



APLE

Strategic Plan
2016-2020

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Message from the Board of Directors

It is a great pleasure to introduce this new 5-year Strategic Plan for APLE Cambodia. The plan is the product of many months of careful review and discussion by APLE Cambodia staff. Its purpose is to serve as road-map for APLE staff which will ensure that we focus on the areas of greatest need and in which APLE has the greatest strengths. In this way, we hope to ensure the greatest benefit to the children we are committed to protect in the long-term.

The plan describes four main areas of activity, in which our main focus will be building the knowledge and capacity of those in Cambodia who bear responsibility for enforcing the law and delivering justice to victims of child abuse or exploitation. In this arena APLE has great experience already and will continue to work with its many law-enforcement partners both in Cambodia and overseas, to ensure identification and implementation of best practice in all relevant areas.

As with all professional and technical areas, new developments, collaborations and innovations are constantly occurring in the prevention of child abuse and exploitation; if APLE is to be successful in delivering its Vision and Mission, and in helping to build capacity of the relevant agencies in Cambodia, it is essential that APLE staff maintain their professional knowledge and skills to the highest level and to international standards. For this reason, all four activity streams have to be underpinned by a strong foundation of training and governance for all APLE staff.

Monitoring and evaluation is a continuous part of APLE activity; over the next 5 years we hope to move forwards from simply monitoring the numerical quantity of our outputs to a more refined system of monitoring the quality of the outcomes. In this way we hope to contribute to the body of knowledge and best practice in the world of child protection.

This Strategic Plan has been unanimously approved and supported by the Board of Directors of APLE Cambodia and will be shared with all who have an interest in APLE's work. It is hoped that the Strategic Plan will help to inform current and potential future donors and partners about the direction of travel, the areas of greatest need and the funding required. We will continue to monitor progress towards our objectives on a regular basis and use that experience to modify our approach in order to achieve the greatest effectiveness and efficiency in delivering our goals. The Strategic Plan is accompanied by a new organisational structure to support delivery of the objectives and ensure long-term stability and sustainability.

The Board of Directors of APLE Cambodia commends this Strategic Plan to all our partners and donors. We welcome further discussion with interested parties about how best we can work together to achieve our stated objectives, our mission and our overall vision of “*A community with robust social and legal justice in which all children are safe from child sexual abuse and exploitation*”.

Evelyn Dykes
Acting Board Chair
APLE Cambodia

December 2015

Executive Summary

Action Pour Les Enfants [APLE] Cambodia is a non-governmental organization responding to the continuing need to combat sexual abuse and exploitation of children in Cambodia. APLE was established in 2003 as an international NGO; in 2014, APLE Cambodia became a local NGO, operating across the country with staff in Phnom Penh, Sihanoukville, Siem Reap and Battambang. APLE Cambodia's highly trained and dedicated employees work tirelessly to prevent abuse and protect children.

APLE Cambodia is the only NGO specialised in investigating street-based child sexual abuse and exploitation in Cambodia, which predominantly involves elements of grooming. This makes APLE Cambodia invaluable experts in this field. From 2003-2015, APLE Cambodia has rescued 746 victims from further abuse, raised awareness or trained 10 698 individuals, and assisted in 251 convictions of sex offenders.

In September 2014, APLE Cambodia embarked on a strategic planning journey to evaluate its past performance and prioritise future ambitions. Through workshops, stakeholder feedback, and discussions, staff learned, shared, and built a new strategic plan that highlights sustainability and best practices. The 2016-2020 Strategic Plan includes a new vision, mission, and core pillars that better represent APLE Cambodia's intentions and aspirations.



1. Context

1.1 Child Sexual Abuse and Exploitation in Cambodia

Cambodia is considered a hotspot of child sexual abuse and exploitation [CSAE]; however, no population data sets in the Southeast Asia region estimate prevalence or incidence of CSAE.¹ Despite this, a 2014 study in Cambodia showed that 2.4% of girls and 7.5% of boys reported that they had been forced to have sex at least once. More than 6% of females and 5% of males aged 13 to 17 reported at least one experience of sexual abuse prior to the age of 18.² Within these respondents, 7 out of 10 girls and almost 9 out of 10 boys also reported multiple incidents of sexual abuse.

Cambodia has been relatively stable for 20 years with an annual economic growth of 7%.³ Despite gains, 18.6% of the population live on less than \$1.25 per day and 46.79% suffer from multidimensional poverty⁴. Poverty, combined with low education, leaves children vulnerable to CSAE. Due to grooming, many people may benefit from or trust the offender; as a result, they may not believe a child if he/she discloses abuse or may rely too heavily on support from the offender to file a complaint. This is reinforced by cultural values that treat CSAE as taboo and stigmatise victims, making them feel ashamed, guilty, or scared. Also, though many offenders prefer boys, many citizens do not believe boys can be sexually abused.⁵

The Cambodian government lacks resources to protect victims of CSAE. For example, law enforcement lack knowledge, skills, equipment, and wages to conduct thorough investigations. Corruption, particularly of police and judiciary, is also a systemic issue⁶, which results in a culture of impunity where many CSAE crimes remain weakly punished. In the last decade, the criminal justice system has improved; however, issues still arise due to weak understanding and inconsistent interpretation and application of the law. Criminal justice institutions are not yet adequate or safe for children and youth; procedures are lengthy and not always sensitive to needs or trauma of child victims. Additionally, the criminal justice system is not seen as trustworthy; therefore, many victims do not file complaints or withdraw their complaint during the process.⁷ Lastly, institution-based CSAE⁸ cases have risen recently, likely due to the inadequate regulation of institutions working with children,

¹ UNICEF EAPFRO (2012) 'Child maltreatment. Prevalence, Incidence and Consequences in East Asia and the Pacific. A systematic review of research', United Nations Children's Fund, Measuring and Monitoring Child Protection Systems: Proposed Core Indicators for the East Asia and Pacific Region, Strengthening Child Protection Series No. 1., Bangkok.

² Ministry of Women's Affairs, UNICEF Cambodia, U.S. Center for Disease Control and Prevention (2014). Findings from Cambodia's Violence Against Children Survey 2013: Summary. Cambodia: Ministry of Women's Affairs.

³ The World Bank, Cambodia Overview 2014 www.worldbank.org/en/country/cambodia/overview.

⁴ UNDP International Human Development Indicators. (2014). hdr.undp.org/en/countries/profiles/KHM

⁵ See Hilton, A. (2008) 'I thought it could never happen to boys. Sexual abuse and Exploitation of Boys in Cambodia. An exploratory study' and Davis, J.; Miles, G., and M'lop, T. (2014), "I Want to be Brave": A Baseline Study on the Vulnerabilities of Street-Working Boys in Sihanoukville, Cambodia" (2014). Sixth Annual Interdisciplinary Conference on Human Trafficking 2014. Paper 6. digitalcommons.unl.edu/humtrafcon6/6

⁶ Cambodia ranks 160 out of 177 countries on the Corruption Perceptions Index 2014. See www.transparency.org/country#KHM

⁷ Also, many victims and/or families have an economic reliance on or emotional attachment to the offender, which may prevent them from filing a complaint. See Reimer, J.K. (2015) 'A System Just For Children. Voices of child victims and witnesses about their experiences in the Cambodian Criminal Justice System', Hagar, Phnom Penh, Cambodia.

⁸ Institution-based exploitation takes places in shelters, NGOs, and other institutions aimed at improving child wellbeing and where sex offenders tend to be mainly foreign nationals. APLE (2014) 'Investigating Traveling Child Sex Offenders', Phnom Penh, Cambodia.

chiefly unregistered orphanages. This leaves children at risk as staff and volunteers without proper background checks are able to work directly with children.

Tourism, one of the largest economic sectors in Cambodia, has grown exponentially in recent years.⁹ Although most child sex offenders are locals, the increase in tourism has also brought foreign child sex offenders to Cambodia, which is concerning as there are grounds to suspect that the criminal justice system is more lenient toward foreign sex offenders. Foreigners tend to be less convicted than locals and have more chances of obtaining a suspension of part of their jail time.

In addition, there is a growing concern over sexual exploitation of children online [SECO]. Currently, there is little to no research on the situation within Cambodia. Despite this, prevalence in the Philippines combined with rapidly growing Internet access has led to concerns in Cambodia. Between 2010 and 2013, the number of Cambodians with Internet access rose 1187.5% to almost one quarter of the population.¹⁰ Most of this occurred due to expanding mobile networks, social media, and the availability of cheap smartphones. Approximately 1.76 million Cambodians use social media and an estimated 1100 people in Cambodia join Facebook each day.¹¹ However, children and youth often lack knowledge of how to use the Internet safely. Offenders also use the Internet to contact and/or groom children before or instead of visiting Cambodia. Overall, there is a lack of knowledge about the prevalence of SECO in Cambodia, which requires more attention in the future.

2. Background of APLE Cambodia

2.1 Brief History

In 2003, Action Pour Les Enfants [APLE], an international NGO, was established in Phnom Penh, Cambodia. APLE assisted the police with investigations into street-based CSAE¹² and provided pro-bono legal support to victims and their families. In 2005, APLE opened an office in the coastal town of Sihanoukville, due to an increase of suspected CSAE by traveling sex offenders. In the same year, APLE began offering social support to those affected by CSAE after detecting a lack of available services in Cambodia. The social program was well received and continued alongside the legal support to provide holistic care.

From 2003 and 2007, tourist arrivals in Cambodia increased nearly 300%, with the majority flocking to Angkor Wat. In 2007, APLE opened an office in Siem Reap due to concerns about the increase of foreigners combined with poverty and minimal education. In 2007 alone, APLE assisted in 29 CSAE investigations in Siem Reap; the need for police assistance was high and APLE continued its operations there. In 2009, the National Committee for

⁹ From 2009 to 2014, tourism arrivals rose from 2.16 million to 4.50 million, a 208% increase. See Ministry of Tourism of Cambodia (2014). 'Tourism statistics Report: 2013',

www.tourismcambodia.org/images/mot/statistic_reports/tourism_statistics_annual_report_2013.pdf

¹⁰ See Ben Sokhean, "Mobile Users Top 20 Million, Internet Usage Still Rising," Cambodia Daily, March 27, 2014

¹¹ Statistics available at: <http://www.socialmediacambodia.com>

¹² Street-based CSAE takes place in public areas, perpetrators (or intermediaries) that are mainly foreign nationals, approach street children to commence abuse. See Keane, K. (2006) 'Street-based child sexual exploitation in Phnom Penh and Sihanoukville. A profile of victims'.

Counter Trafficking elected APLE to co-chair the Law Enforcement Working Group, a joint government and NGO initiative that monitors, reports, and discusses changes in types of crimes, modus operandi of offenders, and factors that facilitate trafficking and/or sexual abuse and exploitation.

In 2011, due to APLE’s renowned investigatory expertise, the Cambodian National Police requested APLE to assist with sex and labour trafficking cases, particularly cross-border cases of minors. APLE secured funding for a one-year pilot project in Poi Pet; however, after reflection and a low number of relevant cases, APLE focused on existing locations and disbanded operations in Poi Pet. In 2013, APLE undertook an organisational restructure to maximise efficiency. The majority of staff, including senior management, legal, finance, and administrative staff, relocated to Phnom Penh. The current staff in the provincial offices are investigators, who work on the ground to identify and respond to suspected CSAE.

In late 2013, APLE conducted an assessment of three provinces in Cambodia to determine child sexual abuse risk factors and identify gaps in services that APLE could fill. Based on this research and new funding, APLE opened an office in Battambang in April 2014. The pilot project re-affirmed the need for APLE’s expertise to complement existing services and operations continued.

In August 2014, senior management made the decision to localise APLE and registered with the Ministry of Interior as APLE Cambodia. All policies were revised to respond to this change and a new Board of Directors was formally elected in July 2015.

2.2 Financial Profile

Since 2003, APLE’s financial capacity has evolved. This is most noticeable in APLE’s yearly expenditure, which has expanded with new office locations and additional staff (See Figure 1). In addition, the number of donors has risen over time. In 2003, APLE was funded solely by Global Humanitaria Spain. Since then, APLE has diversified its funding sources, peaking at 14 donors in 2012. APLE also receives donations from individual donors, which are grouped together as one funding source under the heading ‘general donations’.

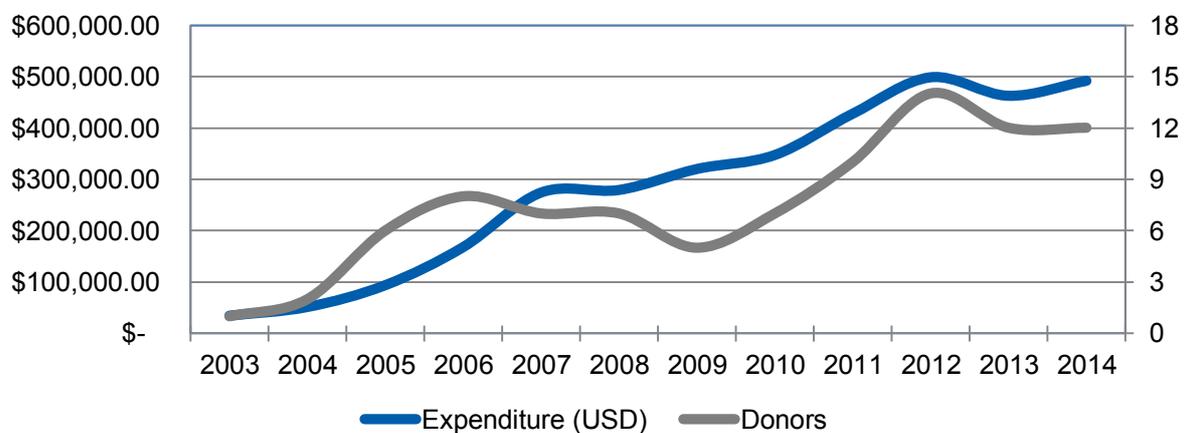


Figure 1. APLE Expenditure and Number of Donors (2003-2014)

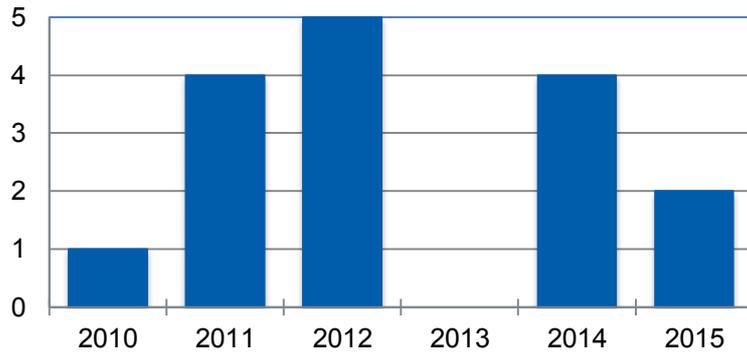


Figure 2. New Donors (2010-2015)

Recent trends in APLE Cambodia’s financial profile show continued diversification of funding. Between 2010 and 2015, APLE attracted 16 new donors (See Figure 2). This included grants from foundations, government, international and national NGOs, and private donors. The number of staff working for APLE has also changed over time; from 2010 to 2015, APLE grew to 62 staff in 2011, then dropped to 42 after the 2013 restructure (See Figure 3). As of November 2015, APLE Cambodia employed 44 staff in four offices.

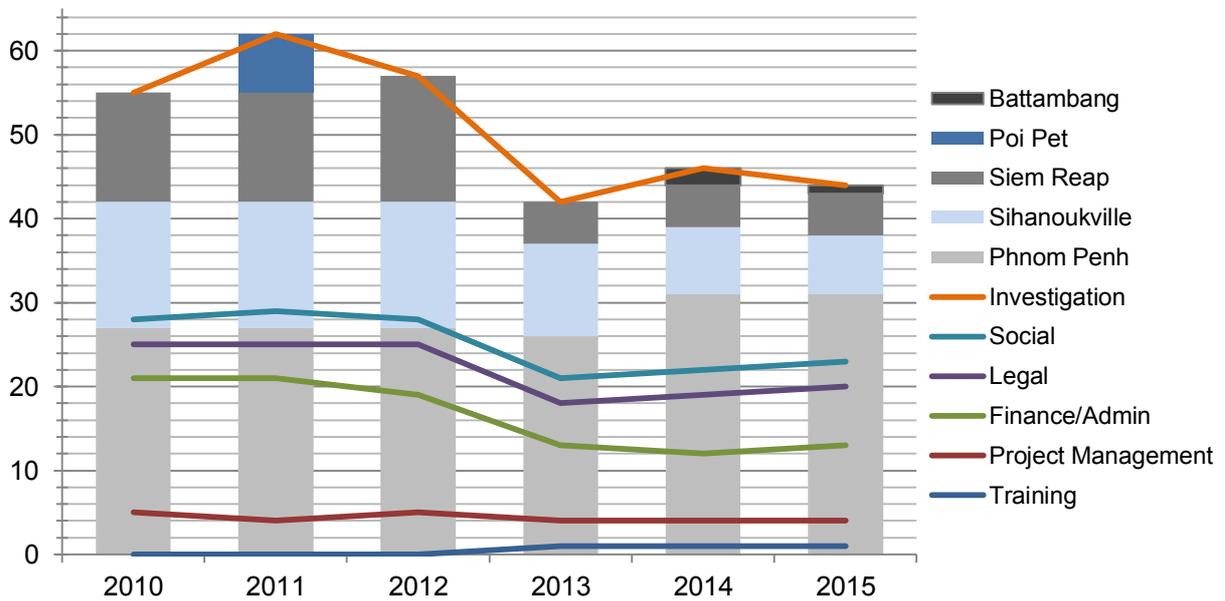


Figure 3. APLE Staff by Office and Department (2010-2015)

3. Strategic Planning Process

Over the past decade, APLE has developed to respond to changing needs in protecting children from sexual abuse and exploitation in Cambodia. The previous strategy was detailed in the 2012-2015 Strategic Plan. This document was internally reviewed in mid-2014 and a new strategic planning process was undertaken between September 2014 and November 2015, consisting of workshops and stakeholder meetings to gather internal and external input (Figure 4). The Project Manager guided the strategic planning process internally, with support from other staff and a donor who assisted in facilitating some of the workshops.

3.1 Workshops

During the strategic planning process, five workshops were conducted to bring together APLE Cambodia staff to inform the strategic plan (See Figure 4). The workshops encouraged staff to think critically about the past and present of APLE Cambodia, share hopes for the future, and plan how to achieve more in the coming years. As a result, this strategic plan was developed to carry APLE Cambodia forward as a local NGO.

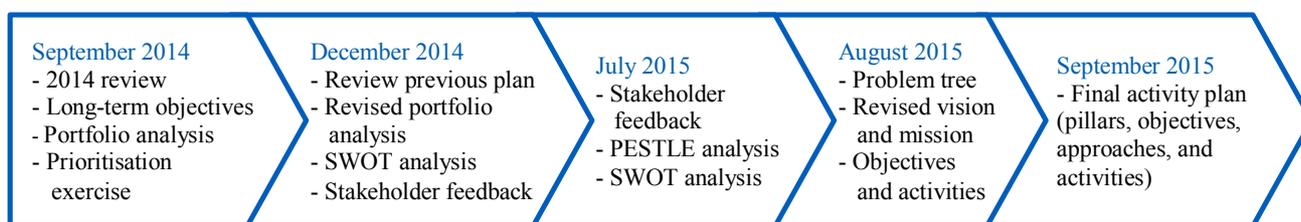


Figure 4. Workshop Dates and Key Outcomes

3.2 Stakeholder Meetings

Gathering stakeholder feedback is crucial for any organisation; it provides information on what strengths and weaknesses external actors see and actionable suggestions for improvement. Feedback was collected through semi-structured interviews with 49 individuals from 7 stakeholder groups (See Figure 5). Utmost care was taken to ensure interviews did not adversely affect clients; a Social Worker supervised the interviews and their legal guardian gave informed consent. The data is treated confidentially within the category of stakeholder type and any identifiable information was removed. The feedback was categorised into strengths, critiques, and suggestions and discussed at two workshops. Critiques were analysed and suggestions were considered in terms of relevance and feasibility. The feedback helped staff understand how stakeholders perceive APLE Cambodia and informed workshop discussions.

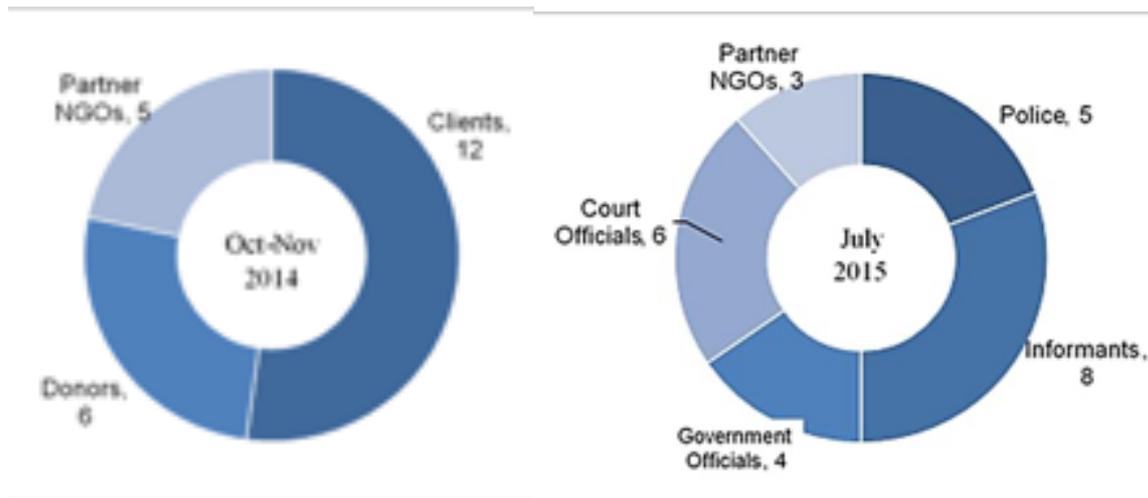


Figure 5. Respondents in Stakeholder Feedback Interviews

4. Strategic Plan

4.1 Vision and Mission

The vision and mission have been revised to better describe the future APLE Cambodia imagines and how their work contributes to this. Emphasis is placed on social and legal justice and protection mechanisms, which APLE Cambodia views as crucial to preventing CSAE and to ensuring efficient and effective responses. The revised vision and mission are also considered to better represent the areas in which the particular expertise of APLE Cambodia will be of greatest value and be likely to make the greatest impact.

VISION: A community with robust social and legal justice in which all children are safe from child sexual abuse and exploitation

MISSION: To strengthen national social and legal mechanisms for the protection of children at risk of, or affected by, child sexual abuse or exploitation

4.2 Pillars and Objectives

To achieve the mission, APLE Cambodia will work through four pillars (See Figure 6). Each pillar is a crucial component of strengthening national social and legal mechanisms for the protection of children. The pillars are relatively prioritised; the Criminal Justice Development is considered the most important focus to achieve change. A clear objective has also been set for each pillar, as outlined in the sections below. Underpinning the four programme pillars is a commitment to transparent and high-quality governance, staff development and welfare, and stakeholder engagement. This foundation provides a strong platform from which APLE Cambodia can effectively, efficiently, and transparently execute its work.



Figure 6. Schematic Outline of the Strategic Plan

4.2.1 Criminal Justice Development

The first pillar encompasses the work APLE Cambodia is most well known for, as well as some new avenues to pursue in the future. This pillar is developed and governed by the belief that strengthening government institutions relevant to the criminal justice system is crucial to achieve long-term sustainable change. This pillar directly targets existing formal social and legal protection mechanisms and enables stakeholders to better protect children at risk of or affected by child sexual abuse and exploitation.

Objective	How	When	Approaches	Planned Activities
By 2020, 30% increase in adherence to national standards and 30% increase in use of child-friendly practices throughout the criminal justice system	· Standards checklist	· Every case in 3 stages (police interview, reintegration, & court procedure)	Collaborate with national and foreign police	· Investigations · Mentorship · Police academy curriculum
			Improve judicial willingness and knowledge	· Workshops · Comment on drafts laws
	· Child-friendly practices checklist	· Every case in 2 stages (police interview & court procedure)	Develop knowledge & skill of MoSVY & DoSVY ¹³	· Training · Identify gaps in laws
			Engage in government-led events	· Join NCCT meetings · Training

¹³ MoSVY and DoSVY stand for the Ministry and Department of Social Affairs, Veterans, and Youth Rehabilitation

4.2.2 Court Support

APLE Cambodia will continue to provide high quality and timely legal and social support to enable victims of sexual abuse to pursue justice without further trauma and will advocate on their behalf. In addition, APLE Cambodia will involve the DoSVY and other NGOs, in the provision of care to encourage their action and increase their skills. This pillar will strengthen informal social and legal mechanisms through development and dissemination of best practice guidelines for supporting victims and their families, case-by-case advocacy, and strategic partnerships.

Objective	How	When	Approaches	Planned Activities
One and a half years after the rescue, 60% of victims assisted have stable lives and 70% have received justice	<ul style="list-style-type: none"> Stability metric¹⁴ Justice metric¹⁵ 	<ul style="list-style-type: none"> 1.5 years from date of first support 	Facilitate crisis intervention & provide emotional care during the legal process	<ul style="list-style-type: none"> Crisis intervention Emotional & physical care Liaise with NGOs and DoSVY
			Provide legal advice, assistance, and representation	<ul style="list-style-type: none"> Representation Family discussions Case advocacy

4.2.3 Community Engagement

The third pillar embodies engaging key members of communities in prevention. A lack of understanding about how to protect children from sexual abuse leaves them vulnerable. APLE Cambodia will work to change this by disseminating knowledge, building a committed informant network, and running phone and Internet hotlines where the public can report online and offline abuse anonymously and confidentially. This pillar boosts informal social protection mechanisms that exist in communities and encourages proactive prevention.

Objective	How	When	Approaches	Planned Activities
By 2020, 25% increase in quality reports of suspected CSAE to APLE and 50% of training participants and informants take action to protect children	<ul style="list-style-type: none"> Quality metric¹⁶ Follow-up questionnaire 	<ul style="list-style-type: none"> Every report received Once a year 	Disseminate expert knowledge to key community members	<ul style="list-style-type: none"> Training of Trainers
			Build and maintain informant network	<ul style="list-style-type: none"> Network meetings
			Provide free, anonymous, & confidential hotlines	<ul style="list-style-type: none"> Launch hotlines Analyse & track reports

¹⁴ This metric considers 5 elements: trauma; support system; education and work; housing; and health.

¹⁵ This metric considers 3 elements: client's feeling; verdict of court case; and appropriateness of sentence.

¹⁶ This metric considers 3 elements of each report: relevance; time; and specificity.

4.2.4 Research and Advocacy

The fourth pillar recognises the importance of using evidence to underpin APLE Cambodia’s work. A variety of research initiatives will be undertaken to analyse previous trends and explore emerging areas of interest. In addition, the research and experience will be used to advocate for positive changes in laws and the criminal justice process. This pillar calls for changes in formal legal protection mechanisms to ensure children both at risk of, or affected by, child sexual abuse and exploitation are prioritised and protected at the highest level.

Objective	How	When	Approaches	Planned Activities
By 2020, at least 1 research paper published in a peer-reviewed journal and 3 agreed government actions on advocacy	<ul style="list-style-type: none"> · Published academic research · Advocacy tracking 	<ul style="list-style-type: none"> · Continuous activity with annual review 	Conduct research to build evidence-based knowledge	<ul style="list-style-type: none"> · Select key topics · Conduct & share research
			Advocate for positive changes to the situation of children	<ul style="list-style-type: none"> · Develop & implement advocacy plans

4.2.5 Professional and Organisational Governance and Development

To sustain the above pillars and achieve the stated objectives, it will be necessary to maintain a strong foundation of continuous governance and professional development. This critical component of our strategy details APLE Cambodia’s commitment to staff professional development and welfare, transparency of internal and external work, and sustainability. It is only through maintaining high standards in these areas that staff will be able to fully implement the strategic plan to the required high levels. Strong organisational development is also required to achieve optimal efficiency and effectiveness, and ensure long-term sustainability.

Objective	How	When	Approaches	Planned Activities
Each year, 85% of staff report a high-level of job satisfaction and APLE has the necessary policies and resources to implement planned activities	<ul style="list-style-type: none"> · Satisfaction metric¹⁷ · Internal policies and annual budget 	<ul style="list-style-type: none"> · Continuous activity with annual review 	Enable staff to develop capacity and ensure their well-being	<ul style="list-style-type: none"> · Capacity building · Staff counselling
			Create, follow, and monitor strong and clear standards	<ul style="list-style-type: none"> · M&E · Internal policies
			Sufficient resources to implement the SP	<ul style="list-style-type: none"> · Marketing & fundraising

¹⁷ This metric considers several elements, such as emotional support, necessary tools, clear supervision, and so on

4.3 Approaches

Within each pillar, two to four broad approaches have been identified and prioritised. Each approach outlines the specific way in which APLE Cambodia will work to achieve the objective. The approaches were carefully selected to encompass areas which APLE staff feel are most critical to strengthen and in which APLE can have the greatest impact. For example, APLE Cambodia is renowned for their work with the Cambodian National Police and is constantly looking for ways to improve this cooperation. As such, police collaboration is the prioritised approach in the Criminal Justice Development pillar.

4.4 Activities

To ground each pillar and approach, key activities are specified in an agreed Activity Plan and listed by the order in which they will be completed. For each activity, the timeframe, person responsible, number of staff needed, and estimated costs are identified. Based on workshop discussions and a SWOT analysis, some previous activities will be continued while others will cease. In addition, new activities have been developed to broaden and enhance APLE Cambodia's work and aim for more robust and sustainable changes.

The Activity Plan is a dynamic working document, which will enable APLE Cambodia to be responsive to beneficiaries' needs, financial resources, new opportunities, and changes in the environment; as such, it may change from time to time and will be reviewed and revised annually. Donors and other stakeholders are welcome to review the current Activity Plan on request.

5. Rationale

The rationale for this new strategic plan can be justified in terms of its uniqueness, cost-effectiveness and sustainability.

5.1 Uniqueness

Since 2003, APLE has operated in a unique manner. Over time, APLE has prioritised innovative solutions to ongoing problems. In this strategic plan, uniqueness is found in the cooperation with the police. APLE Cambodia is adopting a case agent approach and a mentorship plan that would further enhance the abilities of the police to conduct high-quality and child-friendly investigations. This approach is unique to APLE Cambodia and capitalises on its strengths.

In addition, APLE Cambodia's court support is unique as few other organisations have cross-trained social workers who are comfortable with and knowledgeable about the legal process and law. APLE Cambodia's social workers assist the children from the moment of rescue, helping to find them appropriate aftercare and then preparing children emotionally for court and intervening on their behalf if necessary. This emotional support is key to ensure children are not further traumatised while participating in the criminal justice process.

Lastly, APLE Cambodia's strong partnerships with a variety of groups, including foreign and national law enforcement, embassies, Cambodian government, and other NGOs, ensure a coordinated and timely response to CSAE. APLE Cambodia continuously pursues new partnerships with different stakeholders to promote best practices and outline collaboration. The partnerships with other NGOs in particular allow children to receive the best psychological counselling and aftercare available.

5.2 Cost-Effectiveness

In this strategic plan, four main cost-effective aspects stand out. First, the case agent approach with police, which minimises human and financial resources needed from APLE Cambodia. Previously, two investigators were assigned to each case. The case agent approach designates one lead investigator who liaises with the police and monitors the case. Additionally, the Training of Trainers approach to disseminating knowledge increasing cost-effectiveness by targeting key community members with training and encouraging them to pass on the information to those around them.

Diverse partnerships are a unique feature of APLE Cambodia, as well as a cost-effective measure. Partnerships ensure that APLE Cambodia avoids duplication of other's work and can join or support their initiatives. For example, the National Committee for Counter Trafficking [NCCT] developed a National Plan of Action for 2014-2018; in this strategic plan, APLE has committed to supporting the NCCT's work in this area.

5.3 Sustainability

Sustainability was a central topic in discussions and many of the discontinued activities were stopped due to the lack of contribution to sustainable solutions. The planned activities thus prioritise methods that aim for long-lasting impacts. Firstly, APLE Cambodia will work with the government to increase knowledge, skills, and willingness. This is done through investigative assistance, police mentorship, and developing a curriculum for police. APLE Cambodia will lobby to get the curriculum integrated into the police academy so trainees receive knowledge as part of their foundational training. Apart from this, the Training of Trainers is also sustainable as these individuals can pass on learned knowledge over and over again. Thirdly, building a strong informant network will result in individuals that are very aware, committed, and able to prevent or report suspected CSAE to APLE and the police.

Lastly, by prioritising transparency, high standards of governance, and commitment to staff development and welfare, APLE Cambodia will be able to successfully implement the planned activities. For this reason, the Professional and Organisational Governance and Development foundation is an essential strategic component for long-term organisational stability and for ensuring continued impact on preventing CSAE in Cambodia. In conjunction with this Strategic Plan, APLE will implement a new organisational structure which will not only support the delivery of the plan but will contribute to long-term succession planning and stability.

6. Externalities

6.1 Positive

Within the current context, there are many positive opportunities on which APLE Cambodia can capitalise. Below are the most promising positive externalities.

- Government commitment to combating CSAE and promoting child rights in Cambodia
- Improved skills and commitment of Anti-Human Trafficking and Juvenile Protection Police
- Partnerships between NGOs, national and foreign law enforcement, foreign law firms, and governments allow for cross-sector dialogue and sharing of best practices
- Development or existence of extra-territorial laws in other countries to prosecute crimes committed by their nationals in foreign countries
- Increased community awareness, action, trust, and willingness to report abuse
- Publicity by mass media and other stakeholders, increases public knowledge & awareness

6.2 Negative

At the same time, there are negative threats that may affect the implementation of this strategic plan. The most concerning negative externalities are:

- Changes in the political landscape, which may or may not affect APLE Cambodia
- Offenders are constantly changing their modus operandi and have increased technological knowledge. Increased Internet access/modern technology also makes more children more vulnerable
- Other NGOs often pay police a lot of money to work on cases, which may create a disincentive for them to work with APLE in the long-term
- Corruption in the courts, police, and government has improved but is still present
- There is a relative lack of knowledge of the scope of sexual exploitation of Cambodian children online and insufficient means to effectively investigate and prevent it
- Variability and uncertainty of available financial resources in an unstable global economy

7. Conclusion

Over the past year, APLE Cambodia staff members have reflected on previous activities and performance, considered stakeholder feedback, and participated in wide-ranging and inclusive brainstorming workshops to determine future priorities. This Strategic Plan for 2016-2020 is based on the outputs and conclusions from all these activities. We hope it will enable APLE Cambodia to optimise its impact on strengthening legal and social protection mechanisms, which are crucial to preventing and responding to CSAE, and take us closer to achieving our ultimate vision of a safer community for our children.

In conjunction with this document, a detailed and dynamic Activity Plan will be used to ensure this strategy remains contextually relevant over time and appropriate with regards to beneficiary needs and available human and financial resources. If you are interested in supporting our work or have any questions about the information presented here, please contact APLE Cambodia at info@aplecambodia.org.

This Strategic Plan was produced by the staff of APLE Cambodia with assistance from Ms Sarah Cottee of ADM Capital Foundation. It was approved by the Board of Directors of APLE Cambodia in December 2015. Copyright © APLE Cambodia 2016