

Programme External Review of Womyn's Agenda for Change



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Sincerely,

Olivet Visda and Sally Low

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Acronyms

AAI	- Action Aid International
AJWS	- American Jewish World Service
AMRC	- Asia Monitor Resource Center.
ARV	- Anti Retroviral
AOA	- Agreement on Agriculture
APPACHA	- Asia Pacific Peoples Alliance to Combat HIV and AIDS
BOD	- Board of Directors
CACHA	- Cambodian Alliance for Combatting HIV/AIDS
EPZ	- Export Processing Zone
GATS	- General Agreement on Trade in Services
GATT	- General Agreement on Tariffs and Trade
MDG	- Millenium Development Goals
MFA	- Multi-Fibre Agreement
MT	- Management Team
NCHADS	- National Center for HIV and AIDs
NGOs	- Non-Government Organisation
PRSP	- Poverty Reduction Strategy Paper
SPOs	- Senior Program Managers
TRIMS	- Trade Related Investment Measures
TRIPS	- Trade-Related Aspects of Intellectual Property Rights
USAID	- United States Agency for International Development
WAC	- Womyn's Agenda for Change
WNU	- Women's Network for Unity
WTO	- World Trade Organisation

Executive Summary

WAC... fills a niche in Cambodian development and advocacy circles that no other organisation fills at the moment..... They challenge other NGOs and the mainstream development establishment by questioning the motivations behind many NGO positions. They also have the courage to work on issues and with constituencies that are very political, often risky, and that other NGOs and policy advocates are too scared to work on/with, or not interested to work on/with. (WAC Board Member)

The reviewers support this analysis of one of WAC's board members. WAC's achievements during the review period (2003-2006) were significant, innovative and impressive.

Major achievements are summarized under the headings of Organising, Advocacy and Leadership. Elsewhere in the report more detail is provided according to target group or subject matter. This section also summarises key and secondary recommendations.

Despite its many strengths, WAC is currently experiencing significant internal difficulties due to the transition from expatriate to Cambodian leadership. The key recommendations are those which the reviewers feel are vital if WAC is to continue to operate effectively over the next few years.

A. Key Achievements

Organising

- i. Women's Network for Unity, an organisation of sex workers established in 2002, expanded during the period in terms of membership, geographical spread and capacity to lobby on behalf of its members. The WNU informed the reviewers that it now has 5000 members. WNU is managed by a seven member secretariat, elected by the membership. (Elections held 2003 and 2005).
- ii. Recruitment and Training of 121 peer educators to work with sex workers and garments workers. (56 team leaders among sex workers and 65 key activists among garment workers).
- iii. Six garment worker drop in centres were established where garment workers can meet to discuss problems at work and in their daily lives, read relevant documents such as the Cambodian Labor Code and attend awareness raising and organising meetings organised by the key activists and WAC.
- iv. The Messenger Band, consisting of present and former garment workers, has been established and is effectively reaching out to garment workers, other target groups and the broader public.

Advocacy

- v. Over 2003-2004 the WNU mounted a successful campaign against the proposed trial of the drug Tenofovir among over 900 healthy sex workers in Cambodia. Sex workers, through the WNU, ran this campaign and gained considerable experience and confidence. The trial was finally stopped by the Cambodian Prime Minister as a result of the campaign. WAC played a

support and advisory role during the campaign but ensured sex workers and the WNU maintained full control.

- vi. WAC organised many effective speak out activities involving WAC staff, sex workers, garment workers and other vulnerable groups. These activities generally aim to raise awareness of the conditions of vulnerable groups and the impact on them of international trade and development policies. They also help to increase the confidence of grassroots people to speak up for their rights and to analyse and describe their situation. Examples of speak out activities conducted during the review period include the Peoples' Caravan and presentations, including theatre performances and fashion parades, at national celebrations such as International Women's Day and Human Rights Day. WAC helped their target groups to stage six fashion parades which highlighted different issues including unequal distribution of benefit from international trade, labor rights, sex worker rights and violence against women and other forms of exploitation.
- vii. During the review period, WAC produced some highly effective research and IEC materials. The research helped WAC to get to know key target groups and build trust and understanding. Research findings were published and used to develop IEC materials such as power point presentations, DVD documentaries and (still in production) some videos. Several donors commented on the effectiveness of these IEC materials, especially in international and regional forums. Examples of publications include: compilation of documents related to the proposed drug trial, the impact of the phasing out of the MFA, the situation of garment workers, the impact of the USAID policy on sex worker rights, debt, the impact on the health of garment workers of the privatisation of medical services: Powerpoint and DVD productions covered issues such as the WTO, gang rape and debt.
- viii. WAC staff, garment workers and sex workers have participated in a range of international workshops, campaigns and demonstrations around issues of labour rights, sex worker rights, international trade and HIV AIDS. WAC, the WNU and key activists have built links with like minded groups in the region and further abroad. Some of these include Focus on the Global South, the Asia Pacific Network of Sex Workers, the Asia Monitor Resource Centre and Asia Pacific Peoples Alliance to Combat HIV and AIDS.

Leadership

- ix. WAC invested considerable resources in capacity building of its staff including support for formal studies, on the job training in research, organising and advocacy techniques and participating in international forums. There is currently a core group of 10-13 staff members whose leadership skills, activist orientation and commitment, are highly developed. At least 121 peer educators, members of the WNU Secretariat and representatives of other vulnerable groups have received a sound grounding in basic organising, awareness raising and advocacy techniques as well as some understanding of various international trade and development issues relevant to their daily lives.
- x. Awareness raising on issues related to globalisation and development in Cambodia has been mainstreamed into all of WAC's work. With varying degrees of success WAC has raised debates among NGOs and other development institutions on these issues.
- xi. WAC has pioneered successful grass roots empowerment and support for autonomous grassroots organisation in Cambodia. This benefits their target groups but also challenges other NGOs to re-examine their work with vulnerable groups.
- xii. WAC was able to attract a secure funding base from a diversity of sources.

B. Key Recommendations

- i. WAC consider a new management structure that will help it to resolve conflict and misunderstandings that are occurring during the transition from expatriate to Cambodian leadership. The reviewers identified a number of tensions among the staff, many of which are common to NGOs undergoing such a transition. The reviewers feel it is crucial that these be openly acknowledged and dealt with. To help to resolve this, possible alternatives to the current management structure were suggested for consideration by the staff and the Board.
- ii. The WAC Board be expanded to include more Cambodia based members who are willing and able to advise and guide WAC staff on technical and strategic planning and management issues. If necessary this should be supplemented by carefully selected external assistance.
- iii. WAC staff continue to develop better methods of relating to and convincing others of its analysis and its approach to grassroots empowerment. WAC should continue to challenge dominant development paradigms and practice but staff need better skills in how to present and argue for their viewpoint and how to build alliances.
- iv. WAC develop a clear mission statement or vision that will provide a more strategic framework for its grassroots empowerment work. Empowerment is the core of WAC's approach and staff have a strong commitment to the concept. However, this is not always matched with a strategic understanding of the ultimate objective of empowerment thus affecting WAC's ability to plan strategically.
- v. WAC revise its current strategic plan in order to better explain: a) its approach to debt and micro-credit; b) how ongoing empowerment work with its target groups will be maintained; and c) how the allocation of staff responsibilities will be managed to avoid confusion and conflict.

C. Secondary Recommendations

- i. Registration as an NGO in Cambodia should be prioritised. WAC is currently only registered in Hong Kong. The process of Cambodian registration should be the first priority for WAC management and Board.
- ii. WAC staff should develop stronger problem solving skills, with some external assistance if necessary. The skills should focus on problem solving rather than problem avoidance
- iii. Develop some additional written administration and finance policies that fit with WAC's philosophy and way of working. There is a need for written financial management and other administrative procedures which should be circulated to and internalised by staff.
- iv. Maintain and develop links with parliamentarians and state officials at all levels of government. These have inevitably lessened since the departure of the expatriate Director but more efforts are required to maintain and consolidate those links and the goodwill that remains.
- v. WAC staff continue to educate themselves on the issues of globalisation and development. These broad and complex issues are not widely understood in Cambodia. In presenting a critical analysis of dominant practices and theories, WAC staff need to be well informed. (Also related to B. ii above)

- vi. More planning and strategising on the future and sustainability of the WNU and the garment worker drop in centres. Full autonomy from WAC is not feasible in the short term and, for the drop in centres, possibly not even in the long term. However, these issues need to be more actively considered, discussed with target groups and taken into account in strategic planning¹.

As stated earlier at the beginning of this summary, the reviewers feel that WAC has played a unique and important role in Cambodia. Its accomplishments over the last 3 years contributed to an emerging civil society that used to be non-existent. There is still much work ahead for WAC if the aim is to empower the grassroots. The next 12 months will be crucial for WAC and the team will require a lot of support from both the donors and the board members. It is imperative that the recommendations stated in this report be reflected upon for future considerations.

Approach, Design and Methodology

A. Background to the Review

The external review was commissioned by Oxfam-Hongkong. The review was the second review following a review done in August-September 2001. The second external review was supposed to take place in October, 2006. However it was only in January 2007 that the review took place. In a meeting held with all the staff of WAC, the staff members stated that an external review was important for all of them and for the growth of their organisation. However, some indicated they felt the review was a little late as WAC already in the process of implementing its new strategic plan. The external reviewers made up of two women, one with a long experience in the women's /feminist movement and the other in program evaluation and organisational assessment. One of the reviewers was selected by WAC and the other was selected by Oxfam-Hongkong in consultation with WAC.

¹ Currently WNU membership fees are used as an emergency fund for sex workers. This helps to foster a culture of self help which could ultimately lead to self sufficiency but the reviewers consider this must be a very long term strategy and that it would be harmful to start trying to impose financial independence through fee for service activities at this stage. The Drop in Centres may wish to discuss other long term strategies for sustainability which may include promoting WAC's empowerment and community development approach to organising, among trade unions – or the formation of a new union which uses this alternative paradigm of organisation. The capacity and desire of the existing trade unions to undertake genuinely gender sensitive grass roots organising appears practically non-existent at this stage. At this stage any move to incorporate the Drop in Centres into the work of a union or unions would be premature and have a highly detrimental effect on the achievements to date. Nevertheless, the reviewers have recommended that WAC increase its attempts to initiate discussions with those unions that may be open to dialogue.

B. Objectives of the Review

The following are extracts from the reviewers' terms of reference:

I. Review Objectives

- To review the impacts of Womyn's Agenda for Change (WAC) programmes in Cambodia from July 2003 to date.
- To review the systems, management and ways of working of the programme
- To make recommendations for the future of the programme, including the scope and methodologies of programme involvements that will be inputted in the current draft of the new 5 year WAC strategic plan

III. Basic Assumptions:

The review will take into consideration the following:

- WAC puts a premium on the empowerment approach in its work and should therefore be reviewed in this context being specifically sensitive to processes and experiences. Care must be taken to ensure that context considerations are taken especially when analysing programme outcomes and issues of "efficiency" and "impact."
- Participation is key to WAC's approach and should therefore be similarly important in assessing its experiences. This will mean involving all staff (including past staff who will be key informants) of WAC as well as various stakeholders at different levels (from beneficiaries, partner organisations, and board members, among others).
- The methodology will involve both individual interviews as well as group/team interviews so as to bring out nuances and issues.

IV. Scope of the Review and Recommendations

The review methodology must specifically address the following components:

- A contextualisation of WAC within the general development situation of Cambodia
- An accounting and review of WAC activities in the last 3 years
- A review of the significant changes that resulted from WAC's activities within the review period. This will look at the wider effects of the programme; significant or lasting changes in the lives of the target population – intended or not, positive or negative, short or long-term. This should also include perceptions of WAC's work as an institution
- An examination of the effectivity of programme implementation (referring to use of resources, management of the decision making processes and capacity building among others)
- Issues of sustainability including local capacity-building, resources raising and mobilization, and institutional sustainability

C. Methodology

The Review was carried out for a period of 21 days from January 4 to January 28, 2007. The methodologies used were as follows;

- Individual Interviews
- Group Interviews//Focused Group Discussion
- Exposure and Interaction with Grassroots Women
- Office Observation and Informal Interaction with WAC staff
- Review of Literature
- Organisational Assessment Workshop (Using Organisational Scanning Tool)
- Validation Workshops

One-on-one interviews were held with all the staff members. The reviewers felt that it was important for each staff member to be given their confidential time with the reviewers to express their views on the organisation. (Unfortunately due to time constraint the interviews with the Driver and the Cleaner were done together. Aside from this all of the other staff interviews were done individually).

Focused group discussions/group interviews were held with garment workers and sex workers. The reviewers visited group of sex workers in Kampong Speu, Kampong Chhnang and Phnom Penh while groups of garment workers and key activists were visited in 2 Drop-In Centers. The visits provided the reviewers to be exposed and interact with the grassroots women whom WAC was working with.

Interviews were also held with Board Members, donors, and other selected key informants. In cases where face to face interview was not possible, emails were used to get information from key informants.

A wide selection of documents was provided to the reviewers at the beginning of the review. Some of the relevant documents and materials reviewed are as follows;

- Annual Reports
- Six-month Reports
- Strategic Plans
- External Review Report (2001)
- Selected Job Descriptions and Contracts
- Staff Policy
- Research Reports
- IEC Materials (CDs of Songs of the Messenger Band, Brochures, etc)

A Workshop on Organisational Assessment was also held and facilitated by the reviewers. This was aimed at providing an opportunity for the staff to reflect on the organisations' strengths and

weaknesses and also build their capacity on organisational development. The reviewers felt that this was an important activity to build staff's ownership on the process of the review.

The reviewers were able to observe WAC staff during the entire course of the review. The WAC office provided a space for anyone working in the office to freely observe and interact with anyone. The reviewers were able to have informal chats with the staff particularly during breakfast and snack time while drinking coffee or tea.

Two Validation Workshops were held. The first workshop was held exclusively for all the staff while the second one was done with the presence of representatives from Oxfam Hong Kong and with the Board of Directors (2 members).

D. Challenges and Limitations of the Review

Although OHK expressed the need to look at the organisational aspects for the review (rather than limit it to program alone) the amount of time allocated was not enough for a comprehensive organisational assessment. Even the one-day Workshop on Organisational Assessment was also sort of 'half-baked' due to time constraint. However both the reviewers felt that weaknesses/issues identified in the review (on the organisational aspects) were the most significant concerns at the time of the review. Due to this limitation there are some areas of improvement on the Organisational Development aspect that were not identified. It is recommended that a more comprehensive Organisational Assessment be instigated not later than two years after the review (around December 2009)

The financial aspect of the organisation was also not covered in the review. There was not enough time to review and analyze financial documents.

One of the difficulties identified in the data collection was the continuous movement of the grassroots (moving from one place to another) particularly the sex workers. In the visit to the sex workers in the provinces of Kampong Speu and Kampong Chhnang the reviewers found it hard to find sex workers who had a long exposure to WAC's work as sex workers move to a different area every 3-6 months. Thus the interviewees were mostly new to the areas and most had not had long contact with WNU/WAC.

The Cambodian Context

The following analysis was supplied by one of the WAC Board members. The reviewers consider it provides a good summary of the context in which WAC operates.

WAC's work should be reviewed in the overall context of development and advocacy work in Cambodia. Development in Cambodia is by and large driven by major donors; the policy environment is shaped by Cambodia's main creditors--the World Bank, IMF and ADB. Added to this are reactionary positions that the Cambodian government often

takes when its authority and inclination to abuse funds is challenged by donors, creditors and policy advocates.

Cambodia is what I consider a classic post-conflict reconstruction economy which I often refer to as a "cowboy capitalist economy." Everything in Cambodia is for sale and up for grabs to the highest bidder. There are huge class inequalities brought about by the reconstruction era of the 1990-s and the massive privatisation and market capitalist drives that were pushed in the country by its donors. There are also huge gaps between rural and urban areas and the agrarian economy is being subjected to more and more pressures from national and international private investors who operate without any effective regulation and who are backed by members of the Cambodian state.

Poverty and human rights violations are intense in both rural and urban areas. This is a country where the legal and judicial environments are still almost feudal, but in which the modern form of global [capitalism] is rampant.... Most donors, international NGOs and the local/national NGOs that international agencies fund seem not to be interested in examining the historical and political contexts of their work. WAC is different because it approaches development and policy issues through a political and historical framework. I think many NGOs try to dismiss WAC because they are uncomfortable with the issues and questions that WAC raises.

Accounting and Review of WAC Activities (in the last 3 years)

A. Sex Workers Empowerment Project

Since 2003, WAC's work in this area has focused on support for and strengthening of the Women's Network for Unity (WNU). The following account of activities therefore includes much about the work of the WNU. Following is a brief description of some of the highlights of the work over the three years. All activities are listed in more detail in WAC's annual reports on Sex Worker Empowerment.

Year one(2003-4): The first election of seven sex workers to form the secretariat of the WNU, registration of WNU as and NGO with the Ministry of Interior and the establishment of the WNU office on the 'WAC Boat.' The network of Team Leaders (peer educators) was established with coverage in Phnom Penh and Kompong Speu.

WNU and WAC hosted a visit by two representatives of the International Network of Sex workers. Two members of the WNU secretariat participated in a sex worker rights conference in Hong Kong on May 1, 2004 and two sex workers were sponsored to participate in a UN conference on AIDs in Thailand.

During this and subsequent years, WNU members participated in speak out activities as part of national events at times such as International Women's Day, Labour Day and International Human Rights Day and World AIDS Day.

Year two (2004-5): WNU continued to expand its outreach work to provinces including Kompong Chhnang, Pursat and Takeo. Significantly, the head of the Cambodian National Centre for HIV/AIDS, Dermatology and STD (NCHAD) which had been a major proponent of the Tenofovir trial (see below), signed a letter authorizing the WNU to work in all 14 provinces on HIV outreach and advocacy. By the end of the year the WNU had 22 team leaders based in Phnom Penh and provinces. A new 7-member secretariat was elected in May 2005. WAC wrote a funding proposal for WNU which resulted in a grant of US \$10,000 from the TIDES foundation. This funding was administered by WAC to allow WNU to carry out its activities.

WNU and WAC collaborated with CARE, the East West Management Institute and some other NGOs to advocate for better working conditions and protection of women employed by beer companies to promote their products in restaurants and bars (beer girls).

Considerable press work was conducted with coverage on local Television and newspapers. One of the transgender WNU Team Leaders had her life story published in a local English language newspaper.

WAC and WNU members participated in international gatherings with APPACHA in Bangkok and India aimed at establishing a network of organisations committed to lobbying around policy issues related to HIV/AIDS. WNU members also participated in regional forums related to credit, HIV/AIDS and ethical medical research. One also attended a global consultation on ethical drug trial guidelines in Geneva.

Tenofovir Trial

The WNU's campaign against proposed unethical trials of the anti-retroviral drug, Tenofovir, among over 900 healthy sex workers, was initiated by the WNU during 2003 and concluded with the cancellation of the trial by the Prime Minister in August 2004. WAC worked closely with the WNU during the campaign, providing advice, information, research and capacity building. WNU held meetings of sex workers and conducted outreach to raise awareness of the dangers of the trial. The campaign included two press conferences ("the first ever Cambodian sex worker planned and run press conference" in March 2004). These press conferences drew large crowds and could perhaps be more appropriately called public meetings. WNU's objections to the trials included that:

- The drug had never before been tested on healthy humans
- Fear of the side effects
- There was to be no insurance against long term side effects (WNU demanded insurance against side effects for 30 years after the trial)
- After the trial was over no one would remain in the country to ensure the health of the women who participated in the trial
- Fear that trial participants (including those taking the placebo) would be more likely to practice unsafe sex under the impression that they were protected by the drug

The campaign was controversial and both WAC and WNU told the reviewers of the criticism they received from people who supported the trial. An impressive collection of documents relating to the trial has been compiled by WAC. The campaign stimulated considerable international discussion on the ethics of medical research in poor countries.

Year three (2005-06): WAC and WNU stepped up research and campaigning around the impact of the USAID policy preventing use of USAID funds for sex worker empowerment. A DVD documentary was produced as part of the awareness raising of the impact of this policy on sex workers. At least 7 NGOs which had been providing support to sex workers ceased these activities because they were recipients of USAID money.

WAC, WNU and approximately 6 other local NGOs set up a Cambodian branch of the APPAHCA alliance. The Cambodian chapter is named Cambodian Alliance for combatting HIV/AIDS (CACHA). The alliance was launched by a member of the National Assembly. CACHA is funded by Action Aid and all of the participants, except WAC, are Action Aid grantees.

WNU received funding from the American Jewish World Service (AJWS) to support non formal education for children of sex workers. Classes were started in English language and break dancing. Khmer language and numeracy lessons started in the second half of 2006.

Facilitated by WAC, the WNU negotiated better access to free health services for HIV positive people and sex workers at five hospitals in Phnom Penh. WNU informed sex workers of these services and exchanged information with AUA, a group of HIV positive people on how to access health services.

Two training workshops were conducted for 47 team leaders on issues ranging from health care, condom use and saving money to negotiation skills, self empowerment and drug use. WAC staff conducted four training of trainer workshops for team leaders and secretariat members. Training was also provided on substance abuse by Korsang, an NGO providing shelter, education and care for drug users in Phnom Penh. WAC staff also conducted three training sessions on gender for 120 sex workers and 20 garment workers.

WNU members continued to get press coverage, speaking on a range of issues including the situation of lesbians, gays and trans-gender people, problems of sex workers and HIV AIDs, human trafficking and the Tenofovir trial.

WAC and WNU members continued to participate in international and regional forums including the World Social Forum in Pakistan, and other gatherings on HIV AIDs and sex worker rights.

B. Garment Workers Empowerment Project

WAC works with garment workers primarily to:

- empower them with broad knowledge about the industry that they work in,
- connect them with other southern and northern workers groups,
- facilitate links to northern campaigns on labour issues and workers' rights,
- assist them in their efforts to organise,
- monitor changes in the garment industry from a gender perspective, and
- give workers access to forums where they can advocate for gender and social equity.

Following is a brief description of some of the highlights of the work over the three years. All activities are listed in more detail in WAC's annual reports on Garment Workers Empowerment.

Year One (2003-4): Three drop in centres were opened near the factory areas to serve as points for information, meetings, learning, networking between factories and weekend workshops. The drop in centers were managed by key activists selected from active garment workers. Workshops were undertaken to inform workers on the World Trade Organisation and the potential impact of the end of Multi-Fibre Agreement (MFA). Prior to the workshops workers were not informed about the links or potential impact of WTO entry and end of MFA to their jobs and security.

Workers participated in a workshop that examined the draft law on Export Processing Zone (EPZs) which prohibits freedom of association (an exemption from the Cambodian Labour Law).

Garment workers and some staff of WAC attended local and international conferences, forums and exchange visits such as; the International Workers Solidarity Conference in Bangladesh that focused on what will happen to Least Developed Countries when the MFA expires, the World Social Forum in Mumbai, India, an exchange learning visit to a group of workers in Thailand. WAC staff also gave presentations on the WTO and EPZs to local workshops and forums through the invitations of labour organisations and trade unions.

Numerous IEC materials were developed, printed and distributed such as 3,000 copies of the Labour Code (in collaboration with Ministry of Women's and Veterans Affairs and Legal Aid of Cambodia), a critique of the WTO, a video in Khmer version on *"Why it is bad for you"* (which was produced originally in English by the Global South).

WAC also lead two major campaigns, the Clean Clothes Campaign's "Olympic Campaign" and the Oxfam International Labour Wedge Campaign. The Olympic Campaign lasted for 3 days with participants coming from different countries.

WAC hosted visits of students from Denmark and England who came to Cambodia to learn the experiences and lives of workers in Cambodia. The Danish students came to see how globalisation impacts on people in the south where there are no social security safety nets.

Year Two (2004-5): Two new centres were set-up and one centre was closed down due to factory shut downs. Workers continued to participate and discussed issues affecting their lives. Workshops/ sessions were held on environment, gender, globalisation and other topics inside the centres during week-ends. A workshop on migrant worker's rights was also provided where 98 workers from 32 different factories attended.

WAC staff and workers helped organise a fundraising and publicity efforts for Tsunami aid. They assembled and sold lanterns where all proceeds went to help victims of tsunami. Many workers despite their poverty contributed money for the tsunami victims.

WAC staff and some garment workers attended local and international conferences, forums, workshops and exchange visits such as; a conference in Bangkok on "MFA Phase-out: What are

Workers' Demands?", Workshop on Occupational Health and Safety supported by AMRC, Workshop on Women and Leadership in Cambodia, regional exchange program in the Philippines called "Building the Labour Movement in Asia", Olympic Regional Workers Exchange Program in Bangkok, Workshop on Codes of Conduct and MFA Phase-out in Macau,, etc.

Two (2) garment workers presented their concerns about factory closings, unemployment and worsening working conditions through their presentation to UNIFEM of UNDP. It was an opportunity for these workers to express their concerns and fears in front of high government officials from Ministry of Commerce, Ministry of Labour and Ministry of Women Affairs.

WAC also facilitated dialogues and hosted visits to a number of people who wanted to meet and learn from the garment workers. Some of these groups are the Ziteng Group from Hongkong, two Italian journalists, two American cyclists who were cycling Southeast Asia, etc.

WAC hosted a number of major events such as; an event to raise awareness about violence against garment workers under the theme "We Can Stop Violence Against Women and Gender Discrimination", an event with a theme "Workers Unite to Fight Corporate Exploitation", a workshop regarding the proposed EPZs plan and its impacts on the conditions of workers in Cambodia and a regional workshop on Codes of Conduct and the MFA.

Year Three (2005-6):

WAC has continued supporting six (6) drop in centres during this period. A total of 680 garment workers utilized the center during the period. The drop in centres were located in strategic areas where most garment workers reside. The centres has a number of publications for reading and learning such as documents about the Cambodian Labour Law, women's rights, occupational health and safety, union information, etc. Key organisers also actively 'outreach' to other workers to build relationships, mobilise new comrades and share information with them during their free time and holidays. They also conducted and collected information related to the post MFA situation.

WAC staff and some garment workers participated in local and international trainings, conferences press conferences, demonstrations and workshops such as; Training on Gender and Trade in the Philippines, World Social Forum in Pakistan, Asian Transnational Corporations Monitoring Network (ATNC) Annual Conference in Bangkok, workshop on "Flexible Labor in Asia" in Borgo, Indonesia, launching and press conference of CACHA in Cambodia, anti-WTO demonstration in WTO Ministerial Meeting in Hongkong, etc. WAC also provided capacity-building for 18 key activists and girl band members such as writing monthly reports/activities, planning activity plan and preparing case studies and events organising.

WAC facilitated the formation of a 'girl band' of garment workers chosen through a contest. The girl band performed in front of an audience of 7000 people in a concert called "Rock Against the Round" and to a crowd of 3000 workers in December. The band also performed in village meetings in the provinces of Kampong Speu and Prey Veng where villagers continuously asked them to sing the songs again and again and invited them to come back and perform in their villages.

On May 1st, the garment workers their first press conference to highlight the impact of the MFA phase-out. Issues were raised as a result of 50 case studies done on women's lives and their work and social conditions. At the end of the conference the workers sent a statement with 2264 thumbprints of workers to government institutions such as Ministry of Commerce, Ministry of Labour, Ministry of Women's Affairs, etc.

WAC also facilitated a group of garment workers (22 workers) to join an ADI workshop presenting their findings on the impact of MFA phase out to workers and their families.

WAC staff and garment workers continued to collect information on labels from 65 factories and entered the information in the data base to be shared globally for campaigns, research, legal battles and lobby efforts.

WAC also led the people's caravan in Kandal province and in Phnom Penh travelling to 11 provinces in Cambodia. This event was participated by 8 NGOs and about 3600 people. The event was broadcasted on TVK and were covered by numerous media outlets.

C. Globalisation and Development

In 2002 WAC published a booklet called *Understanding Globalisation* which gives a concise critical analysis of the General Agreement on Tariffs and Trade (GATT) and World Trade Organisation (WTO) instruments, General Agreement on Trade in Services (GATS), Trade-Related Aspects of Intellectual Property Rights (TRIPS), Agreement on Agriculture (AoA) and Trade Related Investment Measures (TRIMS). This analysis has formed the basis of much of the organisation's work in this area. However, the work does not focus solely on the WTO. It examines the role and policies of the international financial institutions, in particular the Poverty Reduction Strategy Papers required by the World Bank. Over the period under review, WAC also campaigned around and sought to raise awareness of developments that would have a direct impact on their target groups, e.g. the phasing out of the Multi Fiber Agreement and the USAID ban on funding of sex worker empowerment activities.

As with gender, WAC's critical analysis of international trade and development policies is mainstreamed across all its work. A key feature of WAC's approach to this work is to draw the links between globalisation and the daily lives of the grassroots target groups that it works with by a) listening to the voices of the grassroots and allowing them to be heard and b) providing information to grassroots groups about trade and development issues. This approach is evident in WAC's research, its campaigns and its participation in dialogs on these issues.

Research

While drawing on a range of academic research methods, WAC's research is not academic. Using a case study methodology, research aims to develop trust and understanding between WAC staff and grassroots people. It helps to educate and raise awareness of WAC staff. It allows the voices of the marginalised to be heard. It is one means by which information on important G&D, gender and human rights issues is provided to the target groups. It helps WAC and its target group partners to plan and implement campaigns and empowerment activities. While the aim is not

academic publication or publicity for the research as such, WAC's research is often quoted by other development agencies and academics. (See, e.g. *Garment Exports: The Case Study of Cambodia*, by Kum Kim and Seng Sovirak, in Dialogue and Cooperation, Occasional Papers. Vol 15 2/2006. Friedrich Ebert Stiftung, Singapore, 2006)

Some examples of research conducted during the period include:

- On the impact of the phasing out of the Multi Fiber Agreement. This included collection of case studies, village level meetings and consultations.
- Ongoing research into debt. This was started in 2002 but was continued with 240 case studies collected from 10 villages.
- 40 case studies entitled "The impact of Liberalisation Policies in Food Security on Rural Farms"
- The Impact of Proposed Industrial Zones on Conditions in Cambodian Garment Factories
- The impact of privatisation of health services on the health of marginalised women
- Gender and Trade
- Conditions of garment workers and sex workers

Additionally, WAC has commissioned research and/or reports by external experts such as the 2006 report on *Structural Stigmatisation of Sex Workers in Cambodia* which was written by a member of the APNSW.

Campaigns

The distinction between campaigns and participation in forums and debates is not always clear. However, the following are major campaigns that WAC either initiated or participated in.

- In 2005 WAC staff and target groups participated in preparatory meetings and the demonstrations against the WTO at the time of the sixth WTO Ministerial Meeting. WAC staff, garment workers and sex workers participated in the demonstrations against the WTO in Hong Kong. WAC participated in a preparatory meeting in Geneva with trade ministers from Europe and Asia and presented a critique of the WTO's development agenda.
- In Cambodia, WAC initiated and organised the People's Caravan to raise awareness of issues related to WTO. The caravan traveled from 11 provinces and converged on Phnom Penh. The major theme of the activities was the need for access to ARVs for all HIV positive people. The Caravan was supported by Action Aid and became a regional initiative involving 20 organisations and movements. In Cambodia public meetings and performances were staged in a number of provincial cities, culminating in Phnom Penh on World AIDs Day. WAC reports that sex workers and garment workers impressed other participants with their ability and courage to speak out.
- In 2004 WAC helped to launch Oxfam's regional Labour Wedge Campaign by hosting the visit of celebrity Mini Driver, staging a highly successful fashion show which was attended by ministers and other government officials, organising site visits and other consciousness raising events.

Dialogues and Debates

- Environment, Gender and Globalisation workshop, organised with NGO forum and hosted by WAC in October 2003. WAC continues to participate in NGO forum discussions. In 2004 they joined a group that was commenting on the draft PRSP for Cambodia and attempted to broaden the discussion to include experiences from other countries and where the PRSP fits within the overall international policy context.
- WAC staff and target group representatives participated in World Social Forums in Mumbai, Brazil and Karachi. The WAC Coordinator and staff made presentations on various panels in Brazil and Karachi. In 2004 WAC staff, along with two farmer representatives sponsored by WAC, participated in a WSF consultation meeting in Colombo.
- In June 2003, WAC hosted a regional Gender and Trade Workshop which incorporated a fieldwork component allowing participants to meet and discuss with people living in a rural village in Cambodia. Some countries, in particular Vietnam, conducted extensive research in the lead up to the conference and have continued to be active since then. However, planned follow up work in 2005/06, including the production of a video documentary did not go ahead, partly due to WAC's leadership transition.
- Additionally, WAC participated in or facilitated the participation of sex workers or garment workers in a range of forums covering topics such as the phasing out of the MFA, discussions with university students on the impact of globalisation and gender, with parliamentarians on the WTO and at speak out events such as labour day, international women's day and human rights day.
- WAC promoted and continues to promote its analysis of issues such as globalisation and debt among other NGOs in Cambodia.

D. Work with Parliamentarians

A significant feature of WAC's work during the review period was close cooperation with and advice to a range of parliamentarians and parliamentary groups, across party lines. The work was mainly conducted by the expatriate coordinator who is highly experienced and politically astute. As a foreigner, she was probably granted more access by parliamentarians than would be the case with any Cambodian, no matter what their skills. The following is a summary of key areas of collaboration during the review period. The reviewers interviewed only one parliamentarian who highly appreciated the previous Director's input. The parliamentarian was also fully aware of the other work that WAC does and, while she was very sorry to see the Director go, expressed ongoing support for WAC's activities.

- 2003-4 Advised parliamentary committee on the agenda and organisation of the 25th General Assembly of the ASEAN Inter Parliamentary Organisation which was held in Phnom Penh, September 2004. This was preceded by a meeting for women parliamentarians (WAIPO) for which WAC also provided advice.
- 2004-5 advised on the draft of emergency preparedness and emergency response materials,
- 2004-5 Advised on the establishment of the Cambodian branch of the Asian Forum of Parliamentarians on Population and Development.
- 2004-5 advised on establishment of a parliamentary human rights committee.
- 2004-5 Advised on the development of a national strategy on violence against women

- 2005-6 WAC continued to advise parliamentarians on development of indicators for the legislative body to monitor the role of the executive in fulfilling the stated commitments to the MDGs.

It should also be noted that WAC and WNU staff continue to reach out to local level authorities in the course of their work. In one area of Phnom Penh, the WNU reports that it enjoys the support of the local commune leader who appreciates their work in educating the children of sex workers and provision of other social services. This support also probably rests on individual relationship of trust between one member of the WNU secretariat and the leader in question.

Significant Changes/Result/Impact

A. Sex Workers Empowerment Project

Impact/Significant changes

- One of the first legally recognised associations of sex workers has been established and continues to grow in strength. It has approximately 5000 members. Fifty-six sex workers were trained as team leaders and/or secretariat members.
 - The WNU provides a focal point for media and other groups wanting to negotiate with or get the views of sex workers and clearly enjoys strong support from its members.

During the Tenofovir campaign, the WNU became the focal point for opposition to the trial and was the recognised spokesperson for sex workers. Both WNU and WAC staff members recounted how sex workers preferred to participate, for no material reward, in one of the press conferences organised by the WNU rather than attend a workshop at which the organising NGO offered material and financial incentives for participants. The NGO organisers reportedly asked WNU how much they had offered the sex workers to attend and were very surprised to learn that participants of the press conference had been offered nothing other than some drinking water.

A representative of an international sex worker organisation remarked that WAC is unique among NGOs in the way it genuinely supports self organisation and autonomy among sex workers.

- Sex workers have a voice in the broader community and at a certain level stigmatization has declined
 - *When people in our community saw that we were members of the WNU and WNU has helped us to get free health care, they treat us with increased respect* (Sex worker, Phnom Penh)
 - *When my neighbours saw that my kids are learning English they are more friendly and the other children want to learn too* (Sex worker, Phnom Penh)

- All sex workers spoken to by the reviewers reported some change in their behaviour since coming into contact with WAC/WNU. They usually spoke of an increased confidence and ability to negotiate with clients, brothel owners or spouses around issues of safe sex and violence. Related to this was an increased awareness of their rights and dignity as human beings and understanding of important health issues. A few spoke only of changes in the way they use (or do not use) drugs or other health related behaviour as a result of information supplied by WNU.
 - *They taught me about what I should eat and that it is not safe to use drugs while I am pregnant* (sex worker, Phnom Penh)
 - *Now we are able to answer back to the brothel owners and we know who to complain to if we have a problem.* (sex worker, Kompong Chhnang)
 - *WNU helps us with health care, education for our kids and how to negotiate to try to persuade the customers to use condoms and not to be violent* (sex worker, Phnom Penh)

- Through the WNU, some sex workers are starting to learn about and be involved in self help, self organisation and problem solving. This varies between groups and was most apparent in one or two of the well established groups in Phnom Penh. In the provinces, groups tend to be less well established and able to take action. This is partly because they have less contact with the WNU and partly because sex workers in the provinces are more mobile, moving between cities and provinces. Many of the sex workers spoken to said that they now think more about the future and issues such as saving money (and health) rather than living from day to day.
 - *Our membership fees are kept as a fund for any of us to use if we have to go to hospital or if there is a death in our family* (sex worker, Phnom Penh)
 - *If one of us is in trouble we try to help them out* (sex worker, Phnom Penh)
 - *If we have a problem, we can't yet solve it for ourselves. We have to wait for [the WNU] to come from Phnom Penh* (provincial team leader)
 - *I never dreamed that I would be a teacher, now I help to teach the young children to read and write Khmer* (sex worker Phnom Penh).
 - *Now I plan more. I work very hard so that my children can have a good education and a good future* (Provincial Team Leader)

- By the end of the reporting period, 97 children of sex workers based in Phnom Penh were participating in non-formal education, learning basic Khmer language literacy, numeracy, English and break dancing. The reported impacts of this, still new, program are a) 44 children were expected to enter the formal school system 2006/7; b) sex workers report that the confidence and behavior of their children has improved; c) they feel their children have better options for the future; d) the education, especially the break dancing is seen as a way of reducing tendencies towards substance abuse.

- Several sex workers report that WNU membership cards provide them with more legitimacy or authority when dealing with officials and clients.

- *Before the police would only help us [deal with cases of violence] if we paid them. Now we have WNU membership cards they don't ask for money* (Provincial Team Leader)
- *One of my clients was a local government official. He asked me not to use a condom but I showed him my WNU membership card and explained to him why I should use a condom and he agreed.* (Sex worker, Phnom Penh)
- While it is difficult to measure, WNU work in distributing subsidised condoms and peer education around safe sex and negotiation skills must make a considerable contribution to the prevention of HIV AIDS.
 - *I don't skimp with condoms because there are always enough available from WNU* (sex worker, Phnom Penh)
 - *We explain to clients that using condoms is good for them because it protects them and it is also good for us and is our right* (sex worker, Phnom Penh)
- The campaign against tenofovir a) stopped the trial which was considered unethical and unacceptable by sex workers; b) raised awareness of the sex workers of the power of united action; c) stimulated international debates on the ethics of conducting medical research particularly among vulnerable groups in developing countries.
 - *"[The campaign] helped to stimulate discussion at national and international level of the ethical issues raised by medical research in poor countries among vulnerable and marginalised groups. the third world." At least some commentators recognised that such research must "address a number of social and political considerations not typically associated with the "ethics" of medical research."*²
- There is stronger solidarity among some of the sex workers. This is particularly apparent in two of the well established groups in Phnom Penh. Members of one of these groups spoke of themselves as being like a family and of the ways in which they help each other out. One of the most impressive groups included Khmer and Vietnamese women sex workers, trans gendered sex workers and male sex workers. Their camaraderie and eloquence was indeed impressive.
- There is an increased awareness of gender discrimination and issues of gender equality among sex workers who are active in the WNU.
- Members of the WNU Secretariat, team leaders and some members of the sex worker groups are familiar with some issues relating to international policy/globalisation. Most were aware of the USAID policy not to fund sex worker empowerment and the subsequent decline in support from several key NGOs
- Leaders are clearly being developed among the WNU secretariat and Team Leaders. Two or three of the Secretariat members are very articulate and speak eloquently of the

² "The Trials of Tenofovir, Mediating the Ethics of Third-World Research" Peter J Hammer and Tammy Sue Landstrom, page 3 In WAC's compilation in "Background Documents: The Drug Trial in Cambodia".

things they have learnt during their times working with WNU. They have clearly benefited from contact with representatives of international sex workers and participation in international seminars. The experience of the tenofovir campaign is also cited as an important learning and confidence building experience.

- During the review period, WAC and the WNU achieved considerable press coverage as the result of a carefully developed media strategy. While the reviewers did not talk with members of the press, it seems that WAC has established itself as a newsworthy organisation, able to raise sensitive issues in the media in a way which is beneficial to marginalised groups and which ensures the voices of the marginalised are heard.

Negative Consequences

There is clearly some ill feeling on the part of some WNU members and some WAC staff members towards several NGOs who they consider a) tried to prevent WNU from becoming an organisation run by sex workers for sex workers; b) deserted the cause of sex worker empowerment for the sake of continuing to receive USAID money; and c) in general do not support the development of an autonomous sex worker organisation. The reviewers were not in a position to judge the history of these disputes. However, other stakeholders interviewed, including two Board members, a former representative of an international NGO and a member of an international organisation of sex workers, support WAC's analysis that most if not all other NGOs in Cambodia are unwilling or unable to support genuine empowerment of sex workers. On the other hand, the reviewers feel that WAC and the WNU activists dwell unnecessarily on past differences and criticisms of other NGOs.

B. Garment Workers Empowerment Project

- Drop-in-centres provide an effective venue for garment workers to build relationships, discuss problems, learn, exchange information, plan and organise themselves. The centres have housed many sessions and meetings where garment workers and key activists further understand Labour Law and their rights as workers.

"I learned about the Cambodian Labour Law when I came to visit the drop-in centre. In the past, I do not know about my rights as a worker. In the factory, there are no documents about the Cambodian Labour Law."- garment worker

"I learn a lot about my rights and what is happening to the garment industry when I attend meetings in the drop-in centre. I also meet a lot of people and have more friends. Now, I think I have attended more than 30 meetings and I plan to attend future meetings".-garment worker
- Some garment workers were able to assert their rights to their employers as a result of their participation in outreach activities and other awareness raising activities supported by WAC. They have also expressed that they had a better understanding of local and international issues affecting their lives.
- Some garment workers and their families had a better understanding of debt and its implications (+pesticides, interest rates, traditional US modern technology and farming) to their lives after being exposed to discussions facilitated by staff and key activists.

- There is an improvement in gender awareness among garment workers
- Some garment workers were able to acknowledge their contribution to family's well being and to the economy of the country as a result of their participation in WAC's discussion. This understanding gave them better confidence as women and increased their self value encouraging them to participate in discussions and decision-making whether at home or in their bigger community.

“In the beginning, I never argued with anyone especially with my father. But when I learned about globalisation, my contribution to my family and my value as a woman I saw myself in a different light. I realised I have a voice and should be heard as well.”- garment worker
- Through the drop in centres, garment workers were able to build stronger relationships and be involved in self-help and in self organisation. They contribute to support workers who were terminated without compensation or other workers who are in dire need of support (+ funerals, medical costs, etc). They find ways to help each other knowing they may be the next person who will need help.

-Workers from different factories showed their support to their 32 co-workers who were dismissed from the Supertex and Sportswear factory on June 1st, 2006. The workers also contributed money to help their colleagues in filing cases against the two violating factories.
- WAC was able to assist in monitoring factories through its links with WRC, AMRC. Through the drop-in centres feedbacks from garment workers were collected regarding worsening and unhealthy working conditions in the factories. This information was fed to WRC and AMRC who in turn negotiated with factory owners to improve the work conditions. When these efforts proved futile the monitoring the WRC and AMRC reported directly to the buyers who in turn pressured the garment workers to improve their conditions.
- WAC was able to connect lives of consumers and producers through hosting visits (for example of students and other groups) and facilitating dialogues and discussions. In this way, not only the garment workers were empowered but also the consumers were empowered to be more concerned on the issue of exploitation and take a more active stand in improving the working conditions in the factories
- WAC through its work with the garment workers and its active participation in both local and international demonstrations, campaigns, etc was able to contribute to the global fight against exploitation.
- Leaders were developed among garment workers through selection and training of key activists and the formation of the messenger band.
- Garment workers through their knowledge gained in the sessions in the drop in centres as well as other WAC activities have realised the role of the union and started demanding from union leaders to perform their role more effectively.

Unintended Impact

- WAC seems to have created an image with some union leaders of being anti-union and this created some level of antagonism among union leaders and members. In an interview held with one of the federation representatives, the leader said they are not so keen in

working with WAC because WAC tells their members not to join unions. He expressed that unions are very important for garment workers and that WAC should clarify its position regarding unions. WAC on the other hand stated that they are telling their staff nor the key activists to tell the workers not to join unions but only to inform workers to be careful in selecting the unions they are joining as most are either associated with political parties or with factory owners.

C. Globalisation and Development

- WAC staff, the WNU secretariat, key activists and team leaders, as well as other garment workers and sex workers who are in regular contact with WAC all have an understanding of WAC's critical analysis of globalisation and development issues. In turn this analysis has drawn on grassroots experiences. The level of understanding varies among and between each of these groups ranging from the perception that the WTO is what makes Cambodia a poor country to a fairly sophisticated ability to view globalisation, development and poverty as encompassing a range of highly complex dynamics and issues.
- The WAC staff and close partners are among the few groups in Cambodia who speak out and campaign about these issues. One consequence of this is that they are well known as a source for alternative analysis on important economic and social issues. Their research is often quoted by other agencies and academics and at least some dissenting voices are heard in Cambodia's process of integration into the world economy.
- Another impact of the work is that WAC staffs often meet with an indifferent or hostile reception from other NGOs. This is compounded by the fact that WAC staffs are nearly all young women who have to battle with sexist and hierarchical attitudes that are entrenched in Cambodian society. It has contributed to a sense of isolation and certain dismissiveness towards other NGOs among WAC staff. This is apparent in certain sections of the current strategic plan where WAC describes its staff "appreciated internationally by their peers and despised by their fellow country people." (Strategic Plan 2007/2007 p 15).
- This is one of the areas of WAC's work that will be most affected by the transition from international to local leadership. The former Director is very well read and highly experienced in campaigning around issues of G&D. Cambodian WAC staff are less experienced and have the added challenge of being expected to analyse and comment on processes that are largely conducted in the English language.

D. Work with Parliamentarians and Government

The work with Parliamentarians and government has largely stopped since the departure of the expatriate Director. However, there is a residue of goodwill which could prove helpful to WAC in the future.

WAC's work with Parliamentarians and its general approach to government authorities has been less overtly critical than that of many other NGOs. This has at times lead to accusations that the organisation is "pro government" or pro one particular party. In fact, although it does not directly focus on criticising the government, WAC's work across all sectors continues to raise questions regarding the very basis of the government's economic, human rights and development policies. It

remains to be seen if, as a Cambodian lead organisation, it will be given so much space to operate in such cutting edge issues.

Findings and Recommendations

The reviewers were able to come up with a lot of findings and recommendations for this review. Our recommendations are summarized below under Key Recommendations and Secondary Recommendations. Prior to that summary, there is a detailed presentation on the analysis and discussion of three key areas: a) Management; b) Empowerment and how to measure it; and c) Current Strategic Plan

A. Management

In order to comprehend the current management of WAC and its problems it is necessary to understand the following;

- WAC staff are an achievement in itself. Over the years WAC was able to develop a group of empowered, critical and committed individuals with a view of development that is not yet widely accepted in Cambodia. **The staff of WAC are perhaps the greatest asset and strength of the organisation.**
- WAC has recently been through a lot of changes and is still in a transition phase. The change of leadership from expatriate to local and the implementation of a new strategic plan have placed it in a transition phase that requires a strong sense of stability and support in order for the organisation to be successful. On top of these changes, WAC had experienced some difficulties with funding for some of its programs areas. At the time of the review we were informed that one program was not yet fully funded beyond the first year or year and half of the current strategic plan. (It should be noted that WAC have also successfully secured funding from two new donors, the McKnight Foundation and the American Jewish World Service.)
- WAC also has some internal problems. There is an internal misunderstanding/conflict inside the organisation that affects different staff members in different levels. This conflict also affects the management and its dynamics. The organisation was not able to move forward in resolving this misunderstanding/conflict because there are some (2 or 3) who deny or don't acknowledge that the problem exists.

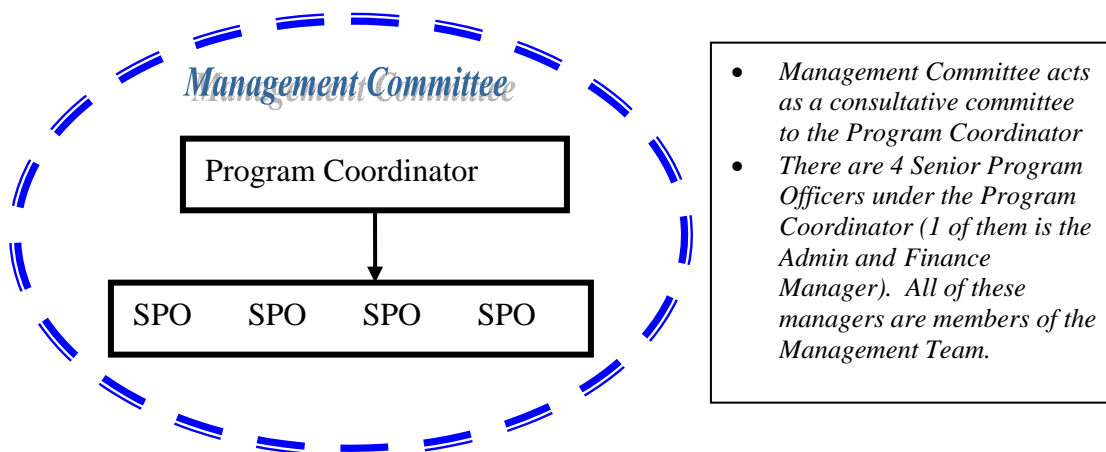
It is therefore important to try to resolve the management issues because of the following;

- WAC has a strong potential as an organisation
- WAC's work is much needed by the grassroots women (garment workers and sex workers) and these women will be affected if the work of WAC declines or ceases to continue.

Management Structure

From the setting up of WAC until mid-2005, the organisation was headed by an expatriate Program Director (PD). From the beginning, the PD worked to foster and build capacity for an inclusive, participatory and egalitarian management structure. In 2003 a formal Management Team (MT) was established and gradually took on more responsibilities. About a year prior to the exit of the expatriate PD, the (MT) was given full decision making authority as part of a handing over process and capacity building of the Khmer managers. This MT provided equal authority to all the managers. About one year later WAC realised that this kind of structure was not working and a new structure was formed. The new structure had the Khmer Program Coordinator as the chief executive officer of the organisation with a Management Team to support him. The Management Team this time acts as a consultative committee for the Program Coordinator. (Note that in 2005, two (2) of the Senior Program Managers (SPOs) asked to be taken out from the MT as members as they were too busy with their other tasks and/or they do not wish to be in the Management Team. However the Board disapproved this request and explained that this is a part of their roles as managers.)

This structure is the current structure of WAC. Please see the illustration below;



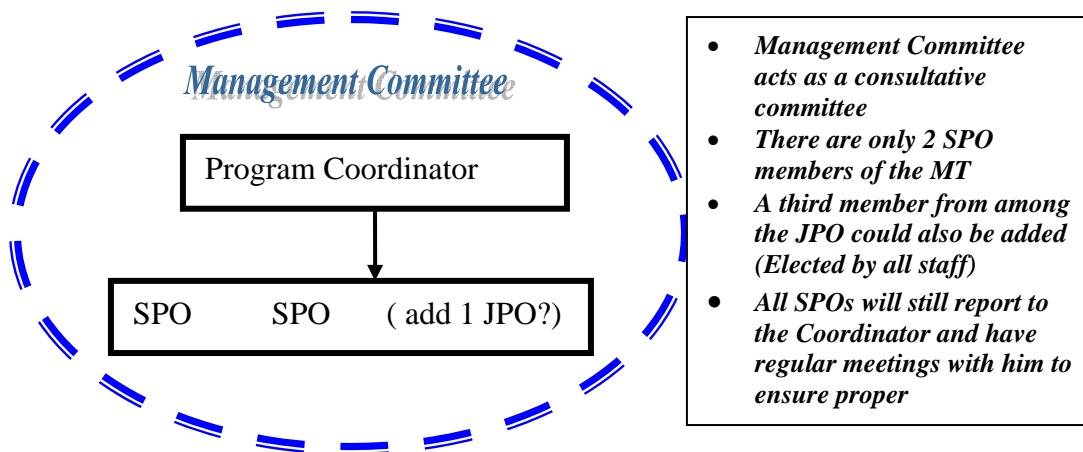
The current management of WAC (although it has its strengths) is still not working effectively and efficiently. Some of the major issues and factors affecting its performance are as follows;

- 1) presence of internal conflicts- thus the Program Coordinator oftentimes have to mediate rather than lead
- 2) some members are still unwilling or do not like being on the management committee thus there is uneven contribution inside MT among its members
- 3) lack of management skills of the MT members (covers time management, performance management, staff supervision, coaching skills, organisational skills, etc)
- 4) lack of clearly defined and written terms of reference for the Management Team

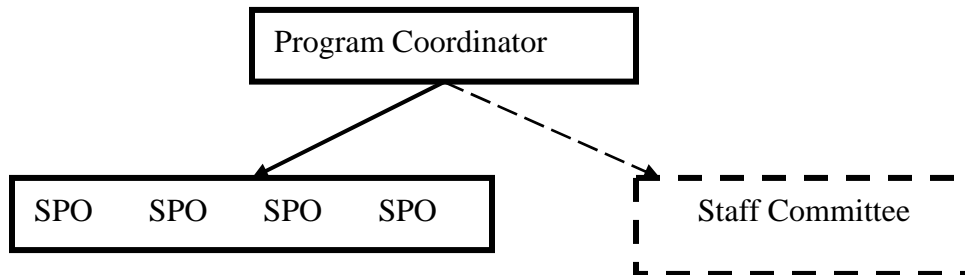
Recommendations on Management

1. *Develop a clearly defined written terms of reference for the Management Committee*
2. *Come up with a staff development plan for managers prioritizing management skills. It is important that this plan not only include trainings but also coaching and mentoring designed for each individual as the managers have different personalities and weaknesses in management. The JPOs (Junior Program Officers) should also be included in this training to prepare them as future managers. This would ensure better sustainability for the organisation.*
3. *Assign the role of a mediator to another person or to a committee. This would unburden the Program Coordinator and allow him more time to act more as a leader and a manager.*
4. *Explore the 3 options suggested below and identify what is best for WAC.*

Option 1-SMALLER MANAGEMENT COMMITTEE

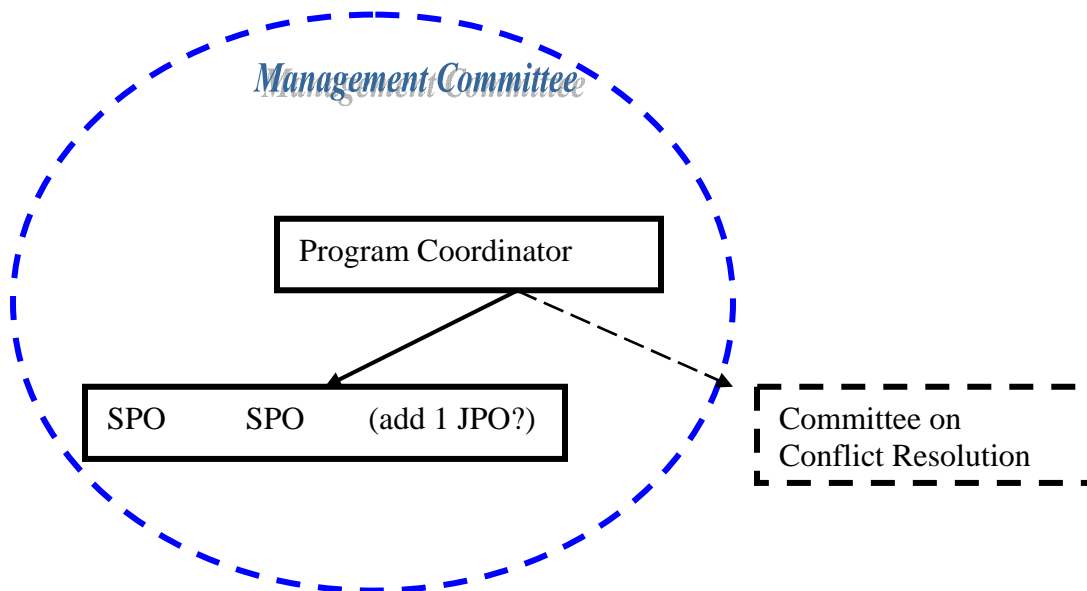


Option 2-NO MANAGEMENT COMMITTEE BUT WITH CONFLICT RESOLUTION COMMITTEE



- *There is no Management Team*
- *There is an elected Staff Committee that deals with relational problems and team dynamics.*
- *The Committee is composed of two staff members elected by the staff members themselves.*
- *There should be clear written procedures on conflict resolution developed and agreed by all*
- *The committee should have clear function, purpose and criteria (ex of criteria; has trust of staff, can be objective, avoid personality issues, good mediator, etc)*

Option 3-SMALLER MANAGEMENT COMMITTEE WITH CONFLICT RESOLUTION COMMITTEE



- *This is a combination of Option 1 and 2*
- *There is a small Management Team as suggested in Option 1 and there is an Elected Conflict Resolution Committee as suggested in Option 2*

5. Additional support/ advice be provided to WAC's management during this transition period (next 12 months). The support to be provided will be in the areas of the following;

-General Management

-Program Advice

-Assistant's Role (editing, analyzing, accessing, English Language)

Below are different options that WAC may consider in response to the above recommendation;

- Option 1: Board provides support on a voluntary basis + locally recruited fluent English speaking assistant
- Option 2: One Board member steps in as a paid consultant/advisor for 6-12 months at 4-5 days (or 6-8 days)/month + locally recruited fluent English speaking assistant.
- Option 3: WAC selects external consultant for 6-12 months at 4-5 days (or 6-8) /month + locally recruited fluent English speaking assistant
(Note: The consultant needs a good understanding of WAC's philosophy and way of working/team dynamics (so as not to push WAC to become a bureaucratic NGO)
- Option 4: Hire a short term consultant (1 month?) to help write admin and finance policies and other requirements
- Option 5: Various combinations of the above

B. Empowerment

Measuring Empowerment

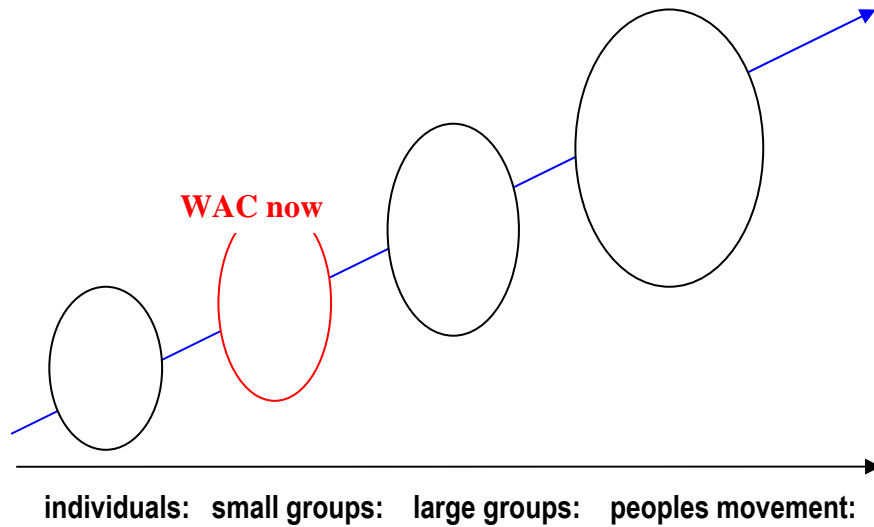
The reviewers were asked to consider ways in which empowerment could be measured. The reviewers also came to the conclusion that although WAC staff and peer educators have a strong commitment to grassroots empowerment, they are not always able to articulate what empowerment is and what they hope to achieve through empowerment of marginalised groups. The following notes summarise discussions with WAC staff and analysis of some key documents. The reviewers suggested the following methods to assist WAC to measure its progress in empowering target groups and in the process made their own assessments of WAC's achievements to date.

The conclusions or measurements reached by the reviewers in each of these methods are based on our reading of the literature and interviews with the key stakeholders. It is acknowledged that no scientific survey or data collection instrument was developed to measure empowerment. The reviewers suggest that, if this is considered necessary, further work should be done, with the help of an external consultant with stronger expertise in the measurement of empowerment.

Possible ways of assessing empowerment:

i. Organising for change

This is particularly relevant for WAC in developing strategies for engagement with its core target groups. WAC's activities and documents indicate that empowerment is more than a personal experience. Empowerment is a process whereby people come together to bring about change. When planning where to go next with sex worker and garment worker programmes, WAC would be well served to have a long term strategy for building independent grassroots movements.

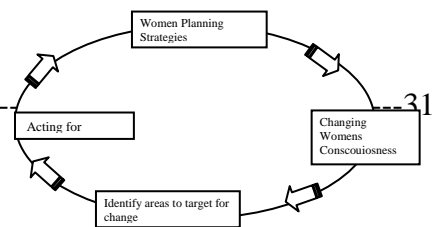


ii. Personal/group empowerment and taking action for change

This assessment complements the organisational approach above. It provides a summary analysis of the level of empowerment within each group. The stages of empowerment are based on the 2002-2003 WAC strategic plan. The assessment below reflects the reviewers' opinion.

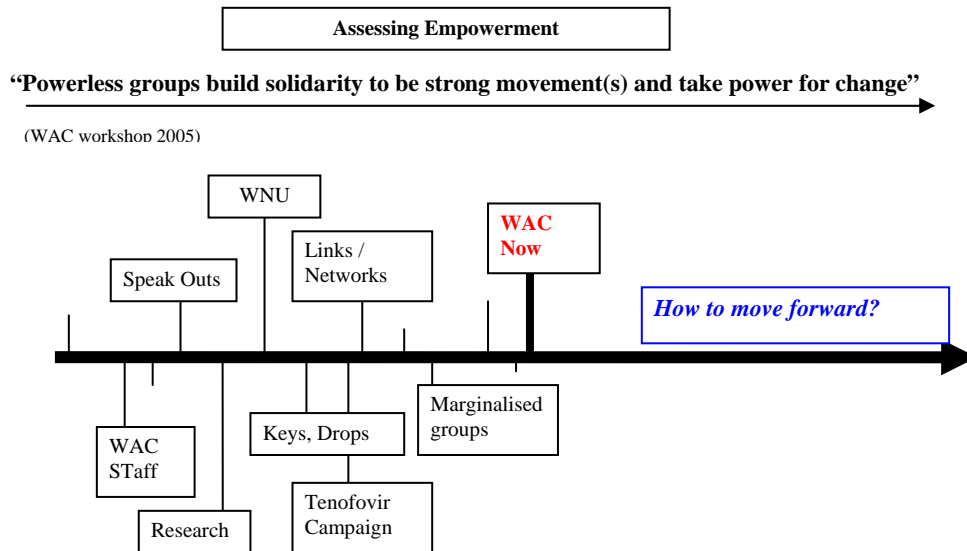
	Stages of Empowerment	WAC Staff	WAC the Organisation	WNU Secretariat	Key Activists / Team leaders	Sex workers Garment workers
empowerment	1. Change consciousness	All (ongoing)	Yes (ongoing)	Yes (ongoing)	Yes (ongoing)	Some (ongoing)
	2. Identify areas to target for change	Some	Yes	Some	Some	Some/not yet
	3. Act for change	All	Yes	Yes	Yes	Some
	4. Develop Strategies	Some	Yes	Not yet	Not yet	Not yet
	5. Change consciousness					

This is a circular rather than a linear process.



iii. Planning strategies/assessing achievements

This third method of measuring empowerment is a useful way of analyzing past achievements and planning future strategies.



Recommendations for WAC's Approach to Empowerment

- Agree on an ultimate goal (a vision or mission statement)
- Develop and keep improving strategy and tactics to reach that goal

e.g the strategy might be a summary of the answers WAC staff gave to the question of:
Why does WAC want to empower vulnerable groups? --

- To build solidarity for united action
- To change their situation
- To push for a better situation
- To build a better life for vulnerable people

The strategy may therefore be: *To build solidarity to take united action to build a better life for vulnerable people*

Tactics currently used include:

All the ways WAC reaches out to, organises and empowers people including:

- Speak Out
- Provide information and ability to understand their situation
- Organising
- Build national, regional and international links
- Letting people learn by doing
- Finding effective ways to build alliances

- Finding effective ways to convince potential partners

C. Strategic Plan

The new Strategic Plan is not the major focus of this review but the reviewers have been asked to make "recommendations for the future of the programme, ... that will be inputted in the current draft of the new 5 year WAC strategic plan". Therefore, the reviewers think it worthwhile to make some specific observations and suggestions regarding the new (current) strategic plan.

The current strategic plan (2006-2009) arranges and prioritises WAC's work around three components or aims:

- Promotion of Grassroots Trade
- Cancel the Debt
- End Violence Against Women and the USAID Anti Prostitution Clause.

Each component involves empowerment, advocacy and research activities.

Over the past six years these issues have emerged as major impediments to the achievement of the four objectives of the previous strategy ((i) sustainable livelihoods; (ii) social services; (iii) right to life and security; and (iv) the right to be heard).

Across each of the three components WAC's target groups are sex workers, garment workers, farmers and other marginalised groups.

The review team notes that this change of focus presents challenges in the way WAC organises its work and that these changes come at a time when the organisation is still adjusting to the departure of the long term and highly respected expatriate Coordinator. There are three issues that the review team wishes to highlight:

- allocation of staff responsibilities;
- lack of clarity on how ongoing support to sex workers and garment workers fits within the strategic plan; and
- recommendation for clarification of the Cancel the Debt component.

Allocation of staff responsibilities

Each component is lead by a senior program officer with two junior programme officers working with them (there is one vacancy in the VAW component). In addition to their major responsibility, each staff member has a secondary role in another component. As far as possible, staffs were able to select which components they would work with. Administrative staff each assists with one programme in addition to their primary duties. Within each component, individual staff members work on either research, empowerment or advocacy. There is also a senior programme officer with overall responsibility for each of these "cross cutting" activities although this role is less prominent and in some components the core team is clustered within one cross cutting area, e.g. research. The division of labour can thus be illustrated through the following matrix.

	Violence Against Women	Debt Cancellation	Promote Grass Roots Trade
Empowerment	Tien Pisey	<u>Tien</u> <i>Pisey</i> <i>Sophea</i>	Sophea
Advocacy	<u>Phuong</u> <i>Kunthy</i>	Phuong	Kunthy
Research	Phearak (ChanTheun)	Sopharith Socheata	<u>Socheata</u> <i>Sopharith</i> <i>Phearak</i>
Finance/Admin ●	<u>Leng ●</u>	Pagna ○	Sopheap ○ Delux ○

The reviewers see some strong potential advantages in this approach:

- staff will gain experience in at least two different themes and two different cross cutting activities.
- longer term staff who have concentrated on one area of work, e.g. sex worker or garment worker empowerment, will share their expertise and experience with other target groups.
- target groups such as WNU/sex workers and garment workers may be less reliant on one WAC staff member and relate more to WAC as an organisation.
- it may discourage the formation of closed groups or cliques among the staff.

Some potential disadvantages include:

- on paper the new system appears complex and difficult to manage;
- staff may have difficulty prioritizing across the two themes they work in
- the new arrangements may be confusing to the sex workers and garment workers with whom WAC has previously worked.

Ongoing support to sex workers and garment workers

The current Strategic Plan aims to bring WAC's target groups together so they can understand each others' situations and build solidarity with each other. One senior WAC staff member described this as a progression in WAC's strategy of empowerment of grassroots and marginalised groups.

WAC staff are only just beginning to implement the SP. There were delays due to changes in staffing and some uncertainty over funding. With input from members of the Board, staff have been developing workplans based on the SP and these are still being finalized. Therefore it is difficult to asses how the new SP will work in practice.

It is not yet clear how the organising and ongoing support to the garment workers and sex workers will be continued under this new SP. The new SP does not mention plans to open any new garment worker Drop in Centres or recruit new key activists although staff say they will be doing such work, using funds left over from the last strategic plan.

Cancellation of Debt -- need for clarification

The reviewers see much potential for WAC's research and campaigning on debt. The reviewers had the opportunity to observe lively discussions on debt at 2 garment worker drop in centres and the analysis presented in WAC's documents is in accord with the experiences described by the workers who participated in these discussions. Debt is clearly an important issue for ordinary Cambodians. However, the reviewers suggest WAC considers re-writing some sections of the current strategic plan to further emphasise that it is not opposed to all forms of micro-credit. We also suggest that WAC discuss and clarify its stand in favor of cancellation of all debt owed to NGOs operating micro credit schemes. This can easily be interpreted as a demand for an end to all micro-credit which, the reviewers understand, is not WAC's position.

D. Summary of Major Recommendations and Secondary Recommendations

a. Key Recommendations

- i. WAC consider a new management structure that will help it to resolve conflict and misunderstandings that are occurring during the transition from expatriate to Cambodian leadership. The reviewers identified a number of tensions among the staff, many of which are common to NGOs undergoing such a transition. The reviewers feel it is crucial that these be openly acknowledged and dealt with. To help to resolve this, possible alternatives to the current management structure were suggested for consideration by the staff and the Board.
- ii. The WAC Board be expanded to include more Cambodia based members who are willing and able to advise and guide WAC staff on technical and strategic planning and management issues. If necessary this should be supplemented by carefully selected external assistance.
- iii. WAC staff continue to develop better methods of relating to and convincing others of its analysis and its approach to grassroots empowerment. WAC should continue to challenge dominant development paradigms and practice but staff need better skills in how to present and argue for their viewpoint and how to build alliances.
- iv. WAC develop a clear mission statement or vision that will provide a more strategic framework for its grassroots empowerment work and explain the alternative development paradigm that it is promoting and how it differs from that which is prevalent in Cambodia today. Empowerment is the core of WAC's approach and staff have a strong commitment to the concept. However, this is not always matched with a strategic understanding of the ultimate objective of empowerment and the development paradigm within which WAC works, thus affecting WAC's ability to plan strategically.
- v. WAC revise its current strategic plan in order to better explain: a) its approach to debt and micro-credit; b) how ongoing empowerment work with its target groups will be maintained; and c) how the allocation of staff responsibilities will be managed to avoid confusion and conflict.

b. Secondary Recommendations

- i. Registration as an NGO in Cambodia should be prioritised. WAC is currently only registered in Hong Kong. The process of Cambodian registration should be the first priority for WAC management and Board.
- ii. WAC staff should develop stronger problem solving skills, with some external assistance if necessary. The skills should focus on problem solving rather than problem avoidance
- iii. Develop some additional written administration and finance policies that fit with WAC's philosophy and way of working. There is a need for written financial management and other administrative procedures which should be circulated to and internalised by staff.
- iv. Maintain and develop links with parliamentarians and state officials at all levels of government. These have inevitably lessened since the departure of the expatriate Director but more efforts are required to maintain and consolidate those links and the goodwill that remains.
- v. More planning and strategising on the future and sustainability of the WNU and the garment worker drop in centres. Full autonomy from WAC is not feasible in the short term and, for the drop in centres, possibly not even in the long term. However, these issues need to be more actively considered, discussed with target groups and taken into account in strategic planning.
- vi. WAC staff continue to educate themselves on the issues of globalisation and development. These broad and complex issues are not widely understood in Cambodia. In presenting a critical analysis of dominant practices and theories, WAC staffs need to be well informed. (Also related to B. ii above)

As stated earlier at the beginning of this summary, the reviewers feel that WAC has played a unique and important role in Cambodia. Its accomplishments over the last 3 years contributed to an emerging civil society that used to be non-existent. There is still much work ahead for WAC if the aim is to empower the grassroots. The next 12 months will be crucial for WAC and the team will require a lot of support from both the donors and the board members. It is imperative that the recommendations stated in this report be reflected upon for future considerations.

Annex 1- Presentation Covering Strengths/Accomplishments, Weaknesses and Recommendations

(please see attached file in Powerpoint)

Annex 2- Organisational Development Workshop Outputs

1A. Small Group Discussion among Staff re Perceived Strengths of the Organisation

Common Perceived Strengths

- *Advocacy/empowerment of grassroots*
- *Team work*
- *Commitment of staff*
- *Regional and international networks*
- *Staff capacity and independence*

GROUP 1	G-2	G-3
Funds		
Clear strategy		
Good regional and international networks		
Networking		
		Oxfam is famous and well known
	Good at team work/consultative	Team work, staff diversification
Strong commitment of staff	-Commitment of staff -Participatory staff empowered	
Staff capacity building	-Independence -Good analysis and information	
Organising, empowerment, advocacy	Advocacy	Former coordinator wellknown and strong capacity
		WAC supports empowerment of grassroots
		Support for independent organisation of target groups

1B. Result of Small Group Discussion among Staff re Perceived Weaknesses of the Organisation

Common Perceived Weaknesses

- *No MOU*
- *Isolation at country level*
- *Task delegation unclear*
- *Understanding of target groups still limited*
- *How young people are viewed in Cambodia and how WAC communicates*

Isolated at country level *ngos	Lack of support with some NGOs	WAC does its work in isolation and people don't understand us
	/somteims difficult to get permission – [problems with government interaction	
	Target groups understanding of WAC sometimes still limited	Target groups still need support of WAC

Internal weakness	Sometimes people don't listen because we are young/discrimination against young people	Early harvest result. Sometimes we don't take time to explain to people
Funds left over		
Unclear allocation of tasks		Sometimes staff not clear on their tasks. Sometimes their work is not well planned
Changes of staff leaves gaps because it takes so long to train staff members/key activist about WAC concepts/policies		Lack of ability to analyse globalisation issues and to convince people about this.
No Mou		No Mou

2A. Result of the Group Assessment Using the Organisational Scanning Tool

Strengths		
<ol style="list-style-type: none"> 1. Finance 2. Administration 3. Report and documentation 4. Leadership and management 5. Organisational values and culture 	<ol style="list-style-type: none"> 1. Finance 2. gender mainstreaming 3. Administration 4. Learning and Adaptation 5. 	<ol style="list-style-type: none"> 1. Resource and development 2. Organisational value and culture 3. Finance 4. Gender mainstreaming 5. admin
Weaknesses		
<ol style="list-style-type: none"> 1. Evaluation and monitoring 2. Learning and adaptation 3. Advocacy and strategic links 4. Staff 5. Resource development 	<ol style="list-style-type: none"> 1. Project design and planning 2. Legal basis and governance 3. M&E 4. Staff 5. a) Implementatoin b) strategic plan 	<ol style="list-style-type: none"> 1. M&E 2. Legal Basis and governance 3. Project Implementation 4. Strategic relations and advocacy 5. Exchange and learning

Key recommendations

Re Lack of MOU

- Strong follow up on the registration with AMRC
- Prepare all the documents again to apply for MoU
- Make this a priority

Re isolation at country level

- Continue efforts to be involved with the NGO community
- Strengthening/improving NGO networks

Re task delegation

- Supervisors and staff meet regularly
- Develop individual work plans

Re limited understanding of target group

- Develop a strategy to respond to this problem?

Re difficulty in getting the message across/society's attitude towards young people

- Ensure we have enough evidence to back up our ideas

Annex 3- Terms of Reference

Terms of Reference for a Womyn's Agenda for Change (WAC) Programme Review

II. Background and Rationale

Despite advances by local non-government organisations in the areas of women's issues, advocacy, human rights, environmental programs, agriculture, literacy and income generation, Cambodia still bears the scars of a society emerging from war and the transition to an open market economy. Women have shouldered the majority of the burden of reconstruction, adjustment and transition and forfeited less of the benefits it has yielded, resulting in the feminisation of poverty.

Since 1999, OHK initiated the Women's Agenda for Change (WAC) programme with the specific aim of finding a more effective way of addressing gender issues through empowering women, mutual support and collective action, and capacity building towards effecting national policies and cultural practices. WAC has, since 2004, become an independent organisation focusing work on Garments and Sex Workers Rights through empowerment oriented methodologies and has gained a positive reputation in Cambodia as one of the few organisations that is able to provide macro-micro linkages especially to trade-related issues. The year 2006 marks the end of the first 3 year plan after WAC independence from OHK. This period was marked by many triumphs and transitions within the organisation, as well as the Cambodian development context itself. It is given this context, and with the coming milestone of the formulation of a new 5-year strategic plan, that a review of the actual impacts of the programme becomes important. Such a programme review and impact assessment is designed to feed into building up from previous work, exploring the strengths and challenges faced by WAC, as well as bettering ways of working and systems within the organisation. This exercise will strive to be a participatory and learning-oriented initiative that will facilitate organisational development within WAC that will in turn lead to better programmes that impact directly on the lives of WAC's beneficiaries.

III. Review Objectives

- To review the impacts of Women's Agenda for Change (WAC) programmes in Cambodia from July 2003 to date.
- To review the systems, management and ways of working of the programme
- To make recommendations for the future of the programme, including the scope and methodologies of programme involvements that will be inputted in the current draft of the new 5 year WAC strategic plan

III. Basic Assumptions:

The review will take into consideration the following:

- WAC puts a premium on the empowerment approach in its work and should therefore be reviewed in this context being specifically sensitive to processes and experiences. Care must be taken to ensure

that context considerations are taken especially when analysing programme outcomes and issues of “efficiency” and “impact.”

- Participation is key to WAC’s approach and should therefore be similarly important in assessing its experiences. This will mean involving all staff (including past staff who will be key informants) of WAC as well as various stakeholders at different levels (from beneficiaries, partner organisations, and board members, among others).
- The methodology will involve both individual interviews as well as group/team interviews so as to bring out nuances and issues.

V. Scope of the Review and Recommendations

The review methodology must specifically address the following components:

- A contextualisation of WAC within the general development situation of Cambodia
- An accounting and review of WAC activities in the last 3 years
- A review of the significant changes that resulted from WAC’s activities within the review period. This will look at the wider effects of the programme; significant or lasting changes in the lives of the target population – intended or not, positive or negative, short or long-term. This should also include perceptions of WAC’s work as an institution
- An examination of the effectivity of programme implementation (referring to use of resources, management of the decision making processes and capacity building among others)
- Issues of sustainability including local capacity-building, resources raising and mobilization, and institutional sustainability

VI. Methodology

The review will be done by a team of two external consultants, who will be responsible for the specific design and methodologies employed within the parameters of this TOR. OHK will offer, as a resource, the services of the home office Gender Programme Advisor, to help with the design and implementation of the review as well as to directly facilitate learning lines within OHK.

The review team are encouraged to form at least two review teams composed of staff and stakeholders to help in the data gathering and the analysis of said data. This will entail an initial session of developing indicators and levelling off of the methodology and type of data to be collected. This participatory process will not only ensure the processing of relevant information but also be a direct learning experience vis a vis impact assessment and significant change measurement for the participants. The consultants will then be responsible for the facilitative processes to consolidate the data in to a draft report.

Information will be gathered through a combination of focused interviews, review of relevant documents, partner/project visits, group dynamics and reflections.

The following are identified as key informants (among others)

- The programme’s target beneficiaries
- WAC Staff
- WAC Board Members
- Donors, relevant NGO partners
- Former WAC staff
- Staff of project partners
- Relevant government ministries

After the writing of the initial report and recommendations, the review team will hold a small group workshop with WAC staff and relevant partners to validate and finalize the findings. The final report will then be the basis by which WAC will input necessary changes into the 5 year strategic plan.

VII. Specifications for the Review Team

The review team will be led by 2 people with skills and experience as follows:

- A knowledge and experience of conducting participatory methods of programme reviews and impact assessments
- A knowledge of Gender and empowerment concepts and programmatic applications
- Knowledge of the Cambodian development context
- Knowledge and experience in organisational development
- Ability to work in and facilitate teams but with strong leadership and initiative

VIII. Timetable

It is proposed that the review take place in the middle of August 2006, depending on the availability of consultants. The total period of the review would be 14 days including travel and report writing.

IX. Expected Outputs

A final report should be produced consisting of approximately 30 pages, plus an Executive Summary of not more than 3 pages, plus annexes. It should cover the objectives and scope defined in this TOR.

X. Budget, logistics and management

The Programme Officer for Indochina and the Mekong of OHK and the Coordinator of WAC will manage the review together, involving the WAC team as necessary. The review paper will be an independent document whose ownership will be similarly joint. The logistics and budget will be managed by WAC as a project grant from OHK.

Annex 4-Detailed Schedule and Activities for the Review

04-24 January 2007

<p>5/Fri</p> <ul style="list-style-type: none"> Morning: reviewers meet <p>-----</p> <p>Afternoon:</p> <ul style="list-style-type: none"> Meeting with WAC staff 	<p>6/Sat</p>	<p>7/Sun</p>
<ul style="list-style-type: none"> 8/Mon Meet Management team at WAC at 10 am and continue the evaluation discussion afterward if possible?? 4:00 pm meeting with sex worker team (Phuong, Pisey, <u>Kunthy</u>) 	<ul style="list-style-type: none"> 9/Tue Meeting with Mathew Rendal (WAC ex board member) at 8:00 am at Java Café S & O Meeting with Kiko Perez @ 9:30 am at OGB office S & O Meeting with garment workers team at 11:00 am or through lunch time (<u>Tien, Kunthy, Phearak, Socheata</u>) ----- Meeting with Ms Sarorn (Advocacy officer) at 2:30pm at Banteay Srei S Meeting with H.E Teng Kunthy (National AIDS Authority) at 4:00pm at NAA office S Meeting with Phearak at 2:30 pm at WAC office O Meeting with Pisey@4 pm WAC office O Meeting with Socheata at 5:30 pm at WAC office O & S 	<ul style="list-style-type: none"> 10/Wed Meetings with Sex Workers Kampong Speu O and & Kompong Chhnang province S
<ul style="list-style-type: none"> 11/Thur For Group I: Meetings with beer girls at WAC office at 9:00 am For Group II: Meeting with sex workers at Svay Pak area at 9:00 am Meeting with sex workers at Railways station areas at 2:00 pm Meeting with Delux (WAC IT) at 5:00 pm at WAC S 	<ul style="list-style-type: none"> 12/Fri All day workshop with WAC staff ----- Meeting with Phuong after finish the meeting S & O 	<ul style="list-style-type: none"> 13/Sat Meeting with H.E Khun Sodary in the morning
<ul style="list-style-type: none"> 14/Sun Morning: Visit DICs. (2 teams each visit 2 DIC) at 8:30 am S & O Afternoon: Meeting with Key Activists, former and current keys, 	<ul style="list-style-type: none"> 15/Mon Meeting with WNU secretariat at 8:30 am at WAC office [translation needed] S & O ----- Meeting with Sopharith at 1:00 pm at WAC S 	<ul style="list-style-type: none"> 16/Tue Meeting with Mr. Keshav of AAI-C at 9:00 am at AAI-C office S & O Meeting with Ms Pen Mony (former WAC staff) at 11 :00 am at KHANA office S & O

<p>The Messenger bang at WAC office at 2:00 pm</p> <ul style="list-style-type: none"> • S & O 	<ul style="list-style-type: none"> • Meeting with Ms Muo Sochua <u>at 3:00pm at her house (#41B, St. 75)</u> S & O • <u>Meeting with Ms Sopheap at 4:00 pm at WAC</u> O • Can go with key activists during workers outreach at Meanchey and Prey Tea areas (two groups is possible) 	<ul style="list-style-type: none"> • Meeting with Mr. On Nan <u>at 11:00 am at WAC office</u> • ----- • Meeting with Ms Nil Kagnarith @ 2:30 pm <u>at WAC office</u> S • <u>Meeting with Mr. Pagna (WAC IT) at 2:30 pm at WAC</u> O • <u>Meeting with Glo. and Trade team at 3:30 pm (Vuthy, Socheata, Sopharith, Sophea)</u> • <u>Meeting with Kunthy at 6:00 pm at WAC</u> S • Field visit to key organisers activities O
<ul style="list-style-type: none"> • 17/Wed • Meeting with H.E Khun Sodary in the morning <u>(if 13 is not possible)</u> • Meeting with Tien at WAC (time to be confirmed after Sodary) (S & O) • Meeting with Sophea (O) over lunch • Meeting with Chanthu and Kdey (S) over lunch • Meeting with Mr. Ath Thun at C.CAWDU at 2:00 pm <u>at C.CAWDU office [with translator needed from review side]</u> S & O • <u>Meeting with Leng (WAC Accountant/Admin) at 4:00 pm at WAC</u> S & O • <u>Meeting with Vuthy at 6:00 pm at WAC</u> S & O 	<ul style="list-style-type: none"> • 18/Thu • Meeting with H.E Mean Chivorn of NCHADS at @9:00am <u>at NCHADS office</u> • Meeting with Chamreoun (former staff of NGO Forum) at 10:30 am <u>at KOSEKAM office [in Phnom Penh Center]</u> S 	<ul style="list-style-type: none"> • 19/Fri • Prepare workshop <hr/>
<ul style="list-style-type: none"> • 20/Sat 	<ul style="list-style-type: none"> • 21/Sun • Possible visits to any among the four drop in centers during the session with workers 	<ul style="list-style-type: none"> • 22/Mon • Workshop to present initial findings
<ul style="list-style-type: none"> • 23/Tue 	<ul style="list-style-type: none"> • 24/Wed • Final Debrief 	<ul style="list-style-type: none"> • 25/Thu

Annex 5-List of People Interviewed

Individual Interviews

Ek Siden	NGO Forum
An Nan	Investigator, Workers Rights Consortium
Ath Thorn	President, Coalition of Cambodian Apparel W. D. U
Carol Strickler	Executive Officer CCC
Keo Chamreoun	Former staff member of NGO Forum
Each WAC staff member	
Francis Perez	Country Program Manager, Oxfam-GB
H.E Khun Sodary	Member of National Assembly
H.E Mean Chivorn	Head NCHADS
H.E Teng Kunthy	Head, National AIDS Authority
Joy Organ	WAC Board member
Keshav Gautam	Country Director, Action Aid International
Mathew Rendal	Former WAC board member
Mu Sochua	Former Minister of Women's Affairs
Nil Kagnarith	Former WAC staff
Pen Mony	Former WAC staff
Rosanna Barbero	WAC Board member, former WAC Director
Chhum Sarorn	Advocacy officer, Banteay Srei
Tuomo Poutiainen	International Labour Organisation

Responded to Questionnaire via email

Andrew Hunter	Asia Pacific Network of Sex Workers
Apo Leung	Former WAC Board member
Marlene Nolten	Oxfam Novib
Masaya Kato	Former staff of CARE
Mayling Chan	Former WAC Board member
Mike Bird	Former OGB Country Representative
Nick Rine	WAC Board member
Shalmali Guttal	WAC Board member

Group Interviews/FGDs

All WAC staff as a group and in groups according to their program responsibilities
Garment Worker Key Activists
Garment Workers at 2 drop in centres and at their homes
Sex Workers Kompong Chhnang, Kompong Speu, Svay Pak, The Railway, The Building
WNU Secretariat

Annex 6-Questionnaires

Questionnaire for Staff Working on Garment Worker Empowerment

Log frame ref	Staff working with Garment Workers, 2003-2006
Activities 1.1.1 1.1.2 4.1 1.2.2 1.3.1	<ul style="list-style-type: none"> • What does WAC mean when it talks about empowerment of garment workers? • How does WAC monitor the situation in the Garment industry? • What research has WAC carried out about Garment Workers in the last 3 years? Why were those topics for research chosen? How was this research distributed? • How has WAC provided Garment Workers with information about international and national development policies and their impact? • Which policies and institutions does WAC focus on? • How do garment workers see and learn about the link between their lives and development policy? • How does WAC mainstream gender analysis into this area of work? • How do WAC staff learn about and analyse these issues?
1.2.1, 1.2.2, 2.1.3, 2.1.4, 3.1.1, 3.1.3, 3.2.1	<ul style="list-style-type: none"> • What campaigns have garment workers been involved with as a result of their contact with WAC? To what degree have garment workers conducted these campaigns themselves? What alternative models of development or regulation have garment workers demanded or started to think about as a result of this work? • What other groups has WAC cooperated with to help prevent VAW? • How do WAC and the DICs work with the garment industry unions? • What contact do WAC and the DICs/key activists have with the management of the factories? Has there been any effort to convince factory managers to change their practices? • How are DICs established? • How are Key Activists recruited and trained? • What motivates Key Activists to do this work? • What are the major activities of the Key Activists? • How does WAC relate to the Key Activists? • Does WAC provide training or mentoring to key activists? • How do WAC staff learn to do this work? • What international links and activities have been important to WAC and the garment workers that WAC works with?
Significant Changes	<ul style="list-style-type: none"> • How would you describe the impact of this work? • What is the impact of the DICs and WAC on the lives of garment workers? • What strategies to protect themselves from violence and discrimination have garment workers developed as a result of their work with WAC?
Context	<ul style="list-style-type: none"> • What are the important institutions and attitudes in Cambodia that help or make it hard for WAC to do this work? How does WAC approach this work? • What national or international factors have affected the situation of garment workers over the last 3 years? How has WAC responded to these? • What do you think will happen in the garment industry in Cambodia over the next few years?
Effectiveness	<ul style="list-style-type: none"> • Do you think this work has been effective? Why? What have been the major achievements over the last 3 years? What could you have done better? • What is special about the way WAC works with Garment workers? Could WAC have improved the way it works with Garment workers or organised its work better? • How has the new approach in the new Strategic Plan changed the way WAC works with garment workers?
Sustainability	<ul style="list-style-type: none"> • What future role do you see for the DICs? Would DIC's continue to operate if WAC could no longer support them? How about in another 2 or 3 years ? • Do you have enough resources to be able to undertake this work? If not, what further human/material resources do you need? Do the Advisory Board members advise you about this work?

	<ul style="list-style-type: none"> • What role do you see WAC playing in empowerment of garment workers in the future?
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Questionnaire for Staff Working on Sex Worker Empowerment

Log frame ref	Staff involved with sex worker empowerment
Activities 1.1.1 1.1.2 4.1 1.2.2 1.3.1	<ul style="list-style-type: none"> • What does WAC mean when it talks about empowerment of sex workers? • How has WAC provided Sex Workers with information about international and national development policies and their impact? • Which policies and institutions does WAC focus on? • How do sex workers see and learn about the link between their lives and development policy? • What campaigns have sex workers been involved with as a result of their contact with WAC? To what degree have sex workers conducted these campaigns themselves? What alternative models of development or regulation have sex workers demanded or started to think about as a result of this work? • How does WAC mainstream gender analysis into this area of work? • How does WAC staff learn about and analyse these issues?
1.2.1 1.2.2 2.1.1 (internal migration) 2.1.3 2.1.4 3.1.1 3.1.3 3.2.1	<ul style="list-style-type: none"> • What other groups has WAC cooperated with to help prevent VAW in the sex industry? • What research has WAC carried out about Sex Workers in the last 3 years? Why were those topics for research chosen? How has the research been used? How were sex workers involved in the research? • How was WNU established? • What activities does WNU do? • How does WAC relate to WNU? • What changes have you seen in WNU over the last 3 years? • How have sex workers increased their access to social services including health services? • Have sex workers and/or WAC sensitized government and the public about their lives and status? • Does WAC provide training or mentoring to WNU staff? • How do WAC staff learn to do this work? • What international links are important for WAC and for sex workers?
Significant Changes	<ul style="list-style-type: none"> • Have sex workers become more empowered through their work with WAC? How? • What has been the impact of the information/knowledge supplied by WAC on the lives of Sex Workers? • What is the impact of the WNU on the lives of sex workers? • What strategies to protect themselves from violence and discrimination have sex workers developed as a result of their work with WAC? • Do you think this work has been effective? Why? What have been the major achievements over the last 3 years? What could you have done better? • <u>How would you describe the way you have changed since you started working with WAC? (move to individual staff interview)</u>
Context	<ul style="list-style-type: none"> • What are the important institutions in Cambodia that help or make it hard for WAC to do this work? • How does the national and international context affect the way WAC approaches this work? • What national or international factors have affected the situation of sex workers over the last 3 years? How has WAC responded to these?
Effectiveness	<ul style="list-style-type: none"> • What is special about the way WAC works with sex workers? Could WAC have improved the way it works with sex workers or organised its work better? • How has the new approach in the new Strategic Plan changed the way WAC works with sex workers?
Sustainability	<ul style="list-style-type: none"> • Do you think WNU would continue if WAC ceased to exist? Do you see WNU becoming completely independent in the future? Is this something to aim for? • Do you have enough resources to be able to continue to do this work? If not, what further human/material resources do you need? Do the Advisory Board members advise you about

Log frame ref	Staff involved with sex worker empowerment
	<p>this work? Anyone else? Is it needed?</p> <ul style="list-style-type: none"> • What role do you see WAC playing in empowerment of sex workers in the future?

Questionnaire for Staff Working on Globalisation and Trade

Log frame ref	Staff involved with advocacy and research on globalisation and trade
Activities 1.1.1 1.1.2 4.1 1.2.2 1.3.1	<ul style="list-style-type: none"> • What does WAC mean when it talks about empowerment? • How does WAC mainstream gender analysis into this area of work? • How do WAC staff learn about, research and analyse these issues? • Which policies and institutions does WAC focus on? • How is this work linked to WAC's work with vulnerable and exploited groups? • What campaigns have been initiated as a result of this work? To what degree have WAC's target groups initiated and conducted these campaigns themselves? • What is the state of the regional research with OS partners on gender and trade? • <u>What alternative models of development have been demanded as a result of WAC's work? Where and how have these models emerged?</u>
1.2.1 1.2.2 1.3.1 2.1.3 2.1.4 3.1.1 3.1.3 3.2.1	<ul style="list-style-type: none"> • What other groups has WAC cooperated with to in this area of work? • What are some of the key research activities in this area in the last 3 years? Why were those topics for research chosen? How has the research been used? How were target groups involved in the research? How is a gender analysis incorporated into this research? • What sorts of debates and advocacy work has been conducted as a result of the research? • What research and advocacy has been conducted regarding the effects of privatisation of health services? • What national and international institutions have been targeted in this advocacy work? • How do WAC staff learn to do this work? • Who does WAC provide training or mentoring to in this area? How? • What international links and activities have been important for WAC in this work?
Significant Changes	<ul style="list-style-type: none"> • How would you describe the impact of this work? • What has been the impact of this work on the lives and attitudes of target groups? On WAC staff? • Do you think this work has been effective? Why? What has been most successful? What could you have done better? • What strategies to protect themselves from violence and discrimination have sex workers developed as a result of their work with WAC? • <u>How would you describe the way you have changed since you started working with WAC? (move to individual staff interview)</u>
Context	<ul style="list-style-type: none"> • What are the important institutions in Cambodia that help or make it hard for WAC to do this work? • How do the national and international contexts affect the way WAC approaches this work? • How do you see Cambodia's development in the near to medium future? • How does WAC hope to influence that process?
Effectiveness	<ul style="list-style-type: none"> • What is special about the way WAC does this work? • Looking back over the last 3 years what are WAC's major achievements? • What could have been done better? • <u>How has the new approach in the new Strategic Plan changed the way WAC does this work?</u>
Sustainability	<ul style="list-style-type: none"> • Do you have enough resources to be able to continue to do this work? If not, what further human/material resources do you need? Do the Advisory Board members advise you about this work? Anyone else? Is it needed? • How do you see the future of WAC?

Questionnaire for all WAC Staff

Log frame ref	Staff
Activities 1.1.1 1.1.2 4.1	<ul style="list-style-type: none"> • How has WAC provided Garment Workers with information about international and national development policies and their impact? • Which policies and institutions does WAC focus on? • How do garment workers see and learn about the link between their lives and development policy? • How does WAC mainstream gender analysis into this area of work? • How do WAC staff learn about and analyse these issues?
	<ul style="list-style-type: none"> • What other groups has WAC cooperated with to help prevent VAW? • How does WAC monitor the situation in the Garment industry? • What research has WAC carried out about Garment Workers in the last 3 years? Why were those topics for research chosen? • How are DICs established? • How are Key Activists recruited and trained? • What are the major activities of the Key Activists? • How do WAC staff learn to do this work? • Has there been any follow up from the research about health of garment workers?
Significant Changes	<ul style="list-style-type: none"> • What has been the impact of this information/knowledge on Garment Workers? • Do you think this work has been effective? Why? What has been most successful? What could you have done better? • What is the impact of the DICs on the lives of garment workers? • What strategies to protect themselves from violence and discrimination have garment workers developed as a result of their work with WAC? • What international links are important for WAC and for garment workers? • How would you describe the way you have changed since you started working with WAC?
Context	<ul style="list-style-type: none"> • What are the important institutions in Cambodia that help or make it hard for WAC to do this work? How does WAC approach this work? • What national or international factors have affected the situation of garment workers over the last 3 years? How has WAC responded to these?
Effectiveness	<ul style="list-style-type: none"> • What is special about the way WAC works with Garment workers? Could WAC have improved the way it works with Garment workers or organised its work better?
Sustainability	<ul style="list-style-type: none"> • Do you have enough resources to be able to undertake this work? If not, what further human/material resources do you need? Do the Advisory Board members advise you about this work?

Questionnaire for Sex Workers Groups

(note: Also adapted for garment worker groups)

	Sex Workers
I.	<ul style="list-style-type: none"> -Welcome and introduction -Explanation of the review and its objectives
Context	<ul style="list-style-type: none"> • -brief personal history of their lives and how they become involved in becoming sex workers?? (no direct question, look at case studies in WAC literature) • What are the major problems facing sex workers in Cambodia today? • Can you describe your working conditions? Where do you live? What hours do you work? How much money do you make in one month? • What are the major problems that you face in your everyday life? At work? With your family? With your health?

Activities	<ul style="list-style-type: none"> • Have you heard of WAC? What sort of organisation is WAC? Who are the staff? What do they do? • Have you heard of WNU? What sort of organisation is the WNU? Who are the staff? What do they do? • When did you first start to work with WAC? and the WNU? • What sort of cooperation have you had with WAC and the WNU? • What sort of activities have you done with WAC and the WNU? • Do you have regular meetings? What do you discuss? How many people come? Who organises the meetings? <p>What are your future plans?</p>
Significant Changes	<ul style="list-style-type: none"> • Has anything changed in your life since you started cooperating with WAC and the WNU? Has it got better or worse?
Effectiveness	<ul style="list-style-type: none"> • What do you think about WACs work? Is it good for you? What about the WNU? • Have you ever had anything to do with other organisations? Which ones? Is WAC different? In what way? What about the WNU? • What do you think about the WAC staff? • How often do you see the WAC staff? • Are there things that you think WAC could do better? <p>What other things would you like WAC to do?</p>
Sustainability	<ul style="list-style-type: none"> • Do you want to continue cooperating with WAC?

Interview Guide for WAC Donors

- Note: Required reading/info-donors history of funding, amount of funding, programs/activities funded
1. About the Donor-priority themes/ what do they fund and why, how much do they provide (minimum to maximum), their criteria for selection)
 2. History of funding/partnership with WAC-when did they start, how was it started, why did they select to partner/fund WAC
 3. What is their general impression of WAC and its programs
 - i. -strengths and weaknesses of WAC
 - ii. -general impression of the programs, and the program vis-a-vis the context of Cambodia
 - iii. -general impression on the management
 - iv. -their relationship and communication w/WAC
 - v. -how is WAC in comparison with their other partners/how is WAC different from their other partners
 4. Have they met any difficulties with WAC in the past-if yes, why and how were these resolved?
 5. Other concerns for WAC(if any)
 6. How do they see future partnership with WAC (is long-term funding still possible, do they see a change in their own priorities that will not allow them to continue funding WAC in the future, do they have a limit (in number of years) for period of funding)
 7. Recommendations for WAC on how they can be a better org and improve their work
 8. Recommendations to the Reviewer re the review
 9. Others

Interview questions/discussion guide for Former WAC Coordinator

Describing the organisation

1. Brief outline of the evolution of WAC as a project and an organisation.
2. How would you describe WAC as an organisation? How would you describe WAC's vision?
3. How would you describe WAC's approach to empowerment? (How did this evolve? Can you suggest ways to evaluate its effectiveness?)
4. How would you describe WAC's approach to gender?
5. How did WAC's operating context (particularly the situation in Cambodia) help to shape the way WAC worked during this period?

Programmes 2003-2006

6. What do you think are the main achievements of the period from 2003-2006? What were the main weaknesses/failures?
7. How would you describe the impact of WAC's work during that period? On target groups/individuals, WAC staff, cooperating organisations, government officials/state institutions, other NGOs and any other civil society organisations? Were there unintended impacts (positive and/or negative)
8. Can you explain WAC's approach to using and circulating its research reports during that period?

Organisation 2003-2006

9. Can you describe the process that led to WAC becoming independent of OHK?
10. What problems did WAC have with the last review and why did WAC decide to reject the findings?
11. How would you describe the evolution of WAC as an organisation during this period?
12. What staff development strategies were used during this period?
13. What were the management and governance processes during this period?
14. Brief outline of the transition process that was implemented to prepare for your departure. Are there things you would do differently if you could start again?

Since July 2006

15. Can you describe the consultation process and the decisions that were made about the management of WAC when you were in Cambodia in July (?) 2006.
16. Can you describe the strategic planning process that took place at that time to develop the new strategic plan? And your involvement.
17. What do you think are the main challenges facing the staff and the management team at this stage?
18. What role do you see for the Board at this stage?
19. What advice would you give to donors working with WAC?

Other

20. What are your recommendations to the Reviewers re the review (if any)
Others

Interview Guide for WAC Board Members

1. About the Board member –professional background (this doesn't necessarily have to be asked/can check CV or ask Vuthy for background info)
2. History of being a Board member to WAC-when did they start, how was it started, why did they agree to join as Board member, are there other boards they are sitting in)
3. What is their general impression of WAC and its programs
 - i. -strengths and weaknesses of WAC
 - ii. -general impression of the programs, and the program vis-a-vis the context of Cambodia
 - iii. -general impression on the management
 - iv. -their relationship and communication w/WAC
 - v. -how do they see WAC in comparison with other NGOs
4. Have they met any difficulties with WAC in the past-if yes, why and how were these resolved?
5. Other concerns for WAC(if any)
6. Their impressions/observation about the ff;
 - i. -difference in WAC after the change of Coordinator (Rosanna to Vuthy)
 - ii. -internal conflicts/group dynamics within the staff
7. Recommendations re the board governance of WAC
8. Recommendations for WAC on how they can be a better org and improve their work (management, program direction, etc)
9. Recommendations to the Reviewer re the review (if any)-other key informants issues to look at
10. Others

Interview Guide for discussion with Cambodian Institutions and Individuals

2. Can you briefly describe the role of your organisation?
3. History of your and your organisation's relationship/contact with WAC.
4. What is your general impression of WAC and its programs?
5. How do you see WAC in comparison with other NGOs?

6. Have you met any difficulties with WAC in the past-if yes, why and how were these resolved?
7. Other concerns for WAC(if any)
8. Recommendations for WAC on how they can be a better org and improve their work
9. Recommendations to the Reviewer re the review

Annex 7 WAC staff list

Staffs list as of July 2003 - June 2006

N°	Name	Position	Date Start to work			Date leave WAC	Other
			Volunteer	Intern	Staff		
1	<i>Ms. Rosanna Barbero</i>	<i>Ex-Coordinator (currently WAC board)</i>			19.01.99	30.06.06	
2	<i>Mr. Matthew Adrian Sammels</i>	<i>IT/SS</i>			27.12.01	12.04.05	
3	Mr. Sam Vuthy	Program Coordinator			01.02.98		
4	Ms. Pry Phally Phuong	Senior Program Officer SWs - VAW			18.03.01		
	<i>Mr. Hour Kimkhun</i>	<i>Driver</i>			25.03.01	01.02.03	<i>Dead</i>
5	Ms. Soun Tien	Senior Program Officer GWs - ARD			02.12.02		
6	Ms. Socheata	Senior Program Officer GWs - PGT	01.07.00	01.08.00	01.08.01		
7	<i>Ms. Pen Mony</i>	<i>Junior Program Officer SWs</i>	<i>01.07.00</i>	<i>01.08.00</i>	<i>01.08.01</i>	<i>12.03.04</i>	
8	Mr. Choun Leng	Admin Officer /Accountant			14.10.02		
9	Ms. Ros Chantou	Cleaner			01.09.02		
10	Mr. Kong Sophakdey	Driver			01.11.05		
11	Ms. Ros Sokunthy	Junior Program Officer GWs - VAW	18.05.02	01.08.02	01.11.03		
12	Ms. Sao Sopheap	Admin Assistant	10.11.02	01.04.03	01.01.05		
13	Mr. Ran Sopheapkagna	Junior Program Officer/IT	01.11.02		01.01.05		
14	<i>Mr. Nhem Seng Hort</i>	<i>Driver</i>			<i>01.04.03</i>	<i>30.09.05</i>	
15	Ms. Ly Pisey	Junior Program Officer SWs - ARD		01.10.04	01.04.05		
16	<i>Ms. Nil Kagnarith</i>	<i>Junior Program Officer SWs</i>			<i>01.04.05</i>	<i>09.10.06</i>	
17	Ms. Leng Vansopharith	Junior Program Officer G&D - PGT			14.09.05		
18	Ms. Chrek Sophea	Junior Program Officer G&D - ARD			14.09.05		
19	Ms. Ly Phearak	Junior Program Officer GWs - PGT		01.02.05	01.10.05		
20	Mr . You Delux	IT Assistant		03.04.06	01.11.06		