	Net income 2013 (USD)	Net Income Increase / 2012
Mith Samlanh (MS) - Cambodia	Friends 'n' Stuff Street 13	256,134	6%	108,591	21%
	Friends 'n' Stuff Russian Market	38,645	2%	21,803	-31%
	Friends 'n' Stuff Romdeng	55,914	-14%	12,576	2%
	Cafe Mith Samlanh	89,830	80%	52,312	2164%
	Friends the Restaurant	682,562	12%	124,104	-10%
	Romdeng Restaurant	533,131	12%	48,541	-18%
	Best of Friends Cookbook	32,380	-12%	32,380	18%
	Training Centre	60,758	16%	10,239	37%
	TOTAL MS	1,749,354	11%	410,547	11%
Kaliyan Mith (KM) - Cambodia	Friends 'n' Stuff Kaliyan Mith	69,147	12%	4,113	107%
	Marum Restaurant	144,499	452%	-61,531	-628%
	Friends 'n' Stuff Marum	31,366	428%	8,117	203%
	Training Centre	5,223	-33%	-4,505	-124%
	TOTAL KM	250,235	146%	-53,806	-1546%
Peuan Mit (PM) - Laos	Makphet Restaurant	216,208	12%	-11,423	-195%
	Mechanics	7,850	3%	-5,254	-256%
	FnS @ PM / Makphet shop	58,255	8%	14,606	-37%
	Morning Market	0	-100%	0	-100%
	Honeybees Cook Book	23,743	-2%	9,437	-34%
	TOTAL PM	306,055	8%	7,366	-86%
Peuan Peuan (PP) - Thailand	HBP sales BKK	17,394	24%	3,651	211%
	HBP sales Aran	0	0%	0	100%
	TOTAL PP	17,394	24%	3,651	223%

Head Quarters Phnom Penh	FI Business	61,599	31%	-13,800	-692%
	FI Workshop	49,750	-18%	-40,689	-94%
	FI Publishing	76,104	-7%	33,737	-7%
	TREE Alliance	169,411	8%	64,814	-45%
	Friends 'n' Stuff InterContinental	1,944	-57%	-2,520	37%
	FI Consulting	2,646	100%	2,480	100%
	TOTAL HQ	361,454	3%	44,023	-67%
GRAND TOTAL	2,684,493	16%	411,780	-26%	

Global number of beneficiaries supported for training:

	Cambodia (PP)	Cambodia (SR)	Cambodia (CC)	Lao PDR	Thailand (BKK)	Thailand (Aran/Poipet)	Indonesia	TOTAL	Increase versus 2011
Number of youth	541	236	4	55	2	5	0	843	-4.7%
Number of adults	284	56	2	39	39	27	3	450	+32%
Number of children indirect beneficiaries	1018	1081	57	1618	932	504	197	5407	+87%

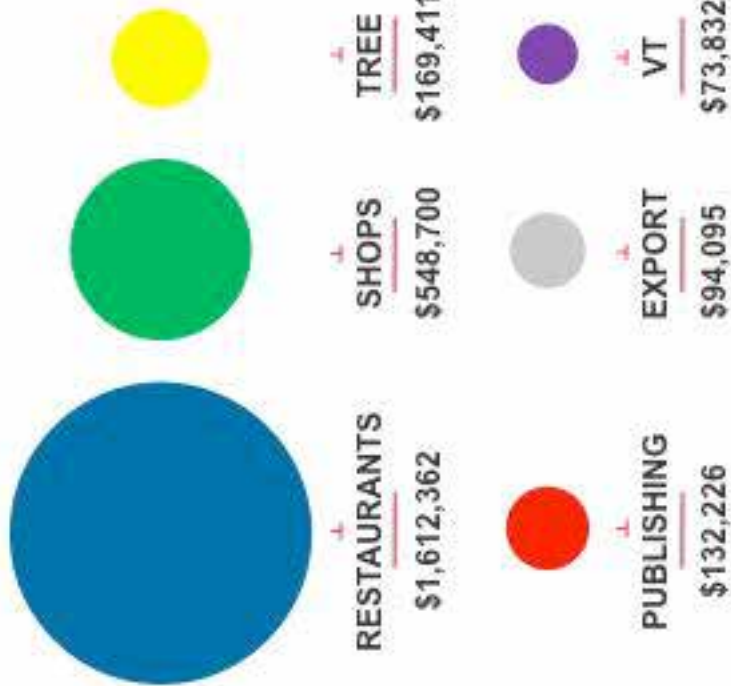
Sustainability Ratio:

	HQ		Mith Samlanh		Friends Siem Reap		Friends Lao PDR		Friends Thailand		Friends Indonesia		FRIENDS TOTAL	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
Standard sustainability ratio	16%	15%	56%	56%	27%	12%	46%	47%	5%	5%	0%	0%	37%	36%
Social business sustainability	114%	147%	128%	131%	82%	104%	103%	123%	127%	109%	0%	0%	118%	136%
Social services sustainability	2%	6%	22%	24%	-9%	1%	2%	15%	1%	0%	0%	0%	8%	13%
Donor dependency	98%	94%	78%	76%	109%	99%	98%	85%	99%	100%	100%	100%	92%	87%

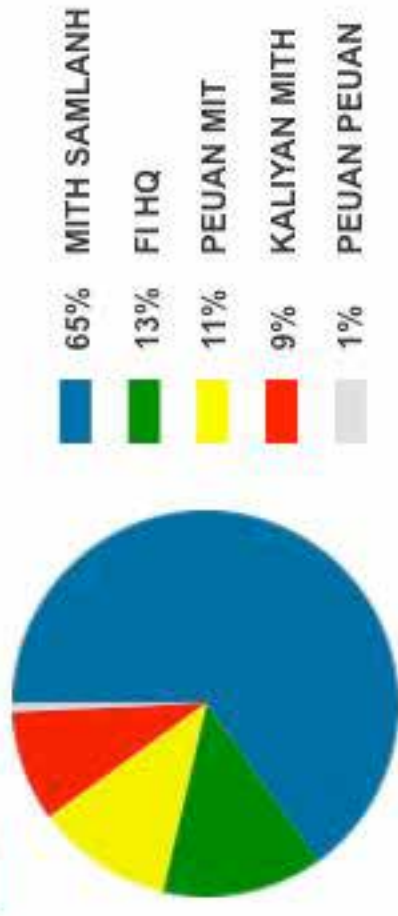
FSB – 2013 IN REVIEW

ANNUAL SALES **ANNUAL PROFITS**
\$2,684,493 **\$411,780**

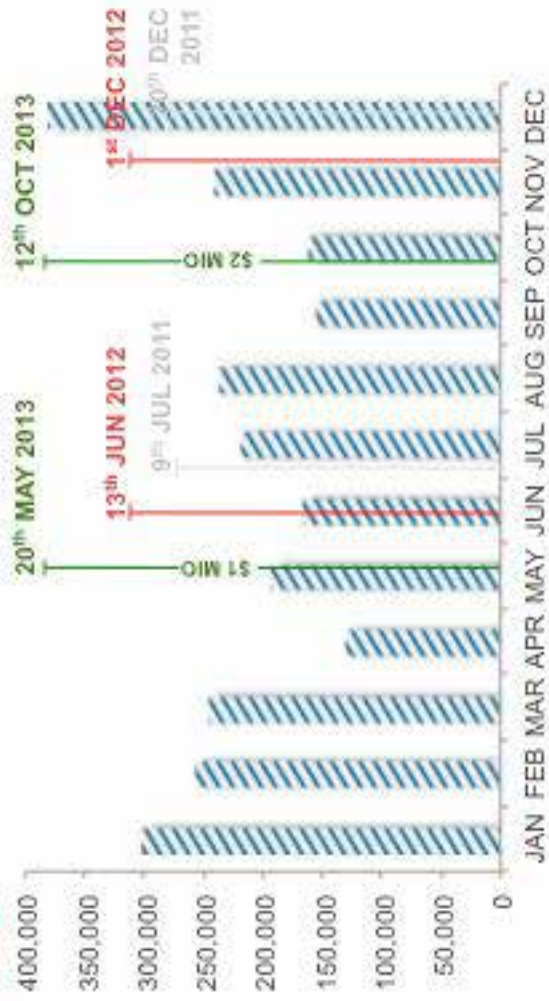
ANNUAL SALES BY SOCIAL BUSINESS UNIT



ANNUAL SALES BY PROGRAM



MONTHLY SALES FSB TOTAL



NARRATIVE

Outcome 1. Quality: FSB develops social business that operate as good practice in terms of efficiency and transparency	
Strategic Plan 2013-2017	Results 2013
FSB Charter is updated as needed and principle clearly implemented in all FSB projects	<p>Charter reviewed without changes</p> <p>Various SoPs developed and shared with program FSBs, including shop sales process, return policy, customer complaint management, social media communication and customer surveys</p> <p>FSB Flyer ('concierge flyer') in use and updated: communication on impact addressed, profit use to be strengthened further</p>
SoP for vocational training businesses are updated regularly to maintain best practice	SoPs of all customer facing vocational training businesses under constant review and improvement: restaurants regularly and massively updated, moto mechanics curriculum reviewed with volunteer, new SoPs created and business procedures of the business coordination team were updated (e.g. order follow-up book set up)
SoP for TREE Alliance are updated regularly to maintain best practices	Financial business planning tool in use with various new/potential projects and concept being used for other business plans
Guidebooks for Home Based Training / Production (HBTP) and Micro-Enterprise (ME) are updated regularly to maintain best practice	Guidebooks not finalized due to vacancy, and pending Home Based Training/Production evaluation and new staffing of position
Strategic plan designed and new products / projects are created	<p>Each business unit's growth strategy developed and discussed with Technical Advisors responsible for respective areas within FSB</p> <p>Multi-functional weekly meetings with Programs established including Marketing (for trends and customers' needs), sales (for existing customers), production (for feasibility and fit into curricula), design (for implementation of ideas) and alternating 3rd party guests; alignment with other programs initiated</p>
Measurement and monitoring tools are designed, updated and used	Regular 'social business review' meetings or calls set up with all Programs
2. Sustainability: Friends-International functions as a financially sustainable social enterprise	
Team is operational and able to respond to all business related needs of all Programs	All positions filled as of end 2013 but 4 positions re-staffed in course of 2013; constant changes in team inevitable.

<p>Increase of FSB sales continuous and profitability of all social business units is secured</p>	<p>Total sales FSB all programs increased by 16%</p>
<p>Friends Programs' financial sustainability is continuously improved aiming at covering 60% of social cost</p>	<p>TREE Alliance: US\$169,000 (+8%)</p> <p>Mith Samlanh: +11% growth reaching 56% financial sustainability (stable with 56% in 2012)</p> <p>Kaliyan Mith: +146% growth reaching 27% financial sustainability (13% in 2012)</p> <p>Peuan Mit: +8% growth reaching 46% financial sustainability (49% in 2012 - due to Makphet loss)</p> <p>Peuan Peuan: +24% (slower than expected due to delay in shop set-up and missing cross-sales effect from restaurant) reaching 5% financial sustainability (5% in 2012)</p> <p>Teman Baik: no business initiated. Regular exchange on future Social Business potential with Country Director</p>
<p>FSB is fully financially sustainable through franchises, sales and other income generating activities</p>	<p>+3% growth overall:</p> <ul style="list-style-type: none"> • InterContinental shop closed as a strategic decision • Factory: -18% (awaiting payment in 2014 for production in 2013) • Spiders Cookbook: +11% • Art 15 Collection: -6% • Honeybees cookbook: -32%
<p>3. Replicability/Scale: FSB projects are integrated in all Friends Programs for the training of beneficiaries and support partners globally</p>	
<p>Development of vocational trainings for youth which operate as sustainable social businesses</p>	<p>Mith Samlanh:</p> <ul style="list-style-type: none"> • Mechanic consultant has been hired to strengthen teacher skills, improve quality of service and update motor repair curriculum has been updated (in view of creating a set of standards for all garages) • Project to open Vocational Training garage in Takhmao initiated in 2013 (identifying target group, identify expectations from youth, identify services to develop, rent of the place, recruitment of a new teacher) • Opportunity of a full Beauty Salon in Phnom Penh further explored <p>Kaliyan Mith Siem Reap: Support provided for preparation of 2014 opening of the Beauty Salon and the Training Garage (vocational training + marketing)</p> <p>Peuan Mit:</p> <ul style="list-style-type: none"> • Makphet: +12% organic growth but -5% loss • Shop stable +8% despite closing of morning market shop

	<p>Peuan Peuan:</p> <ul style="list-style-type: none"> • Production center and shop set up in Q4 • Restaurant opening delayed due to funding gap • +24% sales of Home Based Production <p>Temam Baik:</p> <ul style="list-style-type: none"> • Restaurant research project initiated • Other training business (e.g. services) in early discussions
The TREE model is expanded to 14 establishments of different operational sizes	<p>5 restaurant operational in 2013</p> <ul style="list-style-type: none"> • Luang Prabang signed and officially started setting up (opening Q3 2014) • Bangkok set-up delayed as only funded at 50% • 4 external candidates in line: Ethiopia, Egypt (New Program or CYTI partner), Cambodia, Myanmar.
The Income Generating Projects are franchised to 3 programs	In progress: working on proof of concept for sustainability of “Home Based Production/Training + Shop” model and to iron out flaws in system (primarily Micro Enterprise) before being ready for replication.
Services and income are expanded to include other support to CYTI Alliance Members and other external organizations / companies	<p>Cooperation intensified, with regular joined follow-up and support visits:</p> <ul style="list-style-type: none"> • Egypt: supported a research project on recycling • Myanmar: distant support initiated with Linkage training restaurant; Hotel projects in exploration in Myanmar • Cambodia: collaboration initiated with BSDA for their restaurant; Phnom Penh guest house location explored • Thailand: collaboration with ACCOR on training hotel currently stopped <p>A series of consultancies were carried out with SCW, RUPP, ICS and 2 NGO as part of 3PC.</p>
4. Impact: The Friends Social Business support the training and quality employment of young people and caretakers, allowing them to build their futures	
1,500 youth enrolled in vocational training businesses.	<p>Total 843 students in vocational training</p> <ul style="list-style-type: none"> • Mith Samlanh: 541 • Kaliyan Mith Siem Reap: 236 • Chom Chao: 4 • Peuan Mit: 55 • Peuan Peuan Bangkok: 2 • Peuan Peuan Aran: 5

<p>600 caretakers participating Income Generating Projects</p>	<p>450 caretakers in Home Based Training, Home Based Production or running their own business:</p> <ul style="list-style-type: none"> • Mith Samlanh: 284 • Kaliyan Mith: 56 • Kaliyan Mith Chom Chao: 2 • Peuan Mit: 39 • Peuan Peuan Bangkok: 39 • Peuan Peuan Aran: 27 • Teman Baik: 3
<p>20 beneficiaries employed by FSB on a longer term in social businesses</p>	<p>9 people employed by FI Workshop. The internal hiring (including the Workshop) is being entirely revised to improve eventual job placement.</p>

MONITORING, EVALUATION AND RESEARCH



To ensure regular and effective monitoring and evaluation of Friends-International's work and training of teams to ensure that, with the support of quality research all projects become best practice models.

SUMMARY

- 3PC Monitoring and evaluation guide, and case management database system developed and shared with partners
- Monitoring and evaluation database guidebook (Cambodia) completed
- Street children profiles/snapshots carried out in Cambodia, Thailand, and Laos
- Research into alcohol abuse carried out, leading to the implementation of alcohol abuse support services

NARRATIVE

Outcome	
1. Quality: Systems are in place to ensure that monitoring, evaluation and research can be carried out at best quality	
Strategic Plan 2013-2017	Results 2013
Standards of Procedures for Monitoring and tools are created and regularly updated	<p>Data Collection Guidebook has been finished in association with Mith Samlanh as a basis for a generic tool.</p> <p>The 3PC Case Management database is being tested and data entry for the ChildSafe database started at the end of 2013.</p> <p>A data collection system is being consolidated and implemented with all team of Mith Samlanh as a pilot and a generic process and definitions were defined for all Programs.</p> <p>Overall data collection improved from 2012: specific issues were addressed during mid-term and end of year reporting.</p> <p>Emphasis has been placed on the development of internal monitoring and evaluation tools during 2013.</p>
Standards of Procedures and tools for Evaluation are created and regularly updated	<p>Data Collection Guidebook was completed in association with Mith Samlanh</p> <p>3PC M&E tool was developed and partners trained on how to use the tool. Monitoring report guideline with indicators instruction was developed and shared with partners.</p> <p>Beneficiaries' evaluations have occurred throughout 2013 using pre-existing evaluation tools with priorities on Transitional Homes and Child Protection in all Programs</p>
Standards of Procedures for Research are created and regularly updated	<p>Priority has been placed upon the development of M&E tools throughout 2013</p>

Training of staff on Monitoring and Evaluation is created and selected staff able to run systematic evaluation	On-going training to management and middle management on data collection systems and data base training for key staff at FI head office and Mith Samlanh
2. Sustainability: Monitoring and Evaluation is an integral part of the functioning of Friends-International	
An International support Team is operational and able to support and organize Monitoring, Evaluations and Research	The MER International Coordinator was absent for 7 months, reducing the outputs. Data collection work was carried out by the Programs International Coordinator and Research were carried out by individual Technical Advisors 3PC team was in charge and established an initial database, operational with Mith Samlanh.
Log frames and strategic plans / work plans are in place for all Program and Projects	Global, organizational, and program logframes devised and reviewed at mid-term All strategic plans by country and program defined and reviewed at mid-term
A Resource Center is up and running allowing for teams and partners to find up to date information and data	<ul style="list-style-type: none"> • Plan has been developed for resource centre on-server • Electronic Materials have begun to be compiled. • Hard copy material cleaned-up during office move
3. Replicability/Scale: Resources and information is made available to all projects and partners	
CYTI Alliance Members are supported to develop their Monitoring and Evaluation systems	M&E included in support for all members, specific support provided to members involved with the Cambodia 3PC project.
CYTI Alliance Members and other organizations receive Evaluation visits as per contractual agreement or per request	Visits made to all members except in LAC region and external evaluations were carried out.
CYTI Alliance Members are supported to join or carry out research that are shared with the Friends-International network	<ul style="list-style-type: none"> • 2011 SC profile completed and published in hardcover and online, • 2012 SC snapshot survey completed and results disseminated to participating stakeholders • 2013 SC snapshot survey carried out (to be distributed in 2014)

4. Impact: All projects are regularly monitored and assessed and research is carried out to ensure that FI is a good practice organization	
All Programs monitor their work on an on-going basis	<p>Data gathering carried out by all teams during 2013, however some harmonization issues still exist</p> <p>New staff evaluation system was designed and Individual Training Plans and staff evaluation process were standardized</p>
All Programs are evaluated by Friends teams	<p>Cambodia:</p> <ul style="list-style-type: none"> • Family reintegration preparation started: to be carried out in 2014 • Evaluation with Beneficiaries through interview and focus groups carried out at Mith Samlanh for Home Based Training/Production <p>Thailand:</p> <p>Evaluation of Government centers was not carried out due to staff resource issues and authorization with authorities</p> <p>Laos:</p> <p>Pilot group home is still in planning phases with Country Program Director, Transitional Home Team Leader, Technical Advisor and FI Head Office support.</p>
All Programs are evaluated by the beneficiaries	<p>Cambodia:</p> <ul style="list-style-type: none"> • Mith Samlanh: <ul style="list-style-type: none"> ○ Beneficiary evaluations in TH and EC/TC (focus on child protection) ○ Beneficiary evaluations for Home Based Training / production and Micro Enterprise ○ Beneficiary evaluation for the Green House detoxification center • Kaliyan Mith Siem Reap: <ul style="list-style-type: none"> ○ Planning for both beneficiary evaluation in family reintegration and Home Based Production <p>Thailand:</p> <ul style="list-style-type: none"> • Bangkok: <ul style="list-style-type: none"> ○ Community Outreach activities ○ Street Outreach activities ○ Shelter Outreach activities ○ School Reintegration ○ Income Generating Support for caretakers (Job Placement/Micro Enterprise/Home Based Training)

	<ul style="list-style-type: none"> • Aran: <ul style="list-style-type: none"> ○ Outreach activities in Rongklua Market ○ Drop-In Centre activities ○ School Reintegration ○ Job Placement for youth ○ Micro-Enterprise for caretakers ○ ChildSafe Member program
<p>All Programs are regularly evaluated by external specialists</p>	<ul style="list-style-type: none"> • WHO carried out evaluation of the Cambodia Drug Program • ToR of Mid-Term Review of the 3PC Program was developed and finalized followed by a recruitment of an external consultant. • Mith Samlanh's harm reduction assessment carried out • 5 Transitional Home Assessments based on Government Standards (3x Mith Samlanh, 1x Kaliyan Mith, 1x M'lop Children's Home)
<p>Action-oriented research is carried out, published and shared</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • Drugs and pregnancy research shared online • ToR for a new a joint research between 3PC and Family+ on "Long Term Impact of Reintegration" developed, with consultancy recruitment • Alcohol Abuse KAP finalized and carried out <p>Lao PDR:</p> <ul style="list-style-type: none"> • Four snapshot surveys conducted successfully and on time: March (132 children/youth), June (202 children/youth), September (90 children/youth), December (139 children/youth) • Street Children Profile data 2010-2012 analyzed and updated in FI format • Research in Luang Prabang conducted by Case Management Supervisor and CYTI Coordinator identified target groups and interviewed other organizations working for or with children in the region in preparation of the opening of a vocational training restaurant <p>Thailand:</p> <ul style="list-style-type: none"> • 2010 SC profile published, • 2012 SC profile under review. <p>Indonesia:</p> <ul style="list-style-type: none"> • Banda Aceh snapshot not carried out due to continuing reduction and refocusing of services • The first six months of outreach in Jakarta were focused on mapping information to better understand the situation and needs of the program. This research work has directly contributed to the design of the services currently provided

COMMUNICATION & SOCIAL MARKETING



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

SUMMARY

- Created entirely new IT network for new FI office premises
- Saw a 24% increase in our web traffic in 2013
- Received 50% more high profile media attention than during 2012
- Witnessed a 69% increase in online donations (thanks Luang Prabang!)

ACTIVITY REPORT

Outcome	
1. Quality: Friends' internal and external communications follow clear guidelines ensuring strong visibility while protecting the rights and dignity of our beneficiaries	
Strategic Plan 2013-2017	Report 2012
Communications / design guidelines and Standards of Procedures are updated to remain best practice models	<ul style="list-style-type: none"> • 219 requests processed: Street Children Profile, new CS Materials (7 Tips in different languages, Certificates...) • 8 new IECs created (Rule in TC, Tool Box Math, Tool Box Fruit game, Tool Box Khmer Alphabet, Tool Box LOTO game, Tool Box Worm game, Baby Care and Disaster) • Created specific resources in collaboration w/FSB: menus, brochures, advertisements, product lines.
Communication tools / material in place and fully operational	<ul style="list-style-type: none"> • Systematic reviews of materials undertaken • Reviewed material to fit various demographics we are communicating to (primary school, etc.) • Success of the visual only presentation (story)
Guidebooks for communication designed for all teams / Programs	<ul style="list-style-type: none"> • Online strategy completed which will inform development of guidebooks • Guidelines shared
Relevant staff are trained in communications skills	<ul style="list-style-type: none"> • CCO attended media training in Thailand • Network Officer and IT/Design Manager attended IT/media training in PP • Regular weekly liaison with Technical Advisors and Communications volunteers / staff in all Programs • Country Program Directors were trained on Twitter and Thailand and Indonesia have started their accounts
Tools and strategies for efficient internal communication are in place allowing for teams to be informed	<p>Internal communications:</p> <ul style="list-style-type: none"> • Yammer pilot proved potential as tool for management rather than for all teams. • Internal communication with external Country Programs now well established through existing means (email, Skype). Regular weekly contact email/Skype between • Need to establish monitoring system for this as unclear what reach information has with all staff

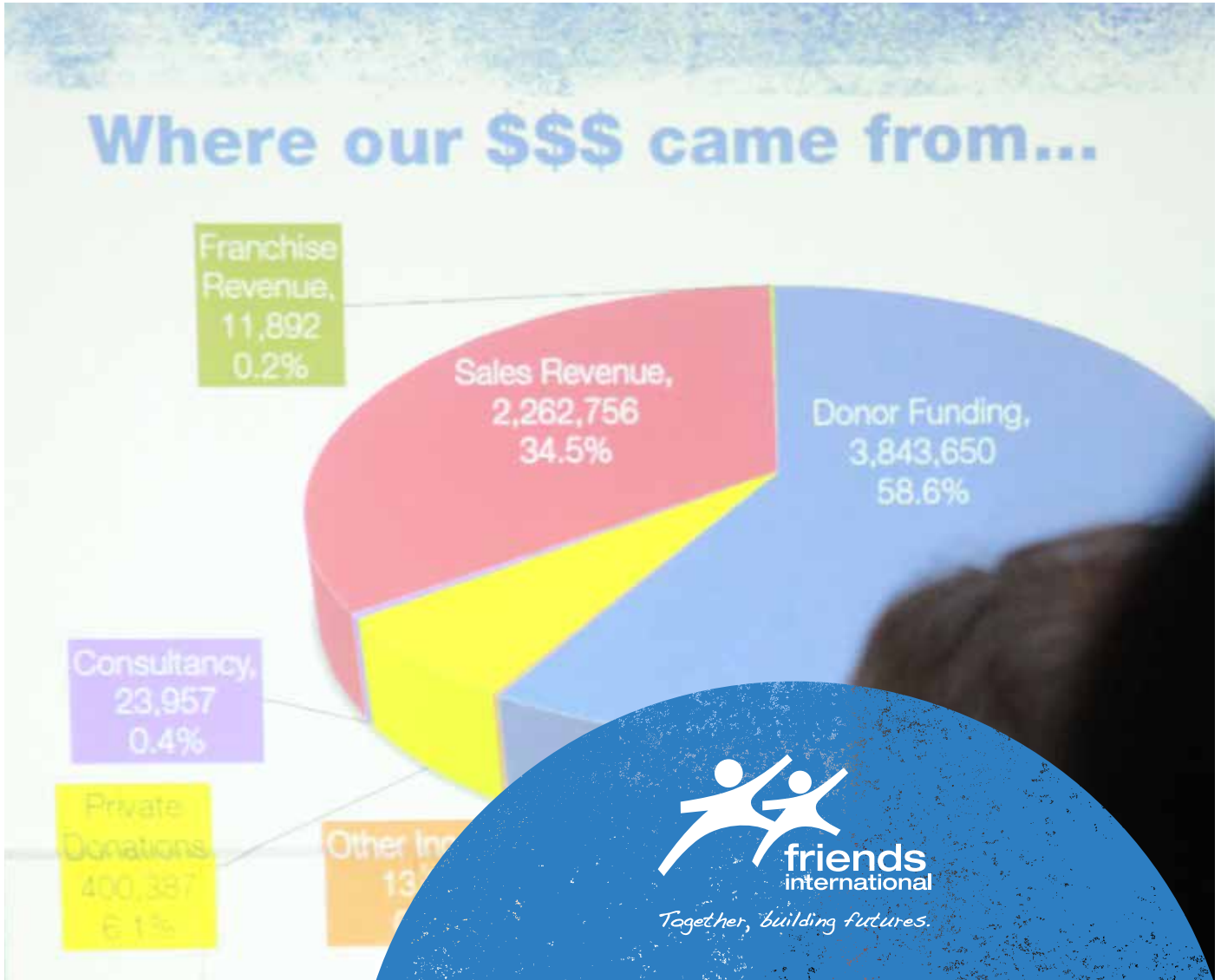
	<p>Networks:</p> <ul style="list-style-type: none"> • Completed separating Design Server (Photo Center) from Main Server and building Accountant Server by using high capacity computers as alternative servers. • Reviewing new equipment to control internet bandwidth in order to make internet sharing speed more stable for each user. • New network Infrastructure created and installed for new office, <p>Information from teams:</p> <ul style="list-style-type: none"> • 50 weekly bulletins posted • 4 Newsletters sent • Regular Skype communication/sharing of resources (photos/info) takes place • Special 'social media weeks' implemented on FB for all programs: successful with increased reach (above average)
<p>Communication to Board and FISO is efficient and allows them to provide strong support</p>	<ul style="list-style-type: none"> • Weekly bulletin to all board members • ED sent Updates (email) • FISO France increased their shares for Facebook • Liaised with Friends Germany on creation of video materials and of a newsletter • Shared all FISO activities on social media channels
<p>Strategies for efficient external communication (social marketing) are designed and regularly updated</p>	<ul style="list-style-type: none"> • Strategy final draft completed • Full dissemination not yet complete • Infographics developed for #Everydayheroes and ChildSafe campaigns • Prezis developed for ChildSafe, drugs program
<p>Strategies and communication for fund-raising efforts are implemented</p>	<p>Material and campaigns:</p> <ul style="list-style-type: none"> • Liaised on USA Skoll/Crowd Rise campaign Nov/Dec. • Created content for Skoll campaign pages, including video, text and photos • Created brochure for Tourism Cares VIP visits • Created direct link to donations page from main FI FB page • Promoted US fundraiser activities through social media channels and weekly bulletin updates <p>Events:</p> <ul style="list-style-type: none"> • Amazing Acoustic Picnic (Mar) • Doors Party (Jan) • Sam & Dee (March and June) • Au Revoir, Café Mith Samlanh (August)
<p>Communication's efficiency monitored to continuously improve quality</p>	<ul style="list-style-type: none"> • Consolidating pages, links to all pages available now from main FI FB page • Improved content (showed in increase in Likes)

2. Sustainability: Friends' internal communication is on-going, transparent and efficient	
Communication / social marketing team is fully operational	<ul style="list-style-type: none"> • Team faced many changes over the year: new communication officer, new online support officer – both trained and operational • Volunteers over the year: ChildSafe communications, online strategy, FSB search engine optimization
A database of donors and Friends of Friends is in place allowing us to reach 25,000 people	<ul style="list-style-type: none"> • Contacts on database updated regularly • 28 specific information mailouts to donors/supporters 2013
3. Replicability/Scale: Friends communication is efficient and reactive using all means of traditional and social media available and builds a strong and large support community (“Friends of Friends”) that actively supports the organization, its projects and advocates on children’s issues	
Material for communication / design is designed and used by Programs	<ul style="list-style-type: none"> • Powerpoint: External/Internal Powerpoints updated; New Powerpoints developed for specific usage (eg elementary school age) • Videos: Created video for Skoll Crowdrise; Created video for Drugs Program; Romdeng shake; globe in transit; SOTA documentary; students’ aspiration; started a ChildSafe presentation video • Website: translation initiated in French and German; work initiated on ChildSafe and CYTI websites • Photography: building the archive and liaise with Mith Samlanh in digital archiving of “historic” photographs; Pro bono photography from Lucas Veuve, Mike Sarkas, Pierre Raimond, Tim Kelsall, Jim Mizerski
Media contact are established in all Programs	<ul style="list-style-type: none"> • Visits facilitated/supported : 13 • TV/radio coverage: 17 - 40% increase on 2012 (including ARD, Swiss TV, Canal+ TV, Laos TV, BBC) • Magazine/press articles/Online: 63 – 57% increase on 2012 (including The Guardian, The Independent, New York Times, NIDO (Germany), Kjaminn (Iceland), Sydsvenskan (Sweden)) • Video collaboration: 7 (including Kwansei Gackun Uni, Japan, Cambodia Equality in the Workplace, DCA Educational video) • Books:4 (Unsung Heroes, Borders and Margins, NY Times Taschen, Frontier Towns on the Mekong,) • External Blogs : Huffpost Impact (3), Forbes Online (1), guest blogs (4), WEF (3) • 3 press releases drafted for CPs • Local coverage development in progress in other program areas – assisting in drafting press releases, announcements, etc.
“Friends of Friends” network established that actively support Friends-International	<ul style="list-style-type: none"> • 16 “personal” blog posts during 2013 • Personal story video (1) • #EverydayHeroes campaign resources created & launched

Support CYTI partner for their visibility	<ul style="list-style-type: none"> • Supported launch of CYTI Facebook page and ongoing sharing of posts • Collaborated with 3PC partner KMC on developing their communication strategy • Develop the communication of Partners through the TREE Alliance
<p>4. Impact: Social marketing strategies and campaigns to improve understanding of FI, its Programs and its approaches are designed and operational, aiming at influencing behaviors and the way of thinking of the general public, communities and society towards marginalized urban children / youth</p>	
Global audience of Friends-International and its Programs is increased	<ul style="list-style-type: none"> • Total audience: 8,450,000 people • 3.1M reach through direct FI social media channels • Print media estimated around 0.5M • Estimate of TV audience exposed to FI is at least 2M • ChildSafe – 3.3M • 21,821 current contacts in database • 4 newsletters sent • 38 specific mail outs to database contacts
The visibility of websites is increased	<ul style="list-style-type: none"> • Website: total 64,428 visitors (increase of 24% from 2012) - Monthly average 5,369 • Blog: average 1,248 visitors per month (increase in visits of 5% from 2012)
The visibility through social media is increased	<ul style="list-style-type: none"> • YouTube: 5,332 views (average 444 views per month) • Facebook: 15,467 Likes on active accounts • Twitter: 3,216 followers • Development of ChildSafe App currently halted, as new CS website will have multi-platform capability and adaptability
Support Programs to impact the local general public and local stakeholders	<ul style="list-style-type: none"> • Reports are online • Street Children Profile (Thailand and Cambodia) online • Pilot donation platform project successfully completed with Luang Prabang half marathon • 'Thunderclap' platform trialed during Skoll Challenge • Online donations increased by 69% during 2013. Primarily due to Luang Prabang event. Without event, average online donations increase was 12%. <p>Links with schools / Universities were increased:</p> <ul style="list-style-type: none"> • 20 visits from educational establishments facilitated • Collaborated on 1 video project for Kwansai Gakuin University in 2013 and one prepared for 2014 • Created 1 information video for Australian University • Collaboration initiated with Cambodian Universities for ChildSafe Citizen project • Netherlands University collaboration produced ChildSafe video • Discussion initiated with University of San Francisco for potential collaboration

	<ul style="list-style-type: none"> • 6 visits to local schools by FI communication team • FI is 'preferred organization' with the International School of Phnom Penh • MS flood relief 2013 supported by Northbridge International School Phnom Penh due to collaboration established through communications and ChildSafe
<p>In collaboration with Programs, influence and present Friends to wider international audiences</p>	<ul style="list-style-type: none"> • Created Cambodian Citizen Facebook page (773 'likes' to Dec 2013) • Collaborated in citizen campaign development discussions • Began creation of promotional 'Join the movement' ChildSafe video

FINANCE & ADMINISTRATION



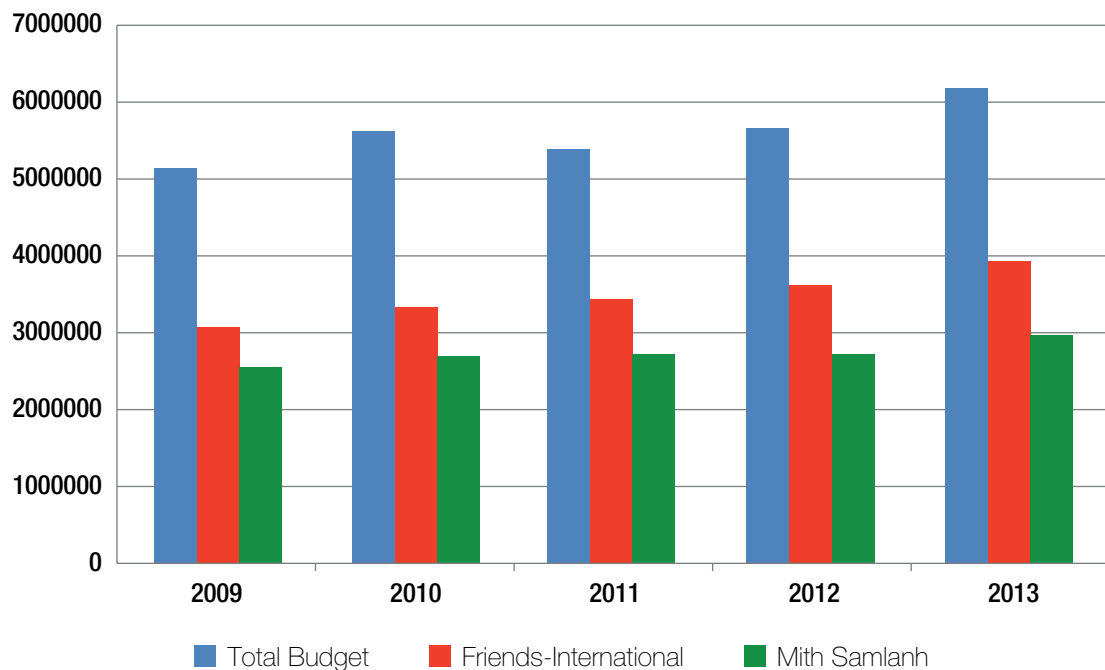
To support and fortify all financial systems in all FI programs in accordance with International GAAP (Generally Accepted Accounting Principles), and ensure complete transparency, accountability and compliance

SUMMARY

- Financial & Admin Policy & Procedures manual re-written and distributed
- 7 CYTI partners supported to strengthen financial systems and management
- All Friends programs audited financial statements for 2013 available on FI website
- In-depth Annual Financial Reports 2013 available on FI website
- Total expenditure increased by 10% to \$6,198,431
- Total income increased by 13% to \$6,557,186
- Sales Revenue increase by 14% to \$2,337,286 and Net Profit reduced by 33% to \$358,956
- Financial sustainability increased from 36% to 38%
- Administrative costs amounted to 4%

STATISTICS

US\$ Expenditure by Year



ACTIVITY REPORT

Outcome	
1. Quality: FI Standards of Procedures are established in accordance with the highest international standards and GAAP and to reflect all aspects of Friends-International Programs	
Strategic Plan 2013-2017	Report 2013
Updated, user-friendly, comprehensive Finance/Admin Policy & Procedures (FAPP), guidebooks and forms are written and translated in all local languages and distributed	<p>The revised and updated Finance & Admin Policies & Procedures Manual, of 38 chapters was distributed to all of FI and MS on 1st December 2013. Policies were designed and written using feedback from all relevant staff. The PDF format was designed to maneuver around the document with ease, containing bookmarks and links to appendices and forms.</p> <p>The policy will continue to be a live document, updated regularly in line with strategic changes at Friends.</p>
Policy Manual recognized as good practice by all major donors and auditors.	<p>The Policy or sections of the policy have been shared with and accepted by some donors; Work Together Foundation, CAF Australia, Riverview Foundation, Global Development Group, etc.</p> <p>KPMG will also be receiving and reviewing the policy manual for the 2013 audit.</p>
Comprehensive QuickBooks Software Manual created to be used as an efficient finance training tool, and as reference-guidebook post-training.	<p>The QuickBooks Training Manual will be finalized in 2015.</p> <p>The Training Guidebook for finance staff will be finalized in 2015</p> <p>Work on the Non-Finance Staff Guidebook, will begin in 2014. This Guidebook will be a simplified handbook version of the larger policy manual.</p>
Budget writing and budget management training designed for all relevant staff	Budget Training tools will be updated and revised in 2014
2. Sustainability: FI Finance/Admin Teams function effectively and are able to provide Finance and senior non-Finance Program staff with receive effective and efficient support to function with high capacity and with minimum risks through Risk Management	
Finance/Admin support team are established at HQ with the support of IC Finance and International Finance TA	<p>HQ Finance team is being established and strengthened to support Friends programs internationally, but currently consists of 1 full time staff.</p> <p>The Finance & Admin Manager is currently responsible for training and providing Technical Support to Cambodian CYTI partners.</p> <p>Eventual goal is to promote the Finance & Admin Manager to International Technical Advisor for Finance</p>

<p>Local Finance/ Admin Teams are fully functional</p>	<p>Friends Phnom Penh: Fully functional and strong</p> <p>Friends Indonesia: Recruited an accountant in April 2013, who is now fully functional</p> <p>Friends Laos: Fully functional, strong and impressive</p> <p>Friends Thailand: functional, though high staff turnover.</p> <p>Friends Siem Reap: fully functional, though team needs to grow</p> <p>Mith Samlanh: fully functional, strong and impressive</p>
<p>Internal Controls are reviewed regularly and periodically to identify weaknesses and risks and reduce/eliminate error and fraud</p>	<p>Continuous improvements to internal controls are made and a large consideration whilst writing the Policy & Procedures Manual.</p> <p>All programs are supported daily and monitored by International Finance Coordinator in:</p> <ul style="list-style-type: none"> • QuickBooks data-entry – all transactions are checked for both business and programs. • Monthly payroll – all salary preparations are checked (excluding MS) before payroll is processed. Checks include calculations and policy compliance • Financial Reports and budget variance reports are received and checked monthly. <p>Through various monthly monitoring techniques, improvements are suggested regularly.</p>
<p>Training and support carried out once per year for all relevant staff</p>	<p>In April 2013, Jakarta social workers received a Q & A session on finance, and CPD received informal QuickBooks and finance systems training.</p>
<p>3. Replicability/Scale: Projects (Friends and partners) receive effective and efficient support from the administrative team and function with high capacity</p> <p>Strong internal controls are in place, reviewed periodically to ensure accountability</p> <p>CYTI partners are supported to improve financial accounting and systems procedures</p> <p>TREE partners are supported to set-up and maintain efficient and effective accounting systems for training restaurants</p>	
<p>CYTI Partners have in place all-encompassing Financial/Admin policies and tools</p>	<p>M'lop Tapang: Supported virtually; technical advice provided on systems and reports (QuickBooks mostly on social business side)</p> <p>Accounting skills are very good already.</p> <p>PPS: On-site support and spot checks in July and October. PPS requested FI support to changeover from Peachtree to QuickBooks. FI has supported the set-up details of the new system. PPS received recommendations well, and overall have good internal controls.</p> <p>Accounting skills and reporting have shown some weaknesses.</p> <p>Komar Rikreay (KMR): On-site support and spot checks in July and October. KMR was supported and provided with much advice on areas to improve. However, KMR needs an experienced Finance Manager first for changes to be effective. Much more support and finance training is needed by KMR.</p>

	<p>OEC: On-site support and spot checks in July and October. Some practical training and advice was provided and received well. With the support of FI, OEC has finalized and implemented its Financial Policy in August 2013. OEC still requires support to comply with their policy.</p> <p>Damnok Toek: Supported and advised improvements in their accounting documents/ practice of obtaining authentic receipts, after a spot check found some problems.</p> <p>Accounting skills are good</p> <p>DoMore/ Humana: Technical support has been provided when contacted; e.g. preparation of 2013 Annual Budget.</p> <p>FACE: Technical advice has been provided by email for various matters. Technical support has reduced since FACE Belgium hired a Finance Coordinator.</p> <p>CYTI Consultancy with SIPAR, requiring a written Financial Policy: Between June and Dec, an assessment of current systems was carried out, with a full consultancy report, providing recommendations.</p>
<p>Financial SoPs written for restaurant accounting to be used as a training guide and as reference post-training</p>	<p>Standards set for all TREE restaurants:</p> <ul style="list-style-type: none"> • Differentiating between “Costs of Sales” versus “Spoilage/Wastage” or “Quality Control Tests” or “Training Supplies”, so that Cost of Sales are not overstated. • Chart of Accounts for all TREE restaurants is defined. • Transaction entries for transferring food items to other projects, such Transitional Homes.
<p>4. Impact: External audit reports are reflective of a strong financial accounting system with an administration costs remain between 5% - 10% of annual spending.</p> <p>Financial Management systems are in line with best practice systems, and are reflective in donor funding received</p>	
<p>Administration costs are monitored on a monthly basis: administration costs amounting to above 10% are analyzed, evaluated and reduced / administration costs below 5% are considered for effectiveness of team, potential weak areas, under-staffed teams etc.</p>	<p>Administrative spending compared to total spending in 2013:</p> <ul style="list-style-type: none"> • Friends Global (incl. Mith Samlanh): 4% (2012: 3%) • FI Global (excl. Mith Samlanh): 5% (2012: 4%) • HQ+ Friends PP = 5% (2012: 5%) • Friends Siem Reap = 3% (2012: 2%) • Friends Bangkok = 6% (2012: 11%) • Friends Aran = 8% (2012: 4%) • Friends Laos = 3% (2012: 6%) • Friends Indonesia = 7% (2012: 8%) • Mith Samlanh = 2% (2012: 2%) <p>Friends HQ and Phnom Penh: Admin costs have remained static, despite the addition of the Alternative Care, USAID funded project / overall increased sub-grants for partners. There is no one dedicated staff for managing sub-grants. HR and Admin staff have also remained static, and they continue to work under pressure.</p>

	<p>Friends Siem Reap: program has grown; 110 staff, increased social businesses, expansion of Vocational Training Workshops, new DICs etc. However, the number of Finance/Admin/HR staff has remained static – at 3 Finance and 1 HR/Admin, and this team has been under pressure to meet workload demands and deadlines.</p> <p>Friends Bangkok: has reduced admin spending. The Finance/ Admin have remained static, but the program has grown, now with a Friends'N'Stuff outlet.</p> <p>Friends Aran: has increased Admin spending, as the program had a full time admin assistant in 2013 (only 6 months in 2012).</p> <p>Friends Laos: admin costs have reduced. 2013 saw the start of the ChildSafe project with EU. Annual spending increased by almost 10%, while the finance and admin team remained at a steady 4 staff.</p> <p>Friends Indonesia: admin costs % have reduced from 8% to 7%, while the TB team and annual spending has grown with the move to Jakarta</p> <p>Mith Samlanh: admin costs remained steady at 2%. The Finance/ Admin/ HR teams have remained static, but overall the total MS staff have increased as had the total costs.</p>
<p>Annual audited financial statements are complete by 31 March and distributed to Board of Directors and Donors and auditor recommendations are acted upon and used to improve systems and controls</p>	<p>All 2012 Audit reports were carried out on time and presented to the Board on 26 April (2013 Audit reports will be issued by 31 March 2014)</p> <p>All programs are audited by KPMG, except Teman Baik, who contracted a local Indonesian Audit Firm.</p> <p>2012 auditor comments were addressed in 2013/ planned for 2014: overall, there are no serious internal control issues</p> <p>All 2012 Annual Financial reports and audit reports are on the FI website.</p>
<p>Project specific audits are carried out on a timely basis</p>	<p>Project audits have successfully been carried out for:</p> <ul style="list-style-type: none"> • UNICEF Thailand (Peuan Peuan): 6 year audit • GFATM (Kaliyan Mith Phnom Penh and all sub-sub-recipients including Mith Samlanh and Kaliyan Mith Siem Reap), • DanChurchAid (Mith Samlanh)
<p>Annual Financial Reports are written, based on audited figures for distribution to Board and Donors</p>	<p>Annual Financial reports completed for Mith Samlanh and then FI & MS consolidated.</p> <p>Good feedback regarding transparency has been received for these financial reports.</p>
<p>New budgets submitted to donors are solid and in line with donors' expectations and FI's high standards</p>	<p>All new budget proposals for all programs are checked thoroughly for consistency, completion, balance, and cost-effectiveness.</p> <p>Through the process of annual budget preparations, the indirect costs of programs is calculated and shared amongst projects in an open and accountable way.</p> <p>While programs follow this method, it is not yet formally included in the Financial Manual</p>

HUMAN RESOURCE



To support all Friends-International programs to implement human resource management in accordance with the law, with the greatest respect of persons and with the best results for the organization.

SUMMARY

- We had an important increase in number of staff from 487 in 2012 to 536 in 2013
- Started to form a new team in Jakarta
- The implementation of outcome based structure continued in other programs
- Continuous work on improving support to the managers and redesigning management tools

STATISTICS

Data/ country program	Staff #	Volunteers #	AVG time of service for staff	#training hours/ person	#staff left	#staff recruited	Turnover	Turnover 2012	#internal promotions	Sick leave/ staff
Kaliyan Mith SR	107	4	2Y4M	2.33	16	39	14.02%	22.09%	5	
Mith Samlanh	256	15	5Y8M	7.04	55	73	22.36%	18.64%	5	1.7
HQ	35	23	3Y	4.27	15	24	18%	31,64%	12	2.94
KM PP	51									
Cambodia	449	42	3Y8M	4.55	86	136	20%	12%	22	
Thailand	21	4	2Y1M	6.10	7	8	33%	47,36%	0	2.1
Laos	59	1	4Y4M	11.45	8	9	13.79%	25,42%	1	5.84
Indonesia	7	1	1Y4M	26.29	4	3	57%	n/a	0	1.21
TOTAL	536	48	2Y9M	12.09	105	156	20%		23	3.05

NARRATIVE:

Outcome	
<p>1. Quality: FI Standards of Procedures are established in accordance with the highest international standards</p>	
Strategic Plan 2013-2017	Results 2013
<p>Standards are finalized and regularly updated and implemented in all countries</p>	<p>Internal Regulations: revisions and updates conducted in all programs: Most relevant updates include:</p> <ul style="list-style-type: none"> • Resignation notice period • Additional points for disciplinary measures • Confidentiality and intellectual property • Termination process clarified and payment deadline set to 48 hours (instead on the same day as termination) • Professional commitment and "when on a mission to the province/other country" part • Tontine

	<p>Software:</p> <ul style="list-style-type: none"> • HR software is 90% finished • Software for ITP being tested before rolling it out to every program: training history recorded and ready for inputting in FI HQ, Kaliyan Mith Siem Reap, Mith Samlanh and Peuan Mit. <p>Support:</p> <ul style="list-style-type: none"> • Regular communication with Country Program Director and Admin Officer through review Skype meetings and regular email connection. • Team in 2013: 4 Social Workers, 1 Fin/Admin/HR, 1 Team Leader (potential manager).
Systems for benefits is implemented	<p>Benefits explored:</p> <ul style="list-style-type: none"> • research done on medical clinics recommended by staff • emergency allowance provided to staff with health issues and difficulties with money • health benefits not enough to cover family/children expenses, insurance company option too expensive therefore introduced internal "Healthy Child Fund" (Cambodia initially) • targeting the best performing staff ("Star" staff) and ensure they are rewarded, generally promote the culture of rewarding the staff that are top performers instead of using e.g. salary increases as an incentive • Explored Provident Fund options and conditions
Programs to have efficient and operational HR Policy/Internal Regulations in place	<p>Mith Samlanh: HR Manager was terminated for graft. Internal promotion of new HR Manager improved communications and collaboration with Mith Samlanh</p> <p>Kaliyan Mith Siem Reap: continuous communication and visits leading to excellent relationship with HR and Program Director</p> <p>Thailand: regular communication with Admin/HR Officer, with some challenges due to language.</p> <p>Laos: the communication improved over the year: now regular meetings with Country Program Director and Admin/HR Officer leading to rapid progress of the Admin/HR Officer's skills.</p>
Staff representatives elected in all countries based on local regulations	Staff representative established at FI Head Office and at Mith Samlanh.
Individual Training Plans are established to ensure quality of training to all staff	<p>Training carried out:</p> <ul style="list-style-type: none"> • IPSS • Management training delivered for IC's and CPDs • Mith Samlanh managers and middle managers. • Management grid design ongoing

	<p>Training carried out:</p> <ul style="list-style-type: none"> • Initiated FSB introduction for orientation training • Revision on Life Skills initiated • Basic drug revised and updated • First Aid <p>Training Toolkits developed for:</p> <ul style="list-style-type: none"> • IPSS • Basic Orientation Training • Life Skills • Basic Drug • Introduction to ChildSafe • Basic Reproductive Health • Introduction to VT • Intro to AC (pending approval)
Overall personnel chart structure is adapted to follow needs and evolution of the organization and ensure maximum efficiency and cost control	<p>Siem Reap: new “output-based” structure in place and now example for other Programs</p> <p>Kaliyan Mith Chom Chao adopted new output based structure</p> <p>Mith Samlanh: decentralization created new structure (initially the Chbar Ampov, Andong teams) and output-based structure implemented</p>
2. Sustainability: Teams are satisfied with their work environment with limited turn over	
Establish team feedback system	<ul style="list-style-type: none"> • Almost all staff received their yearly evaluation. • Survey on employee satisfaction done and report finished. Management to look into it and discuss for implementation. • Exit interview now carried out with all staff leaving organization to improve work environment and conditions.
Team of trainers is able to provide necessary training and support to all Programs staff	Team of Trainers with 17 new staff operational (current pool is 12 foreigners and 12 locals)
Establish “star” team members system to retain senior and promising persons	A talent pipe-line is being created with star staff system (linked to output based objectives and Job descriptions)
Introduction and “Friends-ification” training allow to maintain the culture of the organizations	<p>An online “history” (photos, important key documents, etc.) was initiated by the Communications team in link with the 20 Years Anniversary.</p> <ul style="list-style-type: none"> • All staff received Orientation Training and regular on-the-field refresher training carried out • A new Integration check list has been designed to improve the support to new staff • Introduction presentation was reinforced

<p>Regular coordination meetings are organized</p>	<p>Management:</p> <ul style="list-style-type: none"> • Regular sharing meetings of ICs (weekly) • Yammer explored as sharing tool • Regular Skype calls with Country Program Directors are in place; they include the Executive Director, the International Coordinator Programs and ICs / TAs as required. <p>Team sharing meetings:</p> <ul style="list-style-type: none"> • Mith Samlanh: regular PM meetings and team meetings are happening. • Kaliyan Mith Phnom Penh: meetings with the Project Managers are regular but full team meetings only occasional. • Kaliyan Mith Siem Reap: regular Project Manager meetings, and team meetings regular. Also strong participation of teams in Mid-Term review and reporting meetings • Peuan Peuan: regular team meetings • Peuan Mit: regular weekly PM meetings and team meetings • Teman Baik: regular team meetings <p>Technical Advisors:</p> <ul style="list-style-type: none"> • Mith Samlanh TAs meet monthly to share what's going on in their areas. • A new coordination Matrix is being designed that will support exchanges and meetings • New office organization (with space for TAs) aims at improving on-going exchanges
<p>Annual sharing meeting takes place</p>	<p>Annual Sharing Meeting took place at the time of the Board Meeting coupled with training for key staff.</p>
<p>Initiatives to improve the work environment are in place</p>	<p>Move to the new office in Q4 New team seating arrangement implemented with more focus on international coordination and bringing the TAs together for sharing and more interactions between them</p> <p>The 2nd Cultural Event took place as a cultural sharing among all the different nationalities in the Head Office (food, games, etc.).</p>
<p>4. Impact: All personnel (including volunteers) are hired, trained and monitored to support them to provide the best output possible</p>	
<p>Hiring system in place in all countries and teams fully staffed and stable</p>	<p>Average time of service:</p> <ul style="list-style-type: none"> • Kaliyan Mith Siem Reap: 2 Years 4 Months • Mith Samlanh: 5 Years 8 Months • Head Office / Kaliyan Mith Phnom Penh: 3 Years • Thailand: 2 Years 1 Month • Laos: 4 Years 4 Months • Indonesia: 1 Year 4 Months

	<p>Reduction of absenteeism:</p> <ul style="list-style-type: none"> • Kaliyan Mith Siem Reap: NA • Mith Samlanh: 1.7 days • Head Office / Kaliyan Mith Phnom Penh: 2.94 days • Thailand: 2.1 days • Laos: 5.84 days • Indonesia: 1.21 days <p>Number of hours of training per person:</p> <ul style="list-style-type: none"> • Kaliyan Mith Siem Reap: 2.33 (strong on-the-field support) • Mith Samlanh: 7.04 (strong support from FI Technical Advisors and strong internal system) • Head Office / Kaliyan Mith Phnom Penh: 4.27 • Cambodia total: 4.55 • Thailand: 6.10 (good internal system) • Laos: 11.45 (strong internal training system) • Indonesia: 26.29 (new country with a new team: many trainings) <p>Staff turnover:</p> <ul style="list-style-type: none"> • Kaliyan Mith Siem Reap: 14.02% (2012: 22.09%) • Mith Samlanh: 22.36% (2012: 18.64%) • Head Office / Kaliyan Mith Phnom Penh: 18% (2012: 31.64%) • Cambodia total: 20% (2012: 12%) • Thailand: 33% (2012: 47.36%) • Laos: 13.79% (2012: 25.42%) • Indonesia: 57% (2012: n/a)
<p>All teams are trained based on Individual Training Plan</p>	<ul style="list-style-type: none"> • Basic Orientation Training organized for all new staff. System with the refreshers is not being recorded, except for Mith Samlanh. • Training request form is in place and staff has been requesting trainings based on their needs. • Database of training organization established and staff are supported with some suggested trainings
<p>Monitoring and evaluation of staff standardized in all programs</p>	<p>Process revised with feedback from key managers. FI competencies developed. Competencies criteria are being discussed: need revision and simplification (to be finalized and implemented in 2014)</p>
<p>Links with volunteer organization established to allow for regular intake of volunteers to support needs of teams</p>	<ul style="list-style-type: none"> • Document listing all the volunteer organizations created and shared with teams. • Information about volunteering at FI (opportunities and conditions) was updated on the website • All volunteers are being approved; job profiles are being designed before the mission is accepted

INTERNATIONAL COORDINATION



To ensure that all projects are implemented as best practices in a sustainable developmental approach and that all components (Friends Programs, CYTI Alliance, ChildSafe Network, FSB, ME&R, Communications, Finance/Administration and Human Resources) collaborate and share efficiently in order to widen the impact of Friends-International

ACTIVITY REPORT

Outcome	
1. Quality: All Programs function at good practice levels and in good coordination	
Strategic Plan 2013-2017	Results 2013
Charter of Friends is designed and shared	<p>The Friends-International Charter was checked and no change was made this year</p> <p>The Friends-International Statutes and Internal Regulations were not revised this year</p>
Monitoring / evaluation of all Programs is on-going to ensure good practice (+ data collection)	<p>The ME&R Coordinator was out for most of the year – the upgrade of the Monitoring and Evaluation was undertaken at the end of the year and will be implemented in 2014</p> <p>Data collection from all Country Programs was improved this year after re-definition and training carried out with all Directors: the overall data is now more accurate and comparable between Programs</p> <p>A data base system was initiated in Phnom Penh to be rolled out in all countries aiming at developing the pilot project from Indonesia in mobile data collection using smart phones.</p> <p>System for regular (2 weeks) meetings with the Country Program Directors continued (regular with Thailand, Siem Reap and Indonesia, less regular with Laos and Phnom Penh)</p> <p>Mid-term reviews were carried out with all Programs</p>
The Standards of Procedures of all Programs are in place and revised regularly to maintain the highest level of quality	SoPs / Guidebooks were reviewed with priority on Alternative Care (Foster Care), Child Protection and Vocational Training / Job Placement
Training and support of Executive Director, International Coordinators, Country Program Directors and other key personnel allows for improved implementation	<p>Mentorship with Gunther Fleischer was continued on Human Resources (the support was mainly to HR to develop the new evaluation form)</p> <p>Training by Board Member Denis Marot on management (pro-bono) for ICs and CPDs leading to the creation of a Management Grid that will be used for training and monitoring.</p>
Coordination between Programs is efficient and allows for cross fertilization	<p>A new office was found and the move was carried out at the end of the year. The new location is less central, but cheaper and very functional.</p> <p>New spatial organization was created to improve the collaboration and coordination between teams: the impact will be assessed in 2014.</p>

	<p>One Sharing Meeting between all Programs and Countries took place in Phnom Penh on 24-25 April before the Annual Board Meeting</p> <p>Regular weekly Management Meetings were organized allowing for sharing and discussions on issues and common decision making</p> <p>A new IC for Friends Programs was identified and fully operational</p>
The Quality of the work is recognized locally and internationally	<p>Friends-International was selected for the second year, as a Top 100 NGO in the world by the Global Journal (New York/Geneva)</p> <p>ChildSafe received the first prize for initiative for street children by the AGFund</p> <p>Research / Evaluations on marginalized children were carried out:</p> <ul style="list-style-type: none"> • 16 Beneficiaries evaluations • 1 External evaluation • 3 Internal evaluations finalized/initiated • 7 surveys / mapping • 2 research finalized and shared <p>CYTI has started creating an Advisory Committee as well as a Certification Committee (both operational in 2014) to allow for independent certification and recognition.</p>
2. Sustainability: Friends-International is a sustainable organization both in structure and in funding	
The Friends Board and registration are operational	<p>The Board met by Skype on 5 occasions and in person for the Annual Board Meeting in April in Phnom Penh</p> <p>Board Meeting took place on 22-26 April</p> <p>The Friends Board faced some changes:</p> <ul style="list-style-type: none"> • 1 new Member joined • The structure of the Board was modified <p>The current Board is comprised of: Winston McColgan (Chairperson), Wilfried Schneider (Vice-Chair), Len Coster (Treasurer), Denis Marot (Secretary), Birgit Assman, Emmanuelle Werner, Vivian Gee</p>
Friends-International Support Office are established in 8 countries and able to support Friends for funding, representation and some project activities	<p>Friends-International Support Offices are operational in France and Germany.</p> <p>The Swiss office was fully operational with the return of the President of Friends-Switzerland to Geneva.</p> <p>The Friends USA office was maintained operational by our US-based Board Member Len Coster with the support of the new Grants Officer based in New York. Both have worked on re-organizing the office and pre-identifying new possible members for the Support Office. The office should be fully operational in 2014.</p> <p>Further exploration to open an office in Canada was carried out but it was decided to maintain any interested Member as part of the USA office at this time</p> <p>Further contacts were established in Singapore and an initial presence through the Singapore Hub was established.</p>

<p>Teams are operational and able to provide best quality services to children / youth and families</p>	<p>All IC positions were operational this year – however, the IC for MER was absent for most of the year.</p> <p>Various TA positions were operational: social work (x1), assistants to CPD (x3), ChildSafe Hotline (x1), AC (x1), Vocational Training (x3), TREE (x3) – but the team faced some turnover and many are new team members.</p> <p>All Project Manager positions were filled. A new position for Indonesia CPD was filled with the development of Jakarta Program.</p>
<p>Funding is secured to allow for programs to function</p>	<p>The Grants team was reinforced and restructured around the Grants International Coordinator, with one person in charge of Cambodia, one person based in the USA and the support of one volunteer. Each country has a dedicated Technical Advisor whose primary duty is to support the fundraising effort (Thailand, Laos, Indonesia)</p> <p>One US-based fundraiser was hired and is working from NYC</p> <p>Country Programs: the funding gap was reduced throughout:</p> <ul style="list-style-type: none"> • Overall gap: 10% (vs. 17% in 2012) • Phnom Penh and HQ: 6% (vs. 1%) • Mith Samlanh: 18% (vs. 33%) • Siem Reap: 5% (vs. 11%) • Laos: 3% (vs. 11%) • Thailand: 7% (vs. 12%) • Indonesia: 0% (vs. 79%) <p>Small reduction in the number of proposals submitted over the year (106 vs. 116 in 2012) but an increased success rate (46% vs. 36%) with a total of \$3,715,700 approved.</p> <p>ChildSafe: ChildSafe secured new donors and was in a much better financial situation in 2013 across programs. The message of CS seems to be getting through to more donors.</p> <p>CYTI Alliance: while a clear strategy has not yet been finalized, progress was made to secure CYTI operating costs + provide some support to partners</p>
<p>Social Business and other income initiatives allow Program sustainability and for bridging funding to Programs in need</p>	<p>Social businesses: +16% income but -26% in net income:</p> <ul style="list-style-type: none"> • an increase in costs (inflation, salaries, travels) • there was a reduction in the TREE franchise income as no new fee was yet received • a reduction in the sales of cookbooks • some investments <p>Consultancies with CYTI and FSB providing services to organizations and donors reduced this year but reached US\$23,957</p> <p>Initiatives were started to reach private donors:</p> <ul style="list-style-type: none"> • #everydayheroes campaign • Collaboration with Skoll (Crowdrise)

<p>Government collaboration is effective</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • Disruptions over the year because of elections and demonstrations: the planned agreement with the Municipality was not finalized • A new MoU with the Ministry of Labor and Vocational Training was initiated • The MoU with the Ministry of Tourism is still pending (refusal to pay bribes) • MoUs with the Ministry of Social Affairs, Ministry of Education, Ministry of Health are operational <p>Laos:</p> <ul style="list-style-type: none"> • The MoU with the Ministry of Tourism is still pending (the Ministry is not familiar with MoUs but the collaboration is underway for ChildSafe. • The MoU with the Ministry of Social Welfare is operational • The collaboration with the Vientiane Capital is operational <p>Thailand:</p> <ul style="list-style-type: none"> • Disruptions over the year because of the demonstrations • MoU with Ministry of Tourism was initiated • The collaboration with the BMA was maintained • The collaboration with the Ministry of Social Development and Human Security is on-going <p>Indonesia: the local registration as Yayasan was finalized</p> <p>Myanmar:</p> <ul style="list-style-type: none"> • Connections re-established during the World Economic Forum (June) with the Ministry of Social Welfare and an updated MoU proposal was submitted • Connections established with the Minister of Hotels and Tourism for ChildSafe: contacts are on-going • A team is being established in-country to collaborate with the authorities
<p>Friends-International is a recognized organization on the international scene</p>	<p>Friends-International was present at various fora to present its work and to be part of high level discussions / strategy design:</p> <ul style="list-style-type: none"> • World Economic Forum – Davos – 21-25 January • Visit from US Congress representatives 22 February • Skoll World Forum 8-13 April • World Economic Forum – Myanmar – 5-7 June (2 presentations on Tourism Panel, 1 interview of Minister of the Economy) • Launch of Child Protection Campaign – Cebu, Philippines – 16-17 August • CSR Asia – Bangkok – 17-18 September (panelist) • Friends was co-organizer of the Social Enterprise Conference in Cambodia with the Royal University of Phnom Penh, University of Western Sidney and ICS – 25 October (various presentations)

<p>Risk management policy designed and regularly updated</p>	<p>A Risk Management Matrix was created and discussed at Management team level and then at Board level. This is a living document that will require on-going updates and improvements.</p> <p>A fortnightly Management meeting took place: issues are immediately addressed and strategies for response are designed.</p>
<p>3. Replicability/Scale: The Friends Programs have effective cross fertilization systems and strong networks with partners</p>	
<p>Cross fertilization between Programs / countries / topics</p>	<p>Yammer was established as an internal sharing tool. Initial set up as a working space it evolve into a global sharing platform with updates, photos and articles for Managers mostly.</p> <p>It is not yet integrated into everyone's regular work processes.</p>
<p>Friends-International is present in 15 countries either directly or through partnerships</p>	<p>Cambodia:</p> <ul style="list-style-type: none"> • The network is carried by the Kaliyan Mith Phnom Penh initiatives: 3PC (9 partners), Drugs (3 Partners) and Family+ (7 Partners) and by extension CYTI. • The current development of the Network of Partners in the 3PC Program will expand this further • Friends Programs are directly involved in 10 regular NGO coordination meetings (leading 2) <p>Laos:</p> <ul style="list-style-type: none"> • The project is expanding to Luang Prabang; authorization from the Government was secured and the funding for a new training restaurant was secured (to open in 2014). Initial assessment visits identified actors active in the area for future collaboration. • The expansion of ChildSafe in other provinces was not yet fully approved. <p>Thailand:</p> <ul style="list-style-type: none"> • 2 new partnerships established • New provinces explored and new partnerships to be established in 2014 <p>Indonesia: the project was launched in Jakarta with a new team now operational.</p> <p>Philippines:</p> <ul style="list-style-type: none"> • 2 new Partnership established • Collaboration with Ministry of Tourism initiated for ChildSafe (to be signed in 2014) <p>Myanmar:</p> <ul style="list-style-type: none"> • The Program was re-launched through contact with Government (Ministry of Social Welfare, Ministry of Tourism and Hotels). • ICs for Programs and CYTI Alliance carried out an exploratory visit and identified gaps / needs and possible partnerships. Exchanges have started with one new partner (Linkage) • In addition a team is being established with the support of a volunteer Country Representative.

	<p>Philippines:</p> <ul style="list-style-type: none"> • 2 new Partnership established • Collaboration with Ministry of Tourism initiated for ChildSafe (to be signed in 2014) <p>Egypt: a regional representative was hired to support the development of the network in Egypt and in the region.</p> <p>Honduras: 2 Partners are active – the distance makes the collaboration less effective</p> <p>Honduras: 2 Partners are active – the distance makes the collaboration less effective</p> <p>Mexico: a new partner was identified but no collaboration yet established – work in this country will be re-initiated in 2014</p> <p>USA:</p> <ul style="list-style-type: none"> • The support office was being re-established • New contacts were initiated to start a Program with the city of New York <p>Africa:</p> <ul style="list-style-type: none"> • Partnership established in Kenya (to be finalized in 2014) • Contacts established in Ethiopia <p>Europe:</p> <ul style="list-style-type: none"> • A Swiss Operations Office was re-established. French and German support office operational • Contacts were established with European NGOs (Ateliers d’Auteuil)
2 social businesses are run as Franchises	<p>The TREE Alliance franchise was not expanded, but contacts established for future partnerships in Sri Lanka, Ethiopia and Egypt</p> <p>The initial steps for franchising the Home Based Training / Production project were explored through a new initiative. It was decided to develop the existing structure initially and gained more lessons in order to expand more efficiently at a later stage (2015?)</p>
Support the development of the Friends social business model	Friends-International co-organized the Cambodia Social Enterprise Conference in Phnom Penh on 25 October pushing the agenda of social enterprise models of development.
<p>4. Impact: Friends is effectively building sustainable futures for children/youth families and communities</p>	
Investment in the Future: saving lives and education	<p>Friends-International continued to push to be a leading Child Protection Agency:</p> <ul style="list-style-type: none"> • Child Protection and training to all teams on Child Protection Policies continued to be pushed in all Programs

	<ul style="list-style-type: none"> • ChildSafe was expanded to include ChildSafe Communities and ChildSafe Citizen to expand child protection by the wider community • ChildSafe received the first prize for child protection by the AGFund <p>An effort was made in all Programs to carry out an “Annual School Registration Push”: 2 months before the start of the school year the teams, in coordination with local authorities, support families in communities to ensure they (re)register children into public school. In the process support needs are identified</p>
Participate to the Development: youth employment	<p>A specific effort was put into developing Friends' specialization in youth employment: new material was created, including a book in Khmer (to be published in 2014), new business trainings were developed (Siem Reap, Phnom Penh, Thailand, Laos) and Friends participated to various workshops, conferences, meetings on the issue (with the private sector and international organizations)</p>
Build Sustainability: adults / communities / behavior change	<p>The Programs expanded their services to caretakers with:</p> <ul style="list-style-type: none"> • New vocational trainings (silk screen for fathers, noodle shop being designed) • Micro-enterprise pushed forward • Direct placement explored • Access of vocational trainings by adults
Influence Systems and Policies	<p>Cambodia:</p> <ul style="list-style-type: none"> • 3PC continued to expand its reach through collaboration with an accent on Alternative Care. The links with local Government structures (CCWC) were reinforced throughout. The Ministry of Social Affairs is regularly informed and invited to join meetings. • The Alternative Care model developed by Friends was developed further with efforts to explore various options (ex. different models of Foster Care) • The Family+ Project includes 3 NGOs but the experience was shared within the Projects part of the 3PC, expanding the reach of the initiative in Cambodia • Friends Program in other countries received information about the experiences and will expand their Alternative Care services as required (ex. Foster care in Laos) • Basic Standards for Shelters were shared within the Friends Network of Programs <p>Thailand:</p> <p>The collaboration with the Royal Thai Government was developed further and plans for a pilot project for the reintegration of children who migrated from Cambodia were accepted. Negotiations have now started with the Cambodian Government.</p>

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