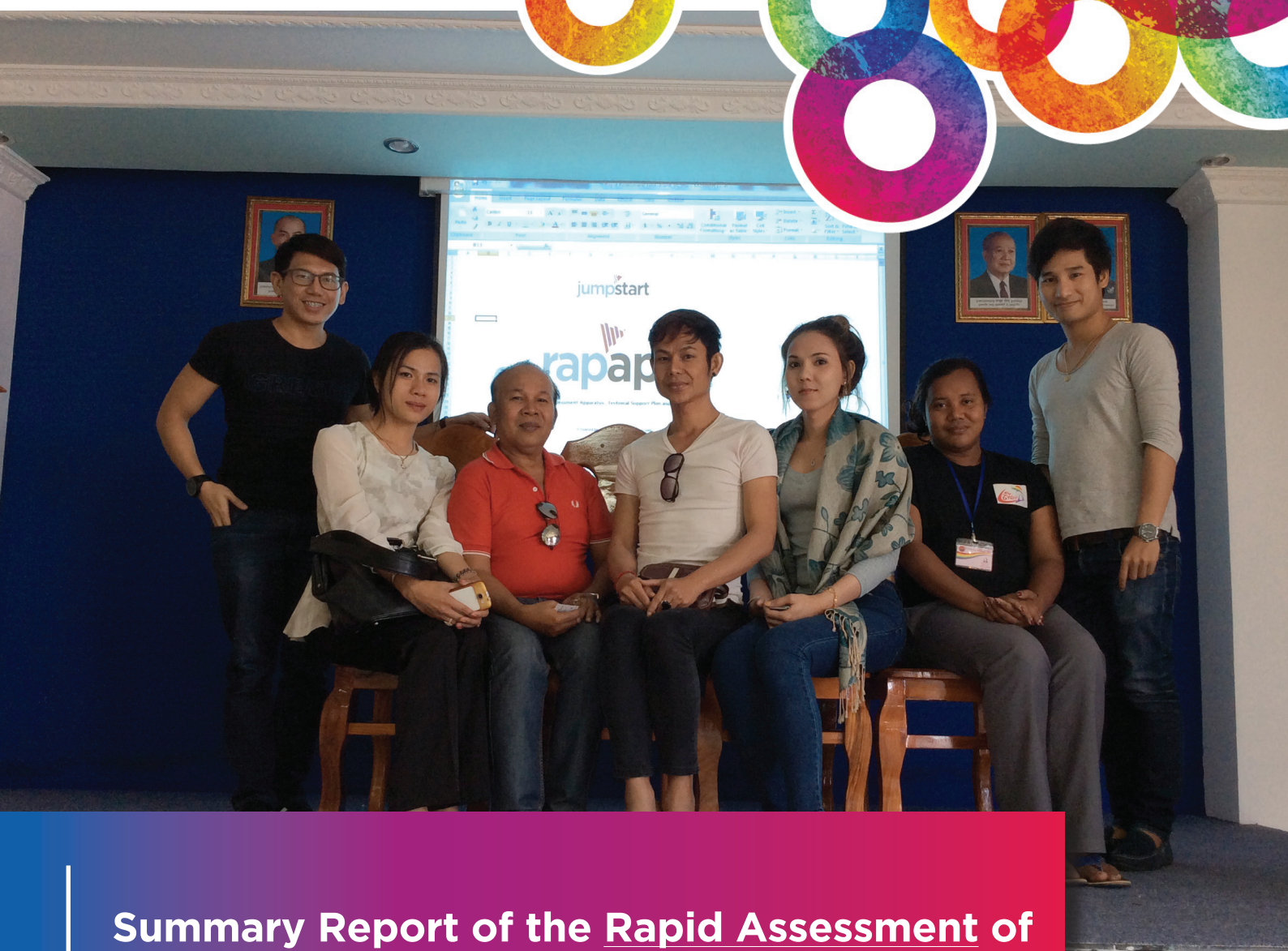


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Summary Report of the Rapid Assessment of **Bandanh Chaktomuk,** **CAMBODIA**



jumpstart



JumpStart is APCOM's flagship capacity strengthening programme for community organisations. We work to improve, and build on an organisation's existing management and advocacy, while encouraging leadership for a community-led HIV response. The project serves as well as a catalyst for regional, sub-regional and national networks to explore their core competencies that they can build on and, at the same time, explore skill development areas that they still need. JumpStart started as a partnership of the Australian Federation of AIDS Organisations (AFAO) and APCOM.

JumpStart developed two unique tools to assess the network or organisation: the Rapid Assessment Apparatus (Rap App), a scoring tool which assesses a community organisation in its operations and performance against programmatic and organisational criteria and the Dissemination Plan Template (D-Plate), a tool to assist community organisations to use the available strategic information in doing more systematic and planned advocacy.



The Rapid Assessment Apparatus is an assessment tool jointly designed by APCOM and AFAO under this initiative to assess the core competencies of an organisation or network against eleven programmatic and organisational areas. The networks undertook a facilitated self-assessment process to identify their capacity and technical needs. The findings were the bases for technical support.

Summary Report of the Rapid Assessment of Bandanh Chaktomuk, Cambodia
(Based on data and information collected through the APCOM/AFAO Rapid Assessment Tool, February 2015)

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Bandanh Chaktomuk (BC)

is a national network which aims to protect and promote the rights of men who have sex with men (MSM) and transgender people in Cambodia by advocating for health services that meet their needs. It promotes non-discrimination on the basis of race, religion, beliefs and political affiliation, and actively encourages participation of members in planning and implementation of programmes and national strategies. It was founded in October 2006 and obtained legal registration with the Cambodian Government in 2008. It currently has 1250 MSM and transgender members across Cambodia.

BC was assessed in 17 key organisational and programmatic areas, using the **Jumpstart Rapid Assessment Apparatus (Rap App)**. The Rap App is one of the core tools of JumpStart, an MSM and Transgender network capacity strengthening initiative implemented through a partnership with APCOM and the Australian Federation of AIDS Organisations (AFAO). The tool allows us to create a snapshot of the strengths and technical support needs of an organisation at a given time, based on 11 key organisational and programmatic criteria, and 6 criteria on engagement with key affected populations. The tool was completed by BC during a facilitated self-assessment process at a two-day meeting in February 2015.





TOP THREE TECHNICAL SUPPORT PRIORITIES

A. Building the capacity of the Executive Committee

The Executive Committee is BC's governance structure. It has supervisory and decision making powers with regard to BC's policy, procedures, budget, workplans and human resources. The committee is expected to monitor the projects delivered by the secretariat and ensure consistency with the network's vision, mission and values.

The Rap App revealed the urgent need to build the capacity of Committee members in the following areas:

- Strategic planning
- Programme planning and management
- Forming and maintaining partnerships with stakeholders
- Basic human rights
- Basic computer and internet use

Terms of reference need to be developed for Committee members which clearly outline roles and responsibilities and the separation of governance and management responsibilities in the network.

B. Securing core funding to build and support the secretariat

BC currently has just one (volunteer) member of secretariat staff. Core funding is urgently needed to support operation of a network secretariat in order to implement projects, ensure members' voices are being heard, and maintain partnerships.

C. Development and implementation of an advocacy strategy

The Rap App shows that BC needs urgent technical support to strengthen its advocacy capacity. Although the network tackles a number of issues facing MSM and transgender people, advocacy is not always prioritised and the network is lacking a clear advocacy voice. Advocacy is generally ad hoc in nature, and the network is not effectively using the platforms available to it such as partnerships with the Ministry of Health and the Country Coordinating Committee (CCC) of the Global Fund.

BC needs support to develop an advocacy strategy, developed through a theory of change exercise. This needs to be translated into a working document with clear workplan, budget and a monitoring and reporting plan.



RESULTS

Bandanh Chaktomuk achieved a total score of **134/216** in the Rap App. It was assessed in 11 key areas and 6 sub-areas, both organisational and programmatic, with each area having a maximum score of 12. A summary of the data and information from each key area is outlined below.

A. ORGANISATIONAL CRITERIA

i) Governance

BC'S Executive Committee (Excom) has an oversight and decision-making function with regard to the network's policy, procedures, budget, workplan and human resources. A Constitution was endorsed when the network registered with the Government in 2008. The Excom has 5 members (2 MSM and 3 transgender women), but no sub-committees or advisory boards. Committee members are elected, with elections taking place every four years. Members of the Excom have experience in HIV work, but do not have a programmatic background, resulting in a lack of capacity to lead the organisation strategically.

The Excom members have a limited understanding of the committee's overall roles and responsibilities, and there are no terms of reference identifying the specific functions of different members. There is also a significant overlap of oversight and management responsibilities (although it is important to note that currently there is no management structure in place due to the lack of secretariat staff).

The Board lacks funding to meet regularly face-to-face, and not all Board members have an email account or access to a computer. BC representatives need to communicate more regularly to ensure a unified message is shared with external stakeholders.

Recommendations for next steps

BC needs technical support to secure sufficient funding to support **quarterly face-to-face meetings** of Excom members and Secretariat staff. It needs support from partners to establish **advisory groups/sub-committees** which can provide additional support or expertise when required. Support is needed to develop clear **Terms of Reference** for the Excom members, which include the need to agree on key messages prior to representing BC in an official capacity at external meetings. Currently the governance and executive functions in BC overlap, and in the long term (once a Secretariat team is established) technical support will be needed to ensure the **decision-making and oversight functions** are kept separate.

RESULTS

(continued)

ii) Staffing

Lack of funding means BC has not had a full team at the secretariat since October 2012, and as a result some Excom members have taken on implementation roles on small projects. One part-time volunteer provides support to run the network but he does not have a formal contract.

Recommendations for next steps

BC urgently requires technical support to secure funding to **establish a secretariat**. Human resource and operations manuals will then need to be developed.

iii) Finance

BC has a dedicated bank account, and keeps a record of its finances and expenditures, but it does not have a comprehensive financial system. Previous staff and Excom members underwent financial management training, but as staff have changed further training is needed. BC does not undergo regular audits.

Recommendations for next steps

Although BC is not currently receiving donor funding, it requires technical support to develop a **financial system** in which budget and expenditures are regularly monitored, including regular audits. Establishing such a system will also **encourage donors to fund BC** as they will have more confidence in its capacity to manage funds and implement projects. BC also needs to use its partners to **access financial management training** for staff and Excom members.

iv) Resource Mobilisation

BC does not currently have funding for core or project costs, and does not receive other in-kind support from donors. The network is not active in pursuing funding and has not accessed external funds since 2012. The network has made attempts to approach donors but these have not resulted in funding.

Recommendations for next steps

BC needs urgent support from regional networks to **carry out donor mapping** in Cambodia and the South-East Asia region. Once a strategic plan is in place, it will require technical support to **train Excom members to get more out of partnerships** with regard to funding/in-kind support. In the longer-term, it needs **ongoing support to develop funding proposals**. BC should also learn from the experience of other membership networks with regard to developing a system of **collecting membership fees** from network members.



RESULTS

(continued)

v) Partnerships and Networking

BC has established strong partnerships with a wide range of regional and national organisations. These include UN agencies such as UNDP, UNAIDS and UNESCO; the National AIDS Authority, National Centre for HIV/AIDS, Dermatology and STD Control (NCHADS), Ministry of Health (MOH) and the Cambodian Centre for Human Rights (CCHR); and community partners including Men's Health Cambodia, Men's Health Social Service, KHMERA, Cambodia Social Service Development, CPN+, Women Network for Unity (WNU), and the Association for the Users of ARV (AUA). The network also has linkages with sub-regional, regional and global networks.

The network uses a variety of platforms to engage with national partners, and it also took part in the national consultation for the development of the country's Global Fund concept note.

Communication with partners is through email and individual contacts, however Excom members have limited email skills and lack regular internet access. Not all Excom members have email accounts.

Recommendations for next steps

BC needs technical support to **develop a database of existing and potential partners**, their interest in the network's advocacy priorities and their potential level of influence. Support to develop and implement a **partner engagement plan** (including for example regular visits to partners' offices to learn about current funding situations). Once staff are in place, a training **workshop in partnership building and networking** would be beneficial.

vi) Membership

BC's membership consists of MSM and transgender individuals and organisations. Currently the network has 1250 members from the 11 provinces and 1 municipality of Cambodia. BC has developed an application form for membership, however there is no database of members.

Communication with members is mainly through Facebook, but little consultation takes place. Several members have been assigned roles to gather information from the community, health centres and other organisations. Excom members also occasionally visit provinces to learn about the needs of community members. The last AGM was held in 2012. The network plans to create a database of members and hopes to reach 8000 members by 2016.

Recommendations for next steps

BC needs technical support to **create a secure database** of its members. It would be useful for BC to attend a **workshop on member engagement** with other national networks, to share experiences and learn lessons. From this, BC would benefit from technical support to **develop a membership manual/agreement** outlining what BC offers to its members.

RESULTS

(continued)

B) CRITERIA ON ENGAGEMENT WITH KEY AFFECTED POPULATIONS (KAP)

This section of the Rap App aims to measure the engagement and scope of the network's work with KAP, with the goal of identifying opportunities to expand coverage.

In summary, the gaps in BC's engagement with KAP relate to communication and reaching greater numbers of KAP. Internet is not always a reliable way of reaching the most vulnerable KAP due to lack of access, and BC should investigate **alternative methods of communication** to supplement this. Technical support to **develop a communications plan** for wider KAP groups would be beneficial.

i) MSM engagement

BC achieved a maximum score in this section. The issues facing MSM are well integrated into the network's advocacy work, and its activities include legal support for MSM arrested for alleged sex work, and referrals to HIV programmes (testing, prevention, treatment and care).

There are two MSM representatives on the Excom, and MSM comprise an estimated 60% of the membership. The network reports that MSM are consulted in the development and design of projects through regular visits from Excom members.

The network also engages with MSM who face other vulnerabilities, for example those who also use drugs, sex workers, and persons living with HIV (PLHIV), through collaboration with organisations including Korsang, WNU, CPN+, Men's Health Cambodia, Men's Health Social Services (MHSS), and Cambodian Social Services Development (CSSD).

ii) Engagement with transgender people

BC achieved a maximum score in this section. The issues facing transgender people in Cambodia are well integrated into BC's work, with activities including awareness-raising on hormone treatment, legal assistance to transgender women arrested for alleged sex work, and referral to HIV services (prevention, treatment, care and support).

There are three transgender members of Excom, and the network estimates that transgender people comprise approximately 30% of the membership. The network reports that transgender members are consulted in the development and design of projects through regular visits by the Excom members. The network also engages with transgender people with multiple vulnerabilities such as those who are sex workers, PLHIV, and PWUD.

iii) Engagement with young people

BC achieved a maximum score in this section. The network addresses issues facing young MSM under 24 years old, and ensures the challenges facing young KAP are integrated into the network's work. The Excom does not have a member representing young people. However, BC's provincial focal points are all young (between 19 and 21 years old).



RESULTS

(continued)

iv) *Engagement with sex workers*

BC has done some work on the legal rights of sex workers, and some members of the Board are from the sex worker population (although may not be officially representing sex workers). There are sex worker members of the network but their engagement is through their identity as an MSM or transgender person.

BC's focus is not working with sex workers, but it needs to ensure its members who are sex workers are well-supported. This may require working more closely with other sex worker support organisations.

v) *PWUD Engagement*

Working with PWUD is not a priority for BC, although it does include drug use awareness in its work with MSM.

BC needs to ensure its members who are using drugs are well-supported. This may require working more closely with other organisations which provide support for PWUD.

vi) *PLHIV Engagement*

Issues facing MSM and transgender people living with HIV are well integrated into the organisation's work. BC has established referral systems with other organisations which provide HIV services to MSM and transgender people. The Excom does not have information on the proportion of network members living with HIV.

Recommendations for next steps

BC urgently needs to source funding to **employ secretariat staff who can increase engagement** with KAP members. BC needs technical support to develop a **communications plan** that includes guidelines on distribution of relevant information to KAP and on gathering information from the MSM and transgender communities on the issues that affect them. BC also needs to investigate **better methods of communication** to ensure that the network is reaching all members, including harder-to-reach MSM and transgender people. BC requires technical assistance to develop a **youth-specific communications plan**, focusing on using methods that are attractive to young people for example social media. It would also be beneficial to have a **young MSM/transgender person on the Excom** to represent the needs of young KAP.

RESULTS

(continued)

C. PROGRAMMATIC CRITERIA

i) *Project design and management, including monitoring and evaluation*

Due to resource constraints (human and financial) BC does not currently implement any projects. In the past, BC has provided legal support in the event of arrests of MSM and transgender sex workers and helps to organise Gay Pride.

An operational plan 2015-2016 was drafted by KHANA and endorsed by the Board, but it has not been implemented or shared with potential donors. The network does not have a workplan, a system for documenting its work, or a monitoring and evaluation system, all of which would promote clear, critical and realistic interventions and strengthen project implementation.

Recommendations for next steps

BC urgently needs to source funding to **establish a functioning secretariat**. Following that, BC will require technical assistance to **update its operational plan**, which can be shared with donors to try to secure project funding. It also needs support to develop a simple system of **documenting and monitoring the work it is doing**, which will provide evidence for donors of BC's potential impact.

ii) *Technical Capacity*

The members of the Excom plus one volunteer are in charge of network operations and implementation of some activities. Between them they have reasonable knowledge and experience of working in the HIV field. However, they have identified human rights, sexual orientation and gender identity and early HIV treatment as gaps in their knowledge. There is also a need to increase its capacity to engage with hidden or unreached MSM and 'indirect' sex workers. The Excom has limited knowledge on how to mobilise technical support, and has previously only received such support from APCOM.

The network provides some technical support to its members, through for example awareness raising activities, but on an ad hoc basis.

Recommendations for next steps

BC requires substantial technical support under this criteria to provide **training for staff/Excom members in human rights, SOGI and HIV treatment**. This may require sharing BC's support needs with national and regional partners. BC also needs support to **improve its engagement with regional networks** to encourage information flow from regional to country level on current developments on HIV prevention, treatment and care. **Translating** this information into Khmer will improve its use by members.



RESULTS

(continued)

iii) Advocacy

BC does not have clear advocacy priorities. The activities conducted by the network mainly focus on human rights, and removing the legal barriers for MSM and transgender people to access HIV services, but these tend to happen on an ad hoc basis. They include Gay Pride, training of trainers workshops, capacity building for advocacy focal points and Excom members, consultations and meetings. There is no documentation or evaluation of these activities.

The network also attempts to influence decision-making and policy development with government and health service providers. BC does not work with the media to promote its advocacy messages.

Recommendations for next steps

As a network advocating for the rights of MSM and transgender people, BC requires substantial technical support to ensure it is meeting its objectives. Urgent support is required to **establish a staffed secretariat** so that advocacy activities can be implemented. BC needs external support to **develop an advocacy plan/strategy** based on a theory of change and a full stakeholder analysis. It needs ongoing support to **secure funding for advocacy activities** in line with its advocacy plan, and to document and evaluate its advocacy activities. Regional networks could support BC to tap into important **strategic information** coming from the South-East Asia region. It also needs to continue to build strategic partnerships for **potential allies in advocacy**. BC should also **maximise the use of advocacy platforms** such as the Country Coordinating Committee, technical working groups and other national and regional networks.



RESULTS

(continued)

iv) Communications

The network relies mainly on social media (facebook) with occasional email messaging to communicate with its members. Externally, the network values face-to-face meetings as the most important means of communications followed by email and promotional materials. Social media is not used frequently in external communication.

BC does not have a communications plan. Lack of access to the internet and to computers is a barrier in the network's communication efforts with its members. The lack of strategic information to be shared also poses a problem. There is also a lack of linkages between the national and provincial focal points, resulting in ineffective communication and coordination within the network.

Recommendations for next steps

To strengthen its internal and external communication capacity, technical support is needed to **devise a communications plan** which provides guidelines for reaching members, and also for members being able to communicate their needs and wishes to the BC Secretariat. It should outline routes of information flow from **community members to provincial focal points to the Secretariat**. Excom members should be provided with **basic internet training** to improve their communication with each other and with members. BC should also incorporate provision of computers for Excom members into future funding proposals.

v) Strategic Information

BC recognises the importance of obtaining strategic information from the regional level. However, it currently does not source, distribute or produce strategic information. Any information that is obtained comes from meetings with the UN, international NGOs, and national/regional networks. Most of this information is in English and BC does not have the staff available to translate it.

The network has never been involved in research studies and does not produce its own data. It does not have a strong relationship with CCHR, OCHR, or the Supreme Commission of Human Rights, all of which are useful sources of information.

Recommendations for next steps

To strengthen its strategic information capacity, BC needs support to **maximise the data it gathers from its members** to be used as strategic information – this is vital in terms of resource mobilisation and advocacy. It could also promote itself as a **potential research partner**, with access to 1250 MSM and transgender community members. It should work to garner support from national and regional networks to advocate for the **provision of strategic information in Khmer**.



TECHNICAL SUPPORT RECOMMENDATIONS

The Rap App has shown that BC needs significant technical support in order to fulfil its potential as the Cambodian national network for MSM and transgender people. The recommendations for technical support highlighted in this report are summarised below, by short, medium and long-term.

Short-term

- Revise the Executive Committee's terms of reference to outline their roles and functions and to ensure a clear separation between the governance and executive functions of the network.
- Develop a governance policy, operations manual and Human Resources Manual.
- Develop membership and recruitment policies.
- Improve the process of recruiting members, and create a secure database of membership records.
- Develop a Membership Manual outlining the roles and expectations of the members.
- Carry out donor mapping in Cambodia and the South-East Asia region.
- Map existing and potential partners and stakeholders, their interest in the network's advocacy priorities and their potential level of influence.
- Develop and implement a partner engagement plan (including for example regular visits to partners' offices to learn about current funding situation).
- Update the constitution to ensure there is representation from a young MSM/ transgender person on the Board.



TECHNICAL SUPPORT RECOMMENDATIONS (continued)



Medium-term

- Develop a communications plan, with guidelines on both internal and external communication.
- Train staff/Excom members in human rights, SOGI and HIV treatment. This may require sharing BC's technical support needs as outlined in this document with national and regional partners who may be able to help provide this training.
- Secure funds for quarterly Executive Committee meetings.
- Strengthen relationships with sex worker and PWUD support organisations.
- Develop an advocacy strategy to include a workplan and budget, based on a theory of change and a stakeholder analysis.
- Strengthen BC's capacity in data gathering, accessing strategic information and policy analysis.
- Once a secretariat is established, a training workshop in partnership building and networking would be beneficial.
- Develop funding proposals.
- Establish advisory groups/sub-committees of the Board consisting of representatives from partner organisations and stakeholders. These can provide additional support or expertise when required e.g. a programmatic support advisory group; a human rights advisory group.
- Advocate to national and regional partners for the provision of strategic information in Khmer.
- Design and establish a more robust system of collecting membership fees from network members, which will include consideration of what the network provides for its members.
- Establish a financial management system in which budget and expenditures are regularly monitored, including regular audits. The system should include financial policies and manuals, and the hiring of a Finance Manager.
- Access financial management training for staff and Excom members.
- Establish an organisational Monitoring, Reporting and Evaluation System.
- Build technical capacity for Excom members in management/governance, partnerships and networking.

Long-term

- Secure core funding to build and support a secretariat and corresponding organisational activities.
- Improve BC's engagement with regional networks to encourage information flow from regional to country level.
- Maximise the use of advocacy platforms such as Country Coordinating Committee, technical working groups and other national and regional networks.
- Promote itself as a potential research partner.



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advocacy issues that affect the lives
of men who have sex with men and
transgender people, including HIV,
rights, health and well being.*

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