FAMILY
CARE FIRST | REACT

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Family Strengthening

A collection of promising practices

DISCLAIMER

Contents

Acronyms

CCWC	Commune Council for Women and Children
CFI	Children's Future International
CSI	Child Status Index
DoSVY	Department of Social Affairs, Veterans and Youth Rehabilitation
FCF	Family Care First
FSC	First Step Cambodia
ICDI	International Child Development Initiatives
KMR	Komar Rikreay
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
REACT	Responsive and Effective Child Welfare Systems Transformation
RCI	Residential Care Institution
SHB	Sexually Harmful Behavior
TLC	This Life Cambodia
TLIF	This Life in Families

1. Introduction: Background and Scope

Background to the Assessment

Family Care First|REACT, facilitated by Save the Children, is a multi-donor supported network of organizations working together to support children in Cambodia to live in safe, nurturing family-based care. FCF|REACT works collaboratively with the government, local and international NGOs, academic institutions and UN agencies, to promote and strengthen family-based care. With approximately 60 member organizations, some of whom are funded, FCF|REACT is working to prevent children from being separated from their families and increase the number of children that are safely and successfully integrated into family care.

A key aim of FCF|REACT is to document evidence and existing knowledge of intervention impact, integrate learnings from good practice and research into interventions, and develop innovative approaches to meet FCF|REACT objectives. This "promising practices" review was undertaken to support the identification of examples of FCF|REACT program interventions and approaches that are working well, with the purpose of catalyzing discussions within FCF|REACT working groups on how to build upon these promising practices and continuously improve programming, as well as to promote the work of FCF|REACT nationally, regionally and globally.

Scope

The purpose of the review was to present an overview of (as much as possible) evidence-based promising practices in Family Strengthening interventions in Cambodia, implemented by FCF|REACT partners. The focus was on interventions and approaches aimed at:

- **Preventing Separation**: supporting families with children at risk of separation to stay together, and/or;

- **Reintegration**: promoting sustainable reintegration of children into their family or alternative family-based care.

The review does not represent an exhaustive overview in which all promising interventions within FCF|REACT are covered. Rather, the review is a selection of promising practices submitted by FCF|REACT partners, and reviewed in line with the set criteria, that took place within a certain timeframe.

2. Methodology

Theoretical Framework

The main "lenses" that were used to assess and select interventions and approaches for this review are the UN 'Guidelines for the Alternative Care for Children'[1], 'Moving Forward: Implementing the Guidelines for the Alternative Care of Children'[2] and the 'International Guidelines on Children's Reintegration'[3], that all give guidance on why and how Family Strengthening activities should take shape. Furthermore, we used relevant Save the Children resources and other international documents on Family Strengthening[4].

What is very clear is that Family Strengthening is a complex and often inconclusive endeavor that requires certain baseline conditions to be met to be able to really work. In the view of the assessors, based on the literature mentioned above, these conditions are:

- ***Interventions need to be strongly embedded in (national and local) policy and practice:*** they need to be in line with existing policies on social protection, need to be complementary and they need to be appropriate to the socio-economic context;
- ***Interventions require solid management and human resources:*** they need well trained, qualified staff and -if appropriate- volunteers, with clear functional guidelines and strong organizational support;
- ***Interventions need ownership by communities and by the beneficiaries themselves:*** children, parents/caregivers and other community stakeholders need to be strongly involved in design and implementation of services;
- ***Interventions need financial and organizational support from (local and national) authorities:*** there needs to be a strong commitment from authorities to not only financially, logistically, but also morally support family strengthening interventions;
- ***Interventions need to be "tried and tested":*** they need to have been evaluated against their goals. This doesn't necessarily mean that such an evaluation needs to have been done using a certain -so called- scientific approach like a Randomized Control Trial, or some other quantitative method, but could also be done through more qualitative methods;
- ***Interventions need to be integrated with other social and child protection services****:* stand-alone activities are less promising because the problems that need to be addressed are usually holistic in nature;
- ***Interventions need to be child centered****:* they need to respect and be conducive to child and human rights, and need to be inclusive (non-discriminatory to any social group).

Without these essential conditions in place, interventions and approaches tend to be less effective and less sustainable.

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[1] https://www.bettercarenetwork.nl/dl-17382-1-897/download/lobby_document_guidelines_august_2009.pdf
[2] https://www.alternativecareguidelines.org/Portals/46/Moving-forward/Moving-Forward-implementing-the-guidelines-for-web1.pdf
[3] https://bettercarenetwork.org/sites/default/files/Guidelines%20on%20Children%27s%20Reintegration%20DIGITAL%20.pdf
[4] For example https://resourcecentre.savethechildren.net/node/7049/pdf/7049.pdf or http://www.faithtoaction.org/family-care-toolkit/
and: https://resourcecentre.savethechildren.net/library/family-strengthening-collection-best-practices-eastern-europe

Selection Criteria

Family Strengthening interventions and approaches were selected using the following criteria:

Criteria	Fill in 1(=yes) or 0 (=no)
1. *The intervention is aimed at Preventing Separation (supporting families with children at-risk of separation) and/or is aimed at Reintegration (promoting sustainable reintegration of children into their family or alternative family-based care)*	
2. *The intervention is done in partnership[5]*	
3. *The intervention is, to the most possible extent, evidence-based[6]*	
4. The intervention is cost-effective [7]	
5. The intervention is efficient (successful) [8]	
6. The intervention is sustainable in the long term[9]	
7. The intervention is replicable[10]	
Total score	

Only interventions that:

- Met the first (mandatory) criteria; and

- Met the cut-off score of 5 or higher for criteria 2-7 were considered for the promising practices collection.

These are not necessarily "hard" criteria (they are open for interpretation), but it was felt that using these would lead to a selection of interventions and approaches that have a certain level of quality and usefulness for daily practice.

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[5] E.g.: what networks are you engaging in/ contributing your promising practices in? What partners (NGO and Govt.) are you working with on this promising practice? How have you shared knowledge/ skills related to your promising practice with others?
[6] E.g.: was the project/intervention evaluated? Were outputs, outcomes, impact measured and documented? Is there data collected to support the findings?
[7] With cost-effective it is meant that the ratio of costs such a staff and other organizational costs are reasonable when compared to the actual results (e.g. number of staff needed vs. number of children and families reached by the intervention). This has to be considered in light of socio-political and economic circumstances in Cambodia.
[8] With efficient it is meant that the results of the interventions are considered successful in light of the set goals. E.g.: if the aim of an intervention is to keep X number of children in their biological families, the results should reflect this.
[9] Which means not dependent on international and/or short term project funding. Ideally an intervention has been embedded into the broader social protection system that ensures continuous financial support.
[10] E.g.: is the intervention, due to aspects like costs, HR needed, involvement of stakeholders, etc. likely to be replicable to other regions in Cambodia? And/or is it an intervention that has actually already been implemented successfully in other places, therefore already proven replicable?

Data Collection Process

Data was collected on FCF|REACT Family Strengthening interventions and approaches, by:

Gathering information on FCF|REACT Family Strengthening interventions
FCF|REACT partners were asked via email from the FCF|REACT team to share examples of relevant family strengthening interventions and approaches that they considered effective. This request was restricted to organizations within FCF|REACT that have previously or currently received funding from Save the Children, and therefore have been through a partnership assessment. The email included a simple list of criteria (based on the final selection criteria described above) to ensure relevant information would be received and to avoid a heavy workload for partner staff. Organizations were limited to submitting one promising practice per thematic area (family separation, reintegration).

Using a unified template
In Annex 1 the unified template that was used for data collection and descriptions of promising practice interventions and approaches is presented. This template was discussed with the FCF|REACT Knowledge Sharing Group for feedback before finalization. The template was also translated into Khmer and organizations were given the option of submitting promising practices in either English or Khmer.

Selecting eligible interventions and promising practices
For the interventions and approaches that were submitted, ICDI gathered, where deemed necessary, more in-depth information through online resources and through contacting the organizations directly. ICDI used the provided information to score each intervention and approach against the selection criteria checklist.

Limitations

There are some limitations to this review that should be noted.

Firstly, the timeframe over which this review was undertaken limited the ability of some FCF|REACT partners to submit a promising practice. Had more practices been submitted, this may have allowed for a richer basis of information for the 'Key considerations for programming' chapter. Should a similar review be done again, a timeframe that allows for longer development of descriptions of promising practices by partners, as well as for revisions and collection of additional information, would be beneficial.

Secondly, although the data collection template was adapted to the Cambodian context, based on inputs from the FCF|REACT Knowledge Sharing Group, it still became clear that people filling in the template were not always sure what was expected. This meant that the consultants and submitting organizations needed quite a lot of email exchange before the submissions could be finalized, and this might have affected the quality and depth of what eventually could be presented in the review. Should a similar exercise be repeated, clearer instructions should accompany the template.

3. Presentation of Promising Practices

Overall findings from the review

The review led to a selection of five promising practices. Although they represent a range of interventions and approaches, both in terms of methodologies used, regions covered and intended target groups, there are certain commonalities that can be seen, which relate to the criteria and conditions that were described in the previous chapter.

First of all, it is important to note that although most of the promising practices were identified by implementing organizations as being in the "preventing family separation" category, all of them actually include elements of both preventing family separation as well as supporting reintegration. This makes sense though, as one would expect effective Family Strengthening interventions to work towards both prevention and response as part of quality, holistic child protection programming.

In line with the above, it is clear that all presented promising practices do well in terms of being embedded in local structures. They all work in close partnership with government agencies, other NGOs and with communities and families themselves. The organizations implementing the approaches and interventions also all seem to have in place appropriate human resources, which ensures quality of service delivery.

Aspects that are more difficult to ascertain are cost-effectiveness, sustainability, replicability and evidence base. Although some organizations present more rigorous information on these aspects (for example, data from evaluation reports), most organizations seem to be still very much in the process of gathering such information. The measurement of these aspects will be further supported moving forward by the new FCF|REACT shared measurement system and collection of outcome-level quantitative and qualitative information, as well as planned evaluative activities.

The most unclear feature remains sustainability. All the presented interventions and approaches depend for the most part on funding from international donors. Although this makes the future uncertain, it has to be noted that this is common for social services delivery in most, if not all, developing countries. A planned study under FCF|REACT will aim to further explore, identify and address areas for improved sustainability with a view towards the end of the program.

Presentation of Promising Practices

Below you will find an alphabetical overview of the five selected promising practices.

Aftercare for Survivors of Human Rights Abuse	
Implementing organization	Hagar International Foundation
Country of implementation	Hagar International in Cambodia
Contact person(s)	Makara Vong (Executive Director), makara.vong@hagarinternational.org
Intervention Category	☐ Preventing Family Separation ☒ Supporting Reintegration
Overall objectives	

Survivors of trafficking undergo the whole journey of recovery until they are ready to reintegrate safely into communities as resilient individuals.

Short summary

Human trafficking in Cambodia remains a serious issue. Every year, thousands of individuals are bought, sold and exploited. Cambodia's violent history, poverty, lack of education, limited income generation opportunities and disproportionate gender norms contribute to the trafficking of individuals for exploitation. For victims of human trafficking, slavery and abuse, recovery can be a long process. Hagar walks the 'whole journey' with clients through their individual journeys to recovery, rehabilitation, reintegration and resilience, by focusing on the following four pillars:

- *Protect:* Ensuring a safe environment, including legal support, for our clients, staff and caregivers
- *Heal:* Empowering individuals to recover from the impact of trauma
- *Thrive:* Giving clients access to education and economic empowerment
- *Lead:* Amplifying the voices and experiences of clients to bring about the systemic changes needed to combat human trafficking, slavery and abuse

Target group

The focus is on working with women and children who are suffering from trauma as a result of human trafficking, slavery and abuse. Hagar seeks to extend and expand the reach and impact of this work through advocacy and capacity building with government, NGOs and communities. In addition to direct beneficiaries, Hagar also supports clients' families through family counselling, economic empowerment services and preparing families to support clients' reintegration.

Activities

Activities take place under the four pillars mentioned earlier:

- *Protect*: Hagar ensures a safe environment, including legal support for clients. The Legal & Protection Unit provides legal support to clients who have to attend local or international legal proceedings, ensuring timely access to quality legal representation and support for clients in the legal process.
- *Heal*: Hagar empowers individuals to recover from the impact of trauma. All clients access recovery services through a community-based model of care (i.e. continue living at home, live with a relative through kinship care, take part in semi-independent living or live in a foster family arrangement), whilst receiving social support services. After the intake assessment, every client is assigned a case manager who develops an individual care plan together with the client to build their resilience. The case manager connects clients with relevant support services until they are ready to reintegrate back into the community. Support services may include healthcare, education, legal support and/or counselling. Every client is also assigned a counsellor. Depending on the level of traumatization, the client will be provided with specifically designed trauma counselling (known as Trauma-Focused Cognitive Behavioural Therapy). Hagar also assumes responsibility for the provision of healthcare. In preparation for reintegration, case managers investigate clients' family situations. Where it is not possible for a child to return to their family, the case manager will identify an alternative living situation for the child such as a foster family. Case management support to clients continues after the client's reintegration into the community. Hagar also works directly with the families, friends, foster families and communities to create a healthy, safe and supportive environment for women and children to return to.

- *Thrive:* Hagar ensures access to education and economic empowerment. Education and employment opportunities are vital to minimizing an individual's vulnerability and decreases chances of re-exploitation. Most clients come to Hagar with little or no education and often little or no formal work experience or vocational skills. Typically, younger clients receive the appropriate formal education and older clients receive literacy education and vocational skills, career counselling and on-the-job training. Clients' families receive family support and economic empowerment to create increased economic stability and local livelihood options. Hagar runs a successful Economic Empowerment program, which provides soft skills training and on-the-job, vocational training placements.
- *Lead:* Hagar amplifies the voices and experiences of those we serve to bring about the systemic changes needed to combat human trafficking, slavery and abuse. Hagar involves clients in the design of programs, products and advocacy to enable them to take the lead in their own unique journey of recovery and amplify the impact of their voices and experiences. Hagar is a development agency, and therefore a strategic aim is to determine the training needs of government and local partners to enable them to provide long-term, sustainable care. Hagar seeks to expand the reach and impact of its work through advocacy and capacity building with governments, international institutions, other NGOs, corporations and communities to combat human trafficking, slavery and abuse and advance the rights of those who have experienced these practices.

Effectiveness

During 2017, Hagar supported 576 (351 female) clients directly, and 1,641 other beneficiaries including family and community members.

An external impact evaluation took place in 2017. Its main findings were: "Clients generally indicated that through the Hagar project they have achieved greater maturity and stability in life with their foster families, who provide them with the structure and emotional security that had been missing in their lives. Many clients in the five provincial locations stated that the most important contribution from Hagar, over and above the financial support, was the positive encouragement provided to overcome adversity and move forward with their lives."

Organization

Hagar Cambodia total staff: 47 (23 female), of which 37 are program staff and 10 are in support services.

Main staff roles and responsibilities within the described intervention are:

- *Project managers:* Oversee day-to-day running of the projects and manage program staff.
- *Case managers*: Provide case management through comprehensive assessment, planning, implementation, coordination and overall evaluation of client needs. Work with NGO partners in resource mobilizing, service mapping and service referral.
- *Counsellors:* Facilitate emotional, psychological and spiritual healing for the clients. Counsellors work in close cooperation with case managers, staff assisting with family livelihood development, and other agencies and service providers, and with other relevant caregivers, such as foster and biological families.

Partnership

Hagar relies on partner NGOs and Government ministries to identify, rescue and refer victims of severe human rights abuses. The organization partners with other local NGOs to ensure clients' needs are met. Hagar has joined various NGO networks, such as FCF|REACT and the Chab Dai coalition (a

network of some 50+ faith based NGOs in Cambodia working in the anti-trafficking field). This creates a strong resource and support network mechanism, which enables the organization to share its resources and services more widely and effectively.

Sustainability

Funding

Funding depends on a number of international donors.

Community involvement

Hagar provides ongoing training to help communities understand the impact of trauma on clients, as well as helping community leaders understand the unique needs of those who have experienced trafficking and other human rights abuses. This helps to build the capacity of local officials to develop safeguarding strategies to support clients' well-being in their communities. Ongoing work takes place with local leaders, ministry officials and other partner NGOs in the family assessment and reintegration processes. This helps them to build ownership in developing safe communities and leads to long term change and sustainability. Hagar furthermore provides training on trauma informed care to other NGO staff and government staff who work with clients including, but not limited to, victims of trafficking. In doing so, Hagar aims to increase the knowledge and skills of professionals, and to ensure that support services across NGOs and government agencies are available for those in need. Hagar also has a number of private sector partners who provide on-the-job training placements to clients in its Economic Empowerment program.

In the external evaluation report from 2017 it was concluded that: "The ongoing sustainability of the project is supported through the training provided to Hagar staff members. This training builds the knowledge and skills to enable staff to maintain knowledge and skills and to better undertake the re-integration process. It also strengthens the relationship that exists between Hagar and its NGO and government partners who also provide, or participate in, the training program. The sustainability of the project will depend on its capacity to engage local government to increasingly take responsibility for the families within their respective jurisdiction. Given the rate of economic and social change within Cambodia, it may well be that the issues communities face may change considerably. Many community members noted the challenges facing youth and issues of drug taking, for example, which are currently under investigated and under supported. The project's sustainability may depend on Hagar's capacity to identify and respond to these emerging issues, using the interagency approach that it has successfully developed."

Replicability

The Aftercare for Survivors of Human Rights Abuse model that Hagar applies has been developed and implemented in Cambodia since 1994, and over the years has steadily increased its reach and clientele. In more recent years, the model has been successfully introduced and contextualized to settings in Afghanistan and Vietnam. This indicates a certain degree of replicability. Although of course limited by time and human resources, Hagar is willing to share its methodologies with other organizations that are interested in applying them.

References for resources

https://hagarinternational.org/publications/

https://hagarinternational.org/our-impact/#impact

https://hagarinternational.org/news-resources/

Evaluation report "Re-integration of Victims of Extreme Human Rights Abuse Project. Final Evaluation" *(available via email request to the contact person)*

Communities and Families Empowerment Program

Implementing organization	Komar Rikreay (KMR)
Region of implementation	6 communes in the districts of Sangke, Banan, Phnom Proeuk in Battambang Province
Contact person(s)	Ms. Prom Kimchheng (Executive Director), *kmrcambodia@yahoo.fr*
Intervention Category	☒ Preventing Family Separation ☐ Supporting Reintegration

Overall objectives

To prevent family separation and placement into institutional care of children whose parents migrate to Thailand or that grow up in families with other vulnerabilities (including poverty).

Short summary

The Community and Families Empowerment Program aims to provide a wide range of social services to vulnerable families in order to prevent unnecessary separation, as well as to help families where parents have already migrated and left behind children with grand-parents or other relatives. The proximity of Battambang with Thailand makes legal and illegal migration tempting for parents who are seeking better living conditions. Family separation leads to many problems for children, and can create serious psychosocial issues: they can drop out of school, start using drugs or develop serious mental health issues. This project helps support children and strengthen vulnerable families through a range of services, including the provision of school supplies, English classes, material support to the family (to avoid child labor), and livelihood skills development.

Target group

Vulnerable families who are at risk of separation due to migration or other vulnerabilities, including poverty.

Activities

Activities taking place under this program include:

- *Counselling:* Social workers provide counselling and psychological support for vulnerable families. As many families do not know what they should do in a given situation, they are able to work with KMR social workers who can provide appropriate trainings and information, including on medical or financial concerns.
- *Family training:* Training is provided to families on positive parenting in order to improve child-parent relationships, communication, understanding or identification of child protection issues and to reduce physical and humiliating punishment of children so that they are able to live in a safe environment. The toolkit 2 (targeting at-risk families) curriculum from the Ministry of Women's Affairs is used in the training.
- *Professional trainings:* To support local opportunities and reduce the perceived need to migrate to Thailand, we provide training to parents on different skills in order to give them a new source of income. For instance, this has included training on baking. The additional income can benefit the whole family and prevent migration that could lead to family separation.

- **Food and supplies provision:** In order to help vulnerable families, KMR delivers various provisions, including food, school supplies or extra courses (English for instance). Social workers assess the needs and regular field visits take place to follow-up with families.

Effectiveness

Although no formal (external) evaluation has taken place so far, project monitoring indicates some effectiveness in terms of poverty reduction and prevention of family separation. For the year 2018, of 74 families and 179 children reached by the program:

- 40% of families demonstrated improved sustainably in their living conditions and their cases were closed due to the initial risks and vulnerabilities identified reducing and support no longer needing to be provided by KMR.
- 30% of targeted families showed small improvements in their situation and are considered stable, but ongoing support from KMR is still required to continue addressing identified risks and vulnerabilities.
- 30% of families were assessed as continuing to be actively at risk of family separation and requiring additional support from KMR to prevent family separation.

Organization

Implementation of this project requires 1 project officer and 4 social workers. The assistance of a volunteer occupational therapist is sometimes utilized.

Partnership

With financial support from Friends International through the 3PC network, KMR is working on community outreach with two other NGOs (Cambodian Children Trust and Children's Future International) in Battambang. Cambodian Children Trust is in charge of a helpline, Children's Future International is responsible for case referrals and Komar Rikreay is training and hiring Child Safe agents, who are community members who act as "watchdogs" and "focal points" for identification and referral of suspected child abuse, as well as providing different kinds of support as described in the activities section. Through the FCF|REACT network, KMR is also working with other NGOs to help identify cases of child abuse and to exchange knowledge.

Sustainability

Funding

The program has received funding from different international donor organizations, such as Nouveau Challenge pour le Cambodge, Kindermission work, Schmitz stiftungen, Save the Children and Friends International. The organization expects to continue securing such funding for the near future.

Community involvement

KMR works closely with beneficiaries, other NGOs and local authorities to support effective implementation of activities. The organization first provides help for children in families for hygiene, health and school issues; and then families are empowered through support in income generation and/or setting up small businesses. Local authorities and social workers from other NGOs are invited to attend KMR's training sessions if relevant, with other duty bearers such as teachers, school directors and parents also taking part in meetings of the organization. Accountability mechanisms are in place to seek feedback from community members on a regular basis on their experiences and the quality of services they have received, either through questionnaires or more informally during community meetings.

Replicability

This program has been implemented by KMR for many years and project monitoring indicates some effectiveness in terms of poverty reduction and prevention of family separation. It depends strongly on community involvement, and the organization considers it replicable should local authorities or other NGOs wish to implement it.

Reference for resources

https://komarrikreaycambodia.wordpress.com

https://komarrikreaycambodia.wordpress.com/more-stories-about-kmr/some-further-reading/

PEARL: Practice of Empowerment and Reducing Long Term Dependency

Implementing organization	Children's Future international (CFI)
Region of implementation	Ek Phnom District, Battambang
Contact person(s)	Lee Henley (Executive Director), *lee@childrensfuture.org*
Intervention Category	☒ Preventing Family Separation ☐ Supporting Reintegration

Overall objectives

Reduce the number of children separated from families and placed in Residential Care Institutions (RCIs) through creating a change in culture in how child protection services are delivered to children and their families, to make sure their rights and needs are met and to reduce dependency on outside support.

Short summary

This approach is an example of a **promising change in practice culture** rather than a singular intervention, and presents a staged approach to case management, which is reflective of Save the Children's suggested model and includes identification and initial screening, assessment, case planning, implementation, case review and finally case closure. Often families enter NGO-services without a clear pathway for entry, intervention and plan for exit. This generates a risk of service dependency and reduces the ability to allocate resources to other families at risk of child / family separation.

CFI develops an organizational culture of working towards **reducing dependency**. After careful assessment, using established tools by a multidisciplinary panel, families that meet CFI's risk criteria are accepted for a set intervention period, supported by an internationally recognized framework. Exit planning starts at the beginning of the intervention. This approach ensures a focus on children and families most in need, reduces dependency on services and ensures efficient use of available resources.

CFI considers the best measure of success not to be the number of children the organization is working with, but the number it has safely and sustainably exited from its services. This approach is about creating a change in practice culture, one where workers question why families are remaining in services, not simply assuming they will. It also provides service capacity where it is most needed, i.e. to the families with the highest level of risk.

Target group

This intervention targets children and families where there is a high risk of family separation and entry into RCIs.

Activities

As part of a Staged Case Management framework, the following activities are included:

- *Consistent initial assessment:* Children and families are referred to CFI in different ways. Referrals may come directly from families themselves, often via attendance at CFI's community harm prevention sessions, where staff register basic information after ensuring children are safe. Referrals may also come via Commune Council for Women and Children (CCWC), Village and Commune Chiefs or local Department of Social Affairs, Veterans and Youth (DoSVY) offices. In all cases immediate safety is assessed. Following this the child is either placed on a waiting list or an initial assessment is conducted using a simplified version of the Child Status Index (CSI). A multidisciplinary intake/exit panel of assessors from CFI's service units of education, educational advocacy, social work and management staff decides whether the child / family meets CFI's risk criteria and which services are required. Using a simplified version of the CSI tool results in initial assessments being completed in a shorter period of time.
- *Planning for exit:* Identifying what goals need to be met for the family to safely leave CFI services starts at an early stage. At intake, services required to reduce risk of family separation are identified. For some this may be just educational support, while for others a full CSI assessment and social work intervention is indicated. At this point exit goals are already formulated.
- *Strengths-based approach:* If accepted, CFI initially agrees to work with a family for a period of six months. In this period a strengths-based approach (based on Signs of Safety and Parenting for Safety, see references) is applied, to reduce risks identified in the original CSI assessment. CFI supports families to develop Safety Goals to ensure children are kept safe. A full range of strengths-based tools can be used such as: Three Columns, Danger Statements, Three Houses and Community Networks. A strengths-based approach is also used when working directly with village and commune chiefs, encouraging these important figures to listen to what families see as their needs and strengths. Combining an established risk assessment tool and a strengths-based approach develops a family's ability and confidence to care for their children. Once risks have been sustainably reduced, the case is again presented to the intake / exit panel, to decide on the phasing out of certain services.
- *Cases are allocated per need:* Social protection issues are addressed by community based social workers, school attendance by the educational advocacy team and educational achievement by the school team of CFI.
- *Children and families receive tailor made support:* Before implementing a Staged Case Management framework children would simply be accepted into CFI's system, with no clear plan, and would receive all available services (for example, every child was allocated a social worker). Now children and families can access services according to what is really needed. For example, if a family is struggling with the cost of their children attending school, only education services and equipment are provided.
- *A holistic approach, involving communities:* CFI delivers harm prevention sessions in villages on a regular basis, to raise awareness on child abuse and protection issues, and how to better recognize and address these. CFI also informs communities on the importance of hygiene, vaccinations, rabies, risks of child family separation and the risks of alcohol use while pregnant.

Effectiveness

The Staged Case Management approach has led to several positive developments with regards to effectiveness:

- Prior to introducing this pathway, CFI was struggling to take on new families, even those with significant risk of child and family separation. The new approach creates flow through the system and frees resources to support more families more effectively.
- CFI now has an established process to decline referrals not meeting the risk criteria. In the past nine months 22 referrals were declined because of this. This enables the organization to prioritize families most in need.
- Since commencing this approach 25 children and young people have been safely and successfully exited and are no longer accessing CFI services.
- CFI has developed an effective supervision framework. Every worker in direct contact with children has regular supervision, which improves the quality of service delivery.
- The new approach is slowly decreasing social work caseloads, meaning CFI can provide better, more focused support to those facing the highest risk of family separation.

CFI is in the process of having its Staged Case Management framework evaluated. This review is well underway and should be completed in the coming year.

Organization

Staff involved in the intervention include: Senior Social Worker (intake/exit lead); Social Worker (initial assessment); Education Advocate (initial assessment); Teacher (initial assessment); Executive Director / Managing Director (overall management); Technical Director; Learning Centre Manager; Social Work Manager; Education Advocate Manager; Assistant Learning Centre Manager (all share the responsibility for case decisions in a multi-disciplinary forum).

Partnership

Besides being part of FCF|REACT, CFI is a funded member of the 3PC Network, a national network that is facilitated by Friends International and is focused on reducing family separation and increasing child safety. CFI is also a member of the Battambang Education Support Team (BEST), a local network designed to support and develop NGOs providing education services. The organization is furthermore part of the Cambodian Leadership Learning Community (CLLC), a national network designed to support NGOs to develop leadership and sustainability.

Sustainability

Funding

Main funding sources are: Save the Children, Friends International, Global Britain, World Childhood Foundation, other private foundations, corporate sponsorships (from international companies) and international private donations.

Community involvement

CFI cooperates closely with other (I)NGOs, government agencies and community stakeholders, which enables the organization to engage more effectively with local duty bearers. CFI's most important relationships are with government services, including Village and Commune Chiefs, CCWC and local DoSVY services. These agencies refer children and families to CFI. A stated aim of the organization is to involve local government more in the decision-making processes and to support them in changing their own practice culture to ensure effective support for children and families.

Replicability

The Staged Case Management framework CFI uses provides structure and accountability to decision making and supports a change in practice culture. It should be possible to replicate this in any service providing case management. It can be implemented within already existing (human, financial) resources

and can be adapted to fit any organization's needs and possibilities. The approach has already proven itself to be applicable within the Khmer context. Culturally important considerations are local understanding of child protection, and establishing the community's role in these interventions. This is achieved by ensuring Khmer staff are in the lead. This approach is not meant to redesign local practice; instead it provides a clear and consistent practice framework and assists with decision-making, something which can be replicated to other organizations and regions of Cambodia.

References for resources

https://www.childrensfuture.org/

International social work placements: Can overseas students stimulate professional learning for NGO Staff? (Published by Advances in Social Work & Welfare Education Vol 21, No.1, 2019) *(available via email request to the contact person)*

Toolkit, Steps to Protect. A Common Approach to Case Management. (Published by Save The Children in July 2019) *(not yet available online)*

https://www.partneringforsafety.com/

https://www.signsofsafety.net/signs-of-safety/

Safe Communities First: An Ecological Approach to Tackling Child Abuse

Implementing organization:	First Step Cambodia (FSC)
Region of implementation:	13 provinces in Cambodia
Contact person(s):	Brent De Smedt (Development Manager), *brent@first-step-cambodia.org*
Intervention category:	☒ Preventing Family Separation ☒ Supporting Reintegration

Objective

To ensure that boys are free from sexual abuse and sexually harmful behavior (SHB), and are protected and empowered to live in safe, nurturing families and communities.

Short summary

In Cambodia, boys who are survivors of sexual abuse and/or display SHB face an uphill struggle to receive support and access to services. They are often stigmatized and rejected by their families and communities. Having often experienced emotional, physical and/or sexual violence themselves, they can display difficult behavior, which in turn increases the risk of being placed in a residential care institution (RCI) or being expelled from their home and community. Similarly, when a child is going through the process of reintegration, the child may have traumatic experiences and may arrive in a family or alternative care setting where there is little understanding and support for the child.

Applying the socio-ecological model, FSC addresses these issues on individual, family, community and societal levels simultaneously. At the individual level, FSC uses a strengths-based, holistic approach, providing direct therapeutic and social work services to these boys to help them cope and overcome trauma and other related challenges, and to reconnect with family, friends and community. At the family level, FSC works closely with the child's family and key supporters, helping them understand their child's behavioral and emotional challenges, educating them on child sexual abuse and helping them to

become supportive and responsive to their child's needs. To improve the home situation for both child and family, and to ensure the child can live in a safe and nurturing environment, social work services are provided to both family and child. At the community level, FSC conducts awareness raising events in the most at-risk communities, schools, NGOs and RCIs, increasing communities' understanding of child sexual abuse and how to respond to it, and to raise awareness about boys being just as vulnerable to abuse and in need of support as girls. FSC also builds the capacity of professionals working with children, including RCI staff, to improve their support to children and families.

Target group

Children and families affected by or at risk of child sexual abuse and SHB.

Activities

FSC's primary goal is to ensure that all children are protected from sexual abuse and that all those affected by abuse or SHB are supported and enabled to reach their potential. This is achieved through the following key activities:

- *Prevention:* FSC conducts workshops and events in communities, schools and NGOs to increase the understanding, knowledge and awareness among different stakeholders including school teachers, students, children, parents, caregivers, villagers, and service providers who directly engage with children.
- *Capacity building:* FSC provides specialist training, learning and consultation opportunities to improve the capacity of professionals to deliver quality services to children and families affected by sexual abuse, harmful sexual behaviors and psychosocial issues. In our training courses, professional service providers learn how to identify and respond to potential cases of sexual abuse and SHB, to support children and affected families.
- *Social support:* Building on the child's strengths, FSC provides therapeutic and social work services that are appropriate and sensitive to children who are at risk of, or affected by sexual abuse, and children displaying SHB. Applying the socio-ecological model, FSC social workers engage with the children, their families and communities, making them an integral part of the process. Therapeutic services help the child to develop problem solving skills, coping mechanisms and stress-releasing techniques to overcome challenges related to their experiences. Rebuilding their confidence and positive outlook on life, the child is able to reconnect with family, friends and community. Social work services ensure access to healthcare, nutrition, legal support, safe spaces, and education and economic opportunities (such as income generation and vocational training).
- *Research:* FSC conducts research in Cambodia to identify service gaps, improve our own services, collect data to advocate with government and address key challenges both nationally and regionally.
- *Partnerships & networks:* Through a large network of partner organizations, FSC is able to improve referral and response mechanisms, share costs in social work services to children and families, and efficiently coordinate the provision of the services that clients need.

Effectiveness

In 2018, FSC reached 1,078 children and adults through awareness-raising workshops. Direct support and counseling services were provided to 86 child survivors of sexual abuse and 42 children displaying SHB, with 110 families and supporters also receiving guidance and training. Through 10 training courses, 185 professionals increased their capacity to work with vulnerable children.

FSC's activities are closely monitored through qualitative and quantitative data tracking and evaluation, pre- and post-testing, and through feedback from the clients (families and children). Results of this includes:

- *Prevention workshops:* on average, over 80% of participants in FSC activities (such as children, parents, community members, NGO and government professionals) indicate having significantly increased understanding of the issues addressed.
- *Capacity building:* over 90% of trained professionals indicate they implement the learnings from FSC capacity building activities and feel more confident in how to support children and their families. Over 90% of trained professionals report (positively) changing their perceptions, attitudes and behavior towards working with those affected by sexual abuse.
- *Social support:* over 95% of children and over 85% of family members reported that FSC's support responded to their needs. Most cases result in successful closure, with children having a positive outlook on their future and living in a safe and nurturing environment.

An external audit and evaluation of FSC's activities (2014 to 2016) concluded that the activities were positive for all assessed aspects: relevancy, effectiveness, efficiency, impact, sustainability, coordination and coherence (see references).

Organization

The activities are executed from FSC's offices in Siem Reap and Phnom Penh, reaching 13 out of 25 provinces in Cambodia. The majority of services focus on 5 priority provinces (Siem Reap, Phnom Penh, Kandal, Preah Sihanouk and Battambang), in line with the MoSVY Action Plan for Improving Child Care. The organization currently has 23 staff members, including 11 fulltime social workers, 3 trainers and 2 project/program managers. Other staff include the Executive Director, a Development Manager, 3 admin/finance staff and 2 cleaners.

Partnership

FSC is an active member of key local and international networks. Through these networks the organization is able to share best practices and resources, and develop joint projects. FSC is currently part of the following national networks: FCF|REACT, the Child Protection and Disability Network, the Big Five network, the Social Work Network, the Violence Against Children Working Group and the Disability Network. FSC is also an active member of the international Family for Every Child network (https://familyforeverychild.org/).

Sustainability

Funding

FSC is financed by international funds and generates a small portion of its budget from training courses. International donors recognize and support FSC's local leadership and expertise.

Community involvement

FSC works in partnership with over 100 local NGOs. Case conferences allow the organization to discuss individual cases and determine how coordinated support for each child can be provided. Partners help FSC in the provision of specific services that respond to the children's needs (for example health care services), maximizing the sustainability and cost-effectiveness of FSC's social work services. Partners have free access to the prevention workshops and training curricula. By building capacity of partner organizations, reporting mechanisms have been improving, resulting in an increasing number of referrals. Furthermore, FSC fully supports and operates in close collaboration with the government at all levels. FSC has a strong and productive collaboration with MoSVY and works closely with local authorities in the communities and with sub-national and national departments such as the Child Welfare

Department, DoSVY, CCWCs, the Departments of Women Affairs, the Provincial Committee for Counter Trafficking, and the Women and Children Consultative Committee.

FSC originally provided its services exclusively from its Phnom Penh office. In 2014, with the support of two senior social workers, the organization was able to successfully replicate service delivery to Siem Reap and its surrounding provinces. Over the course of one year, a team of social workers were fully functioning.

While social norms and culture influence FSC's work significantly, FSC's 'Caring for Boys' research (2018) conducted in other South and Southeast Asian countries concluded that norms and cultural challenges are almost identical across the region. Although systems and services (and financial support for these by governments) are not the same in each country, this does imply that the approach can be applied in all countries in the region, including of course Cambodia.

FSC provides a Training of Trainers, enabling other organization to implement the approach too. FSC also shares its methods and resources with likeminded NGOs in and outside Cambodia.

References for resources

http://www.first-step-cambodia.org/en/home/

External Evaluation Report, FELM Funded Project 2014-2016
https://drive.google.com/file/d/1gYQR_OAMyP-RKw7LDc0SidJbewNVDqH0/view

First Step Cambodia, Annual Report 2018 http://bit.ly/FSCAnnualReport2018

This Life in Families (TLIF): Tackling Family Separation through Prevention and Support

Implementing organization	This Life Cambodia (TLC)
Region of implementation	Siem Reap Province
Contact person(s)	Sam Ven (Program Coordinator), *sam@thislifecambodia.org*
Intervention Category	☒ Preventing Family Separation ☐ Supporting Reintegration

Overall objectives

The aim of TLIF is to support and preserve vulnerable families at risk of separation to safely remain together. This is carried out through two main projects: Family Support and Family Preservation.

Short summary

TLIF aims to prevent child-family separation through two interventions: short-term, early interventions when a juvenile or parent comes into conflict with the law (Family Preservation Project). This happens in parallel with the second, longer-term service provision for families of those already imprisoned and in need of additional support (Family Support Project). Both apply a preventive and strengths-based approach. Under the Family Preservation project, support is provided for a maximum of 6 months, while under the Family Support Project, support is provided for a maximum of 3 years. The TLIF program has clear entry and exit strategies and robust selection criteria for participation. This leads to a holistic

approach in which children access their rights to safety, protection and education, whilst remaining in the care of their families.

Direct beneficiaries are:

- Caregivers/families who have a loved one in prison
- Parents who are already in prison or who are otherwise in conflict with the law
- Children who have a parent that is in prison or otherwise in conflict with the law
- Communities with a high ratio of community members in prison

Indirect beneficiaries are:

- Prison authorities/government officials/police officers
- Communities and families at large
- Community leaders and Commune and Village Chiefs

Activities taking place under the Family Preservation Project include:

- ***Immediate response when a juvenile or parent comes into conflict with the law:*** Referrals are received from NGO partners, government, and community members. Prior to a referral being received, staff from TLIF provides an overview of the program, including the selection criteria for participation, to a range of stakeholders including the Provincial/District Governor, DoSVY, commune and village authorities, other NGO partners/networks, and prison authorities.
- ***Advocacy to uphold rights and act in accordance with legislative frameworks:*** Advocacy activities include raising awareness on legal services and support available to the clients TLC works with. The organization advocates with and for families at risk of separation with relevant government authorities by encouraging them to consider specific family circumstances during incarceration and to follow related legislation and rules such as the Cambodian Juvenile Justice Law and the United Nations Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders. TLC also meets with NGO partners and networks regularly to promote and discuss the rights of children, child protection issues, and family based care options. Services TLC provides to clients include: legal assistance, regular prison visitation, and trial observations.
- ***Short-term case management and referrals****:* This includes holistic case management support up to six-months, and then referral to other service partners for follow-up support (i.e. education, health care, income generation). Clients are also usually referred to the Family Support Project.
- ***Identification of networks of support and community:*** This includes conducting district mapping of available relevant services and raising community awareness about existing services to support clients in gaining access to health services and social services from CCWCs.

Activities taking place under the Family Support Project include:

- ***Support for children and families with a parent in prison****:* TLC works with prison authorities to identify parents who have children of school-going age, and who have less than a three-year sentence. Support includes providing basic needs/emergency packages and health allowances.
- ***Long-term case management and service provision****:* This includes case management and support activities such as income generation support to families (i.e. pig raising, vegetable growing, basket weaving), educational support for children to ensure they stay in school (i.e. school fees, uniforms, books) and/or providing vocational training opportunities. Other forms of

support are possible too, depending on the needs, or clients may be referred to other organizations.

- *Family visitation*: Reconnecting families by providing transportation and accommodation to family members of prisoners, including their children, and other support in facilitating the process of visitation in prison.
- *Reintegration and post-release support*: TLC facilitates the process by involving local authorities and DoSVY in a range of activities, including post release visits and follow up care, counselling and support for income generation.

Effectiveness

Data for the program is collected regularly. For the 2018-2019 period:

- 177 families with children received support from TLIF, including parental visits and children supported to remain in family care and not enter RCIs.
- 205 children were supported to stay in school and prevented from dropping-out.
- 34 primary caregivers were supported with income generation activities.
- 36 families had their cases closed, with an 89% success rate of preventing family separation.

An evaluation of the Family Support Project took place in 2014. The main findings were:

- Visitation provided much needed assistance in maintaining family connections throughout the duration of the parents' incarceration.
- Enhancing the capacity of the caregiver to generate an income provided increased security and stability to families. Flexibility about the kinds of support provided to families to generate a sustainable income was highlighted as key.
- The introduction of basic needs/emergency packages and the increased flexibility of health care allowances provided reassurance to caregivers in meeting the fundamental needs of their families.
- Poverty, lack of a social welfare system and limited access to additional service provision was identified as a barrier to sustainability. Most families required more intensive support than was initially expected. Additional time and resources were identified as necessary for future implementation of the program to ensure more sustainable outcomes

Organization

Each of the two projects has the following human resource capacity:

- *1 Program Coordinator:* Oversees and coordinates program activities and supervises and supports program staff.
- *5 Family Preservation Case Managers:* Implement project activities and provide case management support to program beneficiaries.

Partnership

Besides being a member of the FCF|REACT network, TLC is part of a collective impact project that is funded by the Gerald and Henrietta Rauenhorst (GHR) Foundation, an American based philanthropic organization with a focus on global development, education, and health. The project fosters collaboration and learning for enhanced impact across seven grantee NGOs working on residential care reform through family or community based care models with the goal of preventing family separation. Grantees meet on a quarterly basis to discuss the work they've been doing, share insights, skills, and knowledge, and network with one another. Through these meetings and ongoing communications,

organizations build referral pathways with other NGOs in this network which, helps to refer families to other NGO partners that are better equipped to provide the specific service(s) needed.

Sustainability

Funding

The program receives funding from a variety of sources including international government agencies, TLC general funds, philanthropic trusts and private donations.

Community involvement

The TLIF program works in cooperation with other NGO networks, local government (such as CCWCs and Village/Commune Chiefs), to identify and select program participants. The Cambodian Government has expressed its interest in the TLIF program. Relevant agencies are involved in the referral process, attend partnership meetings in which the challenges and outcomes are discussed, and provide support in the reintegration process when a prisoner is released. TLC has signed a Memorandum of Understanding (MoU) with the Ministry of Foreign Affairs and International Cooperation

(MoFAIC) and an MoU with the General Department of Prisons. TLC staff participate in monthly meetings with government committees, local authorities, and governors at the provincial and district levels, to continue building positive partnerships while sharing program outcomes and impact achieved. Should government capacity increase, the organization aims to hand over certain components of the program to relevant government agencies.

Replicability

The program cycle has been thoroughly documented, including the selection criteria, selection process, caseloads, and activities undertaken as part of the program. The TLIF approach has been tested and evaluated at a smaller scale in some districts in Siem Reap, and it was then expanded to the whole Siem Reap province in 2018. This indicates that the program could be scaled up to other provinces of Cambodia as well.

References for resources

http://www.thislifecambodia.org/programs/children-families/this-life-in-family

http://www.thislifecambodia.org/wp-content/uploads/2015/01/2014-TLBB-3yr-Program-Evaluation.pdf
(see pages 36-48 of the Evaluation Report for information on the Family Support project)

4. Key Considerations for Programming

As noted earlier, the Family Strengthening interventions and approaches presented in this review are not exhaustive and do not represent the only promising practices within the FCF|REACT network. However, those interventions and approaches that have been presented do show an interesting and diverse picture of the many good initiatives in child protection that are happening in Cambodia. An analysis of commonalities and success factors in these five promising practices can be of use to other organizations wishing to set up Family Strengthening programs or those who want to upgrade their existing activities.

Looking at the conditions as mentioned in the theoretical framework in Chapter 2, we see that these are more or less reflected in all five presented promising practices. Below we have formulated them into key considerations for programming.

1. *Intervention and approaches need to be strongly embedded in (national and local) policy and practice*

Approaches and interventions need to work in partnership with local and national governments and other NGO's. It is important to identify and address some of the context specific problems (such as parents migrating to Thailand) from a local perspective, providing relevant local solutions. To be effective and sustainable the selected interventions and approaches demonstrate that it is key to have government involved as a partner, as in the end the responsibility for child protection and social care is theirs. This is in line with another condition: ***Interventions need financial and organizational support from (local and national) authorities.*** This latter condition seems to be achieved only to a very limited extent in the presented promising practices, which is probably indicative for the rest of the country. It is recommended that networks like FCF|REACT and "big players" like UNICEF continue advocacy with the government to budget more money for child protection services, but with the understanding that this is a long-term process and that in the near-term civil society (and foreign donors) will continue to play an important role in supporting the child protection system.

2. *Interventions and approaches require solid management and human resources*

In order to implement holistic support services, continuous training of professionals is essential and should be part of any program. For example: professionals need to understand and be able to work with tools like the Child Status Index, Signs of Safety, Parenting for Safety and Case Management. It is very important that a support program is carefully planned and managed and works towards achievable goals and an exit of the family/child from the program. Endless dependency should be avoided from the start. Therefore support must be provided for a set period of time after which a re-assessment is done to see if risk factors and problems are addressed and goals achieved. If families or children remain in services it should be clear why and not be taken for granted without proper regular assessment of the safety and development of the child. ***Multidisciplinary decision-making and cooperation is essential.*** This will also lead to multidisciplinary accountability: different actors can be held accountable when support is based on clearly defined needs, time limited targeted support services and active beneficiary involvement. Organizations and professionals must be able to justify why certain choices are made and why.

3. *Interventions and approaches need ownership by communities and by the beneficiaries themselves*

Support to individual clients and families should be done in collaboration with communities as a whole: not individual family support as a standalone activity to prevent family separation, but also working in

partnership with members of the community who can be reporters of cases of concern or who can provide support to families. Other community members can also take an active role in supporting families facing difficulties. ***Communities (and Cambodian society as a whole) need to be involved and informed:*** awareness raising should therefore be an essential part of each Family Strengthening project. Without this the provision of a safe and nurturing environment for children and families will remain difficult.

4. Interventions need to be integrated with other social and child protection services

The presented promising practices clearly show the importance of working in partnership. The five organizations are all members of different local and sometimes international networks that facilitate referral and knowledge exchange, thus clearly adding to the quality of service delivery and impact.

5. Child centered and non-discriminatory

All five promising practices highlight the importance of individual assessment of each child and family and strengths-based and holistic support, rather than a 'one-size-fits-all' provision of services. When assessing cases on adversities and vulnerabilities, (potential) protective factors should also be identified and support should build on these. This applies both to interventions aimed at preventing separation, where often families may be at-risk due to a multitude of issues including poverty, migration, conflict with the law, drug and alcohol abuse, sexual abuse or SHB, and to interventions aimed at reintegration of children who are institutionalized to return to the family and community. Important is also that interventions and approaches address issues of (potential) discrimination and stigmatization, by advocating for the rights of marginalized children and families and by raising awareness on such issues amongst communities as a whole.

To conclude with it, it is noted that the FCF|REACT network should support these key considerations for programming in two additional ways:

Firstly, although there is some evidence-base for the promising practices, more support is needed to support the generation of information that can clearly articulate the impact of these interventions and approaches. This will be further supported moving forward by the new FCF|REACT shared measurement system and collection of outcome-level quantitative and qualitative information, as well as planned evaluative activities and a study on sustainability.

Secondly, the co-creation process used by FCF|REACT to develop new projects based on what the membership feels the network needs to focus is a practice to continue. Through this process, the development of concept notes is non-competitive and all organizations with technical expertise in an identified area of focus work on the design together. The membership then decides which organization is best placed to implement. Continuing to use a process such as co-creation will facilitate the further development and utilization of promising practices.

Appendix 1

Data collection template

Intervention title	
Implementing organization	
Region of implementation	*Province, Districts (if relevant), Communes (if relevant)*
Contact person(s)	*Name, job title, email*
Intervention Category	☐ *Preventing Family Separation* ☐ *Supporting Reintegration*

Short summary

Please describe in a few sentences the intervention.

Overall objectives

Describe here the overall objectives of the intervention.

Target group

Describe primary and secondary beneficiaries.

Activities

In bullet points describe the main activities of the intervention.

Effectiveness

Describe effectiveness, results and impact achieved, preferably citing evaluation reports.

Organization

Describe HR and organizational set up. This includes number of staff (and if applicable volunteers) needed to implement the intervention (their job titles, roles), and costs for the intervention (staff costs, and -if applicable- rent, travel, utility costs and any other relevant) per year.

Partnership

Describe here what networks you are engaging in/contributing your promising practices to; what partners (NGO and Govt.) you are working with on this promising practice; how you have shared knowledge/ skills related to your promising practice with others.

Sustainability

Funding (past, current and future)

Can be funding from international donors, local donors, government agencies, community members.

<u>*Community involvement*</u>

Includes cooperation with other (I)NGOs, government agencies, other community stakeholders.

Replicability

Describe if, why and how the intervention is replicable. This could include aspects such as: has the intervention already been replicated, or is it itself a replication of an earlier practice? Are there things in the set up of the intervention (such as low costs, cultural flexibility, involvement of stakeholders, etc.) that makes the intervention easily replicable?

Reference for resources

Put here freely accessible weblinks where people can find information on the intervention.

If you have referred to evaluation reports or other studies in the template, please provide web links or attach the reports with your submission.

FAMILY CARE FIRST | REACT

Ministries and Government Institutions

REACT Partner Network

3PC — Together, building stronger child protection systems

Partners

AHC · APLE · បណ្ដុះកុមារ Bandos Komar · Better Care Network · CDPO · COCD

CCT Cambodian Children's Trust · Cambodian Organization for Living and Temporary-care · CRS Catholic Relief Services · ChildFund Cambodia · CAD · Children's Home Society of Minnesota · CAF · children's future

Damnok Toek (Goutte d'Eau) · epicarts · friends international — Together, building futures. · First Step Cambodia · free to shine · GLOBAL SOCIAL SERVICE WORKFORCE ALLIANCE · HAGAR the whole journey

HOLT INTERNATIONAL · HOPE for JUSTICE · ICS SP Strengthening families Protecting children · IOM·OIM · ISS · Komar Pikar Foundation KPF · KHEMARA · Kone Kmeng

KORSANG · Krousar Thmey · Komar Rikreay (KMR) · KY KROUSAR YOEUNG · LEGAL AID of CAMBODIA · mith samlanh · M'Lop Tapang · Mith Rumdoul

NGO EDUCATION PARTNERSHIP · PLAN INTERNATIONAL · PONLEUR KUMAR · SAMATAPHEAP KHNOM ORGANIZATION · SSC · Safe Haven · THIS LIFE CAMBODIA · TPO · VSO

voice voice.org.au · WATHNAKPHEAP · WM WOMEN · WORLD EDUCATION · WORLD HOPE INTERNATIONAL · world relief CAMBODIA · World Vision

Donors

European Union · USAID FROM THE AMERICAN PEOPLE · GHR FOUNDATION · Save the Children 100 YEARS · unicef