



Reducing the Risks of Sexual Gender Based Violence against Entertainment Workers in Phnom Penh

Mid-Term Project Evaluation

A Report Written for ACTED in Cambodia

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Sincerely,

Khun Sophea
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Phnom Penh, Cambodia
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Acronyms

ACTED	Agency for Technical Cooperation and Development
DFAT	Department of Foreign Affairs and Trade
DAHTJP	Department of Anti-human Trafficking and Juvenile Protection
EWs	Entertainment Workers
EEs	Entertainment Establishments
FGD	Focus Group Discussion
KII	Key Informant Interview
LAC	Legal Aid of Cambodia
NAPVAW	National Action Plan to Prevent Violence against Women
SGBV	Sexual Gender Based Violence
SSC	Social Services of Cambodia

Executive Summary

Reducing the Risks of Sexual Gender Based Violence against Entertainment Workers in Phnom Penh is a three-year project (8th March 2013 to 31st March 2016) funded by the Australian DFAT and implemented by ACTED. The overall goal of the project is to contribute to the implementation of the National Action Plan to Prevent Violence On Women (NAPVAW) by fighting Sexual Gender Based Violence (SGBV) against Entertainment Workers in Phnom Penh. In order to achieve this goal, the project was developed based on the partnership of four organizations including ACTED, SSC, LAC and DAHTJP of the Cambodian National Police Commissariat. Primary stakeholders of the project are reached through outreach activities, capacity building and media programs. PEs are recognized as significant catalysts when reaching EWs across 100 EEs. Additionally, duty bearers, such as outlet owners and communal police, are seen as vital actors in preventing and responding to SGBV in the workplace.

The midterm evaluation aims to review the status, relevance and performance of the project compared to the project proposal, as well as identify and assess basic results and impacts regarding the project's sustainability and suitability for replication in other geographical areas.

FGDs were conducted to gather information from selected EWs (both, direct and indirect EWs), whereas KIIs were conducted with key stakeholders. 12 EEs were randomly selected from the project list to be targeted by the mid-term evaluation. For the FGDs, 58 direct EWs and 40 indirect EWs were selected through the project's peer educators. After completing the data collection, all FGD and KII notes were transcribed and stored safely with the data being analyzed in accordance with the evaluation matrix and criteria.

Key Findings

Participant Profile

The EWs who participated in the FGDs were between 16 and 35 years old with 40% being between the ages of 23 to 27 years old. Whilst 7% of EWs did not go to school, 38% attended lower secondary school or completed grade nine. Interestingly, about 19% of participants

received higher secondary school education, including grade twelve. More than half of the survey participants (53%) were not married. However, of this figure two-thirds reported having a boyfriend or partner. 19% of EWs reported being divorced with one or more children and 12% were divorced with no children. Divorced EWs with one or more children were often responsible for paying their children's school fees, meals and other living costs including health care and treatment. Approximately half of the EWs interviewed (49%) had been working as an EWs between 1 to 6 months whilst 18% had been working for between 7 months to 1 year and a further 18% between 2 to 4 years.

Peer Supportive Group and Peer Outreach

At the start of the project, EWs who participated in ACTED's health outreach programmes to EWs were selected to be PEs for the project. However, the project encountered a high over of peer educators with many PEs leaving the project since its inception. In order to address this high turnover of PEs, the decision was taken to selected ladies who had previously worked in EEs in roles such as cashiers and waitresses. The project currently has 14 active PEs who are both currently working as EWs or previously worked as EWs.

Interviewed PEs demonstrated a basic understanding of SGBV. The link between gender inequality, power relations and SGBV was well articulated. All interviewed PEs perceived EW's work as a decent occupation and expressed that safety and security of EWs at the workplace should be strengthened.

Peer Information Session

Direct EWs who participated in PE sessions stated that the most interesting topic for them included understanding SGBV, basic worker rights and the availability of services for SGBV survivors. The majority of direct EWs interviewed reported that they had gained information (e.g. police 24-hours-hotline and where to find support when experiencing SGBV), which is useful for their own protection as well as enabling them to access available services. Interviewed direct and indirect EWs had less awareness of the project's referral services implemented by SSC and LAC.

The project's peer outreach materials were felt to be limited. Some pictures in the outreach materials need to be contextualized in order to avoid any misinterpretations regarding the work and attitude towards EWs.

Project Partnership Opportunities and Challenges

Collaboration among implementing partners was relatively good enabling each partner to cooperate and deliver the projects' outputs as planned. Through the partnership, a social, health and legal system was established and is moderately functioning. Selected PEs and social workers have been trained by ACTED, SSC and LAC on subjects including facilitation and basic counseling skills, worker's rights and the SGBV legal framework.

Partnership among Implementing Partners: Challenges

Whilst the project has already achieved its target number of EWs and EEs, there is less awareness regarding the main implementing partners aside from ACTED. In addition, it was felt that the referral system needs to be more strongly promoted in the counseling and referral sessions.

Partnership with target EEs

Currently the project does not have official agreements with each EE partner however the project seems to have been successful in building and maintaining a partnership with target EEs. It was observed that managers of EE partners supported PEs to mobilize EWs in their establishments to participate in counseling the referral sessions when these took place in their establishment.

Result 1: EWs have increased awareness of SGBV, their rights and the assistance available to victims

Progress and Achievements

Through a peer educator approach, the project has been able to reach more than the original number of targeted EWs for SGBV awareness raising. Interviewed EWs demonstrated a considerable understanding of SGBV and their rights. EWs who experienced harassment stated that they normally reported incidents to their direct supervisor following their establishment's

internal organizational structure and protocols. All interviewed EWs reported that they never filed a complaint or reported an incident of SGBV to the police. When being asked why they did not report incidents to the police, a number of reasons were sighted including the need to follow internal protocols for their establishment which meant they had to report the incident to their direct supervisor rather than the police. In the FGDs, the EWs explained that they applied a combination of their own techniques and skills learned as a result of the project such as using good words and working together with other EWs in order to solve their problems. Most EWs tried to address problems on their own before going to their direct supervisor. Interviewed EWs expressed their solidarity with each other when experiencing SGBV in the workplace.

Challenges

EWs still are reluctant to file a complaint with the police or other institutions.

EWs in the target EEs are working in different and constantly changing shift patterns, which caused some difficulties when organizing peer outreach sessions and keeping track of which EWs had completed the four main sessions with PEs and who had not.

While a great number of managers/owners of EEs were highly welcoming to the peer outreach sessions in their business setting, some managers and owners were less welcoming.

Result 2: Improved access of EWs to services available from NGOs and the government

Progress and Achievements

With consent from a SGBV survivor, one case has been filed and followed up by the implementing partner LAC. 10 EWs accessed information related to the process of filing a complaint and how the police responds to a case when an incidence of SGBV is reported. Similarly, hot line police officers who were interviewed reported receiving phone calls from EWs, including beer promotion women, seeking information and police intervention in SGBV cases. Many project stakeholders including EWs and EE's managers appreciated the police hotline supported by the project. It was noticed that the behaviour and attitudes of the police officers manning the hotline in DAHTJP had improved remarkably.

Challenges

The communal police are significant actors in providing immediate response to EWs when a police intervention is required. However, interviewed communal police officers seemed less informed about the project's key activities and the referral system. This limited knowledge on the project might be due to recent changes of the composition of the commune police as some trained commune police officers were moved to other stations in Phnom Penh.

Lessons Learnt

It was felt that the target number of EWs in the first year of the projects' implementation is too ambitious.

Greater reflection needs to be paid to the impact of modifying the implementation plan following the high turnover of PEs at the start of the project as this potentially resulted in fewer benefits for EWs.

Supporting capacity development (training in counseling and SGBV related laws and framework) of the police hotline officers at the central and commune police level is an effective tool for improving behaviours and the quality of service provision.

Logos of implementing partners and the donor should be clearer in order to increase awareness amongst beneficiaries in target EEs.

Conclusion: Progress Against Evaluation Criteria

Relevance

The project is likely to partly contribute to the implementation of the NAPVAW of the Royal Government of Cambodia, especially in supporting the thematic focus of the plan in terms of the early prevention of SGBV, improving quality of social and legal services and capacity building for service providers.

The hotline police within DAHJP have responded well to the training provided by the project.

The effects of the referral system are difficult to measured as the majority of project stakeholder (EWs, EE's manager/owner, and commune police) did not seem informed fully about the services offered by the referral system.

In terms of relevance, it can be concluded that some aspects of the intervention (peer information session, capacity building for police and support for the police hotline) are relevant while other aspects (referral system) are questionable and need to be improved.

Effectiveness

The project excessively achieved output indicators in terms of the number of EWs reached however in order to ensure the project reaches the expected results, the project needs to focus on the qualitative indicators for the project.

Efficiency

Some activities such as police trainings and inception workshops were delayed at the start of the project. In relation to peer outreach sessions, the project design did not clearly set a goal as to how many EWs shall be reached by year one, two and three. When the project was designed, EW PEs were considered as the key agent and direct beneficiaries. In reality, the project has not fully empowered EWs to be involved in project peer education as large numbers of current peer educators are university students who have more access to various opportunities compared to EWs. Therefore, the project is likely not to achieve its desired efficiency unless this is changed.

Impact

The project has significantly impacted on the police hotline at DAHTJP. Hotline police officers have applied skills learned from the project to improve their work performance in order to provide services with a better quality. Direct EWs perceived their work as a decent job. However, they are still not confident enough to report an incidence of SGBV to the police or other organizations. Commune police, who are seen as key actors in preventing and eliminating SGBV, have yet to be impacted by the project.

Sustainability

There is a high possibility that the 24-hours police hotline, a government service, will continue to operate after the end of project.

Current PEs may utilize their knowledge and skills learnt for their future work however this will only be fully possible if there is a change in the programme's approach and genuine peer educators are used in the future. Knowledge that direct and indirect EWs achieved from the project will be sustained and there is the potential for this to be useful for them beyond the life span of the project to influence their decision making processes in getting accessible services when required in the future. The project's referral system is unlikely to last beyond the lifespan of the project as it relies on the project's funding. Therefore, the project can only be considered partially sustainable.

Suggestions

Below are some considerations for the remaining year of the project:

- The project should review its peer education approaches in order to ensure that EWs benefit from the project as expected.
- The project should improve its peer outreach manual and IEC materials to enhance the quality of information and key messages in particular related to gender, rights and referral services.
- The project should consider strengthening the projects' staff capacity in applying peer education approaches to address SGBV concerns for EWs.
- The project should consider integrating more strongly feedback from EE owners/managers as well as EWs on a regular basis to improve the project's performance.
- In particular, the referral system would better serve the needs of EWs if a regular reflection and learning processes was established to enable implementing partners to identify what worked well, what did not work well and make participatory decisions to address problems in a timely manner.
- Though there are other factors rather than gender influencing behaviours and practices of polices in delivering day to day services, the project's training for communal police should

incorporate more reflection exercises focusing on gender and attitudes of service providers toward EWs.

- It would be very useful for ACTED and the other implementing partners to consider an exit strategy in the next months and plan in advance to integrate project activities (referral system, counseling protocol, and skill building trainings for communal the police) into existing structures of the government and other (local) institutions.

1. Introduction

1.1. Background

ACTED is an international, non-profit, non-governmental humanitarian organization based in Paris and working in over 30 countries worldwide. ACTED in Cambodia opened its office in 2009, when ACTED took over the operations of Pharmaciens Sans Frontieres (Pharmacists Without Borders, PSF) to build on PSF's work since 1992 in the health sector, and to complement the existing expertise with ACTED's global added value in sectors such as disaster response, risk reduction, and water and sanitation in order to provide holistic assistance to populations that PSF has served for 20 years. ACTED has extensive experience working in prevention and treatment of sexually transmitted infections, as well as service provision for EWs in Phnom Penh, who are one of the most neglected and vulnerable groups of women in Cambodia.

Although in 2009 the NAPVAW was developed and reinforced by the Cambodian government, SGBV still remains a major challenge in promoting socioeconomic development for the Cambodian Society. A 2011 survey with 284 EWs, conducted by ACTED, illustrated that 53% of the EWs reported having suffered from sexual harassment since they began working in the entertainment industry. The survey also highlighted the gaps in the current system to address SGBV. EWs were most likely to experience abuse in their workplace (64%) and at the hands of one-time clients (42%), yet half of the EWs surveyed reported there was no warning system in their workplaces to prevent violence or stop it when it was occurring. Considering these facts, the project *Reducing the Risks of Sexual and Gender Based Violence against Entertainment Workers in Phnom Penh* was developed to empower EWs, increase awareness and understanding of SGBV and to provide access to health, social and legal services when in need.

1.2. About the Project

Reducing the Risks of Sexual and Gender Based Violence against Entertainment Workers in Phnom Penh is a three-year project (8th March, 2013 - 31st March, 2016), funded by DFAT of the Australian Government. The overall goal of the project is to contribute to the implementation of the NAPVAW by fighting SGBV against EWs in Phnom Penh. To achieve this goal, the project was developed based on the partnership of four organizations including ACTED, SSC, LAC and DAHTJP of the Cambodian National Police Commissariat. The partnership aims at providing

comprehensive referral services so that EWs can get access to services when SGBV is experienced at the workplace.

The project's primary stakeholders include EWs, the judicial police at central, district and communal levels, EE owners/managers and the general public. Primary stakeholders of the project are reached through outreach activities, capacity building and media programs. PEs are considered as significant catalysts to reach EWs (target: 3000, indirect EWs: 1500) in 100 EEs. In addition, duty bearers (outlet owners and communal police) are seen as vital actors in preventing and responding to SGBV at the workplace.

The project key activities include:

- Skill building trainings focusing on SGBV understanding, counseling, and workplace related laws for PEs and the commune police
- Peer education sessions in targeted establishments
- Referral system for psychological counseling, legal- and health services for SGBV survivors (EWs)
- Information and education material development, and
- Promoting the service hotline of the DAHTJP of the Cambodian National Police.

1.3 Purpose of Evaluation

The evaluation covers the period between April 2013 and November 2014. ACTED commissioned a consultant team to conduct a mid-term evaluation with the aim of providing ACTED, implementing partners and the donor with a review of the status, relevance and performance of the project as compared to the project's initial proposal. The identification and assessment of basic results and impacts as to their sustainability and suitability for replication in other areas as of now is evaluated

2. Methodology

2.1 Tools and Techniques

The overall methodological approach is to make use of qualitative methods (semi-structured interviews) in order to learn from PEs, EWs and other project stakeholders. The semi-structured interview templates for various project stakeholders were developed with focusing on how the

project has contributed to the implementation of the NAPVAW and how PEs as well as EWs have been empowered to prevent and respond to issues of SGBV in the workplace. The tools were shared with senior managers of ACTED for comments and suggestions prior to the field research.

Qualitative techniques such as FGDs were conducted to receive information from selected EWs (direct and indirect EWs) who were reached by the projects' outreach activities and PEs who are the project's main force. KIIs were conducted with hotline police officers at DAHTJP, with the communal police at the communal level, the project team and EE managers/owners. The interviews were conducted in Khmer which enables participants to deeply get involved in discussions and deliberately reflect on the project. The evaluation team consisted of two external consultants who are Cambodians, with organizational support from ACTED's senior program manager, M&E officer and project social workers.

Based on the ToR and discussions with ACTED's senior manager, 12 targeted EEs were randomly selected from the project list. 58 direct EWs and 40 indirect EWs were selected for the FGD. Originally, the FGDs with direct and indirect EWs were planned to be conducted separately. However, due to certain difficulties in mobilizing participants, some FGDs were mixed up between direct and indirect EWs.

2.2 Data Collection and Processing

With organizational support from the project team, PEs and EEs managers, the data collection was implemented in selected EEs mostly in the afternoon either during or before the working hours of identified EWs. In total, 95 EWs (direct EWs: 59) were invited to participate in the FGD and each group consisted of 6 to 10 people.

Table 1: Number of FGD Participants by EE

Name of EE	EWs		
	Direct	Indirect	Total/outlet
X2 Building KTV	4	2	6
Bokor KTV	8	1	9
Soul Golden City	4	8	12
X2 KTV	3	6	9
Soun Reak Reay	8	0	8
Reatrey Sambo Beer Garden	7	1	8
Tonle Sekong KTV	1	9	10
Malob Svay Ratanak	3	1	4
KADO Restaurant	6	3	9
Lay Heang Restaurant	2	5	7
Koun Prasarsrey KTV	6	0	6
Phtes Mer Khmek	7	0	7
Total number of Ws in FGDs	59	36	95

Separated interviews were conducted with the hotline police at DAHTJP and police posts from four different communes in Phnom Penh, including Phsar Deumthkov, Chroy Changva, Tek Laork Bei, and Boeung Reng. Among the interviewees were 4 heads of the communal police, 3 hotline police officers (Female: 1) and 1 deputy director of DAHTJP. At the same time, to triangulate the data, 2 managers (Borko KTV and Tonle Sekong KTV) were met in person to receive more information and details about the manager’s attitude and workplace mechanisms to prevent and respond to issues of SGBV among EWs.

The consultant team conducted semi-structured interviews with the project team that consisted of 1 project manager, 2 social workers (Female: 2) and 1 M&E officer. The two important key implementing partners SSC and LAC were interviewed as well. From SSC, a general advisor and two social workers who have partially been involved in the project were interviewed. From LAC, an executive director and trainer provided us with their perception and reflection on the project.

After the completion of the data collection, all FGD and KII notes were transcribed and stored safely. The consultant team then worked to review the interview notes and the data was analyzed in accordance with the evaluation matrix and criteria (See appendices 1 and 2).

2.3 Limitations

Some FGDs included direct and indirect EWs in one discussion, which partly caused challenges when asking in what way direct EWs have continued to disseminate SGBV key messages,

workplace rights and other information that they received from PE to their peers in the workplace. As FGDs were conducted prior and during the working hours of the EWs, some participants did not pay full attention during the discussions and some left the interview when being called to work. This can be considered as an overall problem and challenge of implementing this type of project.

3. Key Findings and Analysis

3.1 Participant Profile

The EWs who participated in the FGDs were between 16 and 35 years old and out of 95 EWs, approximately 40% were between 23-27 years old. Considering the level of education it can be specified that while 7% of the EWs did not go to school, 38% attended lower secondary school or completed grade nine. Interestingly, about 19% of the participants received higher secondary school education, including grade twelve.

More than half of the survey participants (53%) were not married of which two-third reported having a boyfriend or partner. EWs who were divorced with more than one child accounted for 19% of participants, while about 12% were divorced without children. Divorced EWs with more than one child were usually responsible for paying their children's school fees, meals and other living costs including health care and treatment.

The roles and responsibilities of EWs in the EEs varied. A large number of respondents were working as room operators who are responsible for playing songs, ordering food and taking care of room sanitation. Others were working as hostesses (sitting/singing with male customers) and waitresses. The monthly salary for room operators and waitresses varied from one EE to another with ranges from between USD70 to USD100. Similarly, hostess's salary ranged from USD100 to USD130 per month.

Table 2: Participant Profile-FGD

Participant Profile-FGD Direct and Indirect EWs							
Age	% n=95	Education	% n=95	Marital Status	% n=95	Year of Working	% n=95
16-22 years	37%	No school	7%	Single	54%	1-6 months	49%
23-27 years	40%	Primary school: Grade 1-3	7%	Divorced, with more than 1 child	19%	7 months-1 year	18%
28-32 years	15%	Primary school: Grade 4-6	29%	Divorced, with no child	12%	1-2 years	14%
33-35 years	5%	Lower SS: Grade 7-9	38%	Married, with more than 1 child	7%	2-4 years	18%
35+ years	3%	Higher SS: Grade 10-12	19%	Married, with no child	8%	4+ years	1%

Approximately half of the participants (49%) had worked as EWs between 1 – 6 months, while 18% had worked between 7 months – 1 year and 2 – 4 years. For those who just recently started in the entertainment industry, many of them had just left school and their hometown with the desire to live and work independently in Phnom Penh.

3.2 Peer Supportive Groups and Peer Outreach

3.2.1 Peer Supportive Group

Peer education approaches have been applied widely in the development sector as well as in the academia to promote interactive learning, information sharing, awareness raising and behavioural change. Peers are defined as groups that are from similar or same social backgrounds, culture and age groups (UNICEF 2012; Crosier et al. 2002). Like many other development projects, ACTED’s project adopted the peer education approach to raise awareness amongst EWs regarding SGBV and available services for SGBV survivors.

At the beginning of the project, EWs who used to participate in ACTED’s health programmes were selected to be PEs. This was decided as they were very familiar with the EW’s context and came from a similar socioeconomic background. However, the project encountered a high peer turnover. This was due to various reasons. Firstly the project required that PEs work approximately four hours per day and each peer educator is responsible for outreach activities within eight or nine EEs in the target area. Secondly, as stated by the projects design, PEs are

required to travel to conduct peer education sessions which often resulted in regular absences at their workplace. The difficulty managing both a permanent job and the project's work at the same time was a heavy burden for selected PEs. Therefore, a large number of selected PEs left the project.

To address the high PE turnover, the project redefined the terminology "EW" to include former EE workers such as cashiers and order takers. As of now, the project has 14 active PEs and only two of them are currently working as EWs while the remaining PEs are university students (of which three are former EWs). When being asked how active PEs were identified, interviewed PEs replied that they knew about the project through former ACTED staff and current PEs who were studying at the same university. The application (CV and a letter of interest) was submitted to ACTED and followed by a short in-person-interview prior to them starting work as PEs.

According to the last progress report (Mar 2013-Mar 2014), initial as well as refresher trainings for selected PEs were completed as planned. PEs involved with the project for almost a year or longer have been trained in facilitation and basic counselling skills (how to listen, how to interact with SGBV survivors, how to ask a question etc.) as well as workplace related laws. Newly engaged PEs (less than 6 months) did not receive a full training package. Nevertheless, they have been mentored regularly by the project social workers and other PEs.

Awareness in Gender and SGBV

Interviewed PEs demonstrated a basic gender understanding. There is recognition that women should have the same rights as men, including rights to education, rights to work and rights to participate in public spheres regardless of their social status, culture and ethnicity. The link between gender inequality and power relations and SGBV is well articulated. For instance, sexual harassment (pulling EW's skirt, unwanted touching, verbally sexual comments, and disrespectful behaviour) is referred to as a cause of different power relations between EWs and customers.

Gender Understanding and Attitude

All interviewed PEs perceived EW's work as a decent occupation and expressed that safety and security of EWs in the workplace should be strengthened. However, when they were asked how

EWs have contributed to their household and community development, the perception of PEs was conflicting. Whilst it was felt that EWs have contributed to improving household incomes, some interviewed peers (3 out of 4 peers) believed that EWs and the nature of work caused social issues, including domestic violence and household conflicts. This is because they perceived that EEs have been set up to attract and entertain men, including married men, to spend time and money away from their families. As a result, the female spouse and children at home are neglected and can sometimes experience physical and psychological abuse. Only one peer considered it as an individual's choice, and a personal decision to sell sex "I believe that if she sells sex, it is her choice. This should not be stigmatized and discriminated by the workplace policy or services." (PE).

Empowered to Report SGBV

PEs stated that no forms of SGBV should be tolerated. They reported an increase in the confidence of EWs and a stronger ability to report incidences of SGBV which happened either in their families or at work. Before being involved with the project, PEs did not know how to report cases of SGBV and who they could approach for assistance. Moreover, due to the lack of accurate information they were afraid of a negative impact on their personal or families' safety. However, now they know how to anonymously report to the police through the 24-hours-hotline as well as other service providers such as NGOs.

3.2.2 Peer Information Session

Contents and Key Messages

Peer information sessions are seen as the main activity to reach out to the project's target group. Four main topics are covered during the information sessions including understanding SGBV, basic worker rights, problem solving skills, and available services for SGBV survivors. Direct EWs who participated in peer education sessions stated that the most interesting topic for them included understanding SGBV, basic worker rights and available services for SGBV survivors. The majority of interviewed direct EWs reported that they gained more information (e.g. police 24-hours-hotline and who they can approach for support when experiencing SGBV), which is useful for their own protection and access to available services. The police 24-hours-hotline was

acknowledged as a safety protection mechanism making EWs feel more comfortable and safer at their workplace.

Both direct and indirect EWs interviewed had less awareness of the project's referral services that are implemented by SSC and LAC. When they were asked what the project's referral services were many direct EWs could only tell four rigid phone numbers of the 24-hours police hotline whilst other referral services such as legal advice, counselling, social and legal assistance all offered by the project were not reported. There was confusion whether the 24-hours police hotline also provides psychological counselling when EWs are stressed and or depressed.

Some male customers are terrible and disrespectful persons, they consider women who work in KTV as a low socioeconomic class who they can treat how they want. I think understanding my rights in the workplace is very interesting and useful. It helps me to know more what rights I am entitled to and what I should do when I am harassed or exploited. Because of ACTED's session, I know the police hotline which I can call for immediate help (direct EW)

Indirect EWs who never met any of the project's PEs could illustrate some types of sexual harassment (physical abuse and unwanted touching) as well as their basic rights however minimal peer talk was reported. This can be attributed to the fact that direct EWs trained by PEs did not seem very aware of their roles in dissemination information to others after attending peer information sessions. In addition, the project appeared not to have a mechanism that would encourage direct EWs to talk to other peers at their workplace. Nearly two thirds of interviewed indirect EWs stated that they knew there is a group of people from an organization (without knowing the name of organization) who conducted awareness rising sessions. However, they did not know what the sessions were about because trained EWs never talked or only talked very little about what they had learned from the PEs. A small number of indirect EWs reported having seen a small information booklet that was disseminated by PEs.

Outreach Materials

The peer outreach materials are very limited. Based on field observations and interviews with EE managers, small information booklets or pamphlets a limited number of materials were distributed but not displayed in the targeted EEs. Direct EWs who attended the peer outreach

sessions reported receiving a small information booklet, however, they said that some of the key messages (gender and SGBV related law articles) in the booklet were at times difficult to understand. Moreover, the size of the booklet was rather big and should be smaller in order for them to carry the booklet with them when at work.

According to the peer outreach material review, some pictures used in the small information booklet or leaflet were not contextual and as such could lead to misinterpretation about the work and attitude of EWs. This is because some pictures could be seen as victimizing EWs and reinforcing stigmas. Gender understanding is very crucial for EWs, but the gender content in the peer information session materials was rather broad and did not emphasize gender challenges or opportunities of EWs. Key messages related to basic worker rights were not included while this information would help EWs to realize their rights as the workers and potentially empower them to unite together.

PEs and the project team reported that peer information session guidelines still need to be fully developed. Peer information sessions were conducted based on the PEs. To give an example, if PEs noticed that EWs who attended a session did not meet previously, they introduced a standard topic that could be any one of the four main topics. However, if the majority of EWs had already attended a session once or twice, then PEs refreshed previous topics or introduced a new topic. Many direct EWs interviewed reported that sometimes peer information sessions were repetitive and therefore less interesting.

3.4 Project Partnership Opportunities and Challenges

3.4.1 Partnership among Implementing Partners: Opportunities

The main implementing partners (SSC, LAC and ACTED) have different expertise which is highly useful to supplement each other in leading the project. While ACTED has many years of experience in working with EWs, SSC has robust knowledge and ground experience in providing social and psychological support for SGBV survivors as well as social work. LAC is known for their skills in human rights, law and legal service support.

The collaboration among implementing partners was relatively good which enables each partner to work together and deliver the project outputs as planned. Through the partnership a social, health and legal system was established and is currently partially functioning. Selected PEs and

social workers were trained in facilitation and basic counselling skills, worker rights and the SGBV relevant legal framework at ACTED. At the initial stage, PEs were mentored and coached by SSC's social workers/trainers while they were conducting outreach session at the EEs. Knowledge and skills in counselling of the hotline police at DAHTJP were strengthened through a capacity building training coordinated and facilitated by the joint effort of all partners.

3.4.2 Partnership among Implementing Partners: Challenges

Whilst the project has over achieved its initial targets in terms of EWs, there was less awareness amongst EWs and managers/owners about the main implementing partners of the project. Additionally, the referral system which was established by all three implementing partners was not promoted sufficiently strongly through the peer information sessions.

Regular coordination meeting or reflection sessions seem not a culture of the project partnership however are starting to now take place more regularly. With the help of a literature review and KIIs it was analyzed that partners (technical staff) occasionally met and conducted join project activities (training for hotline police, inception workshop and training for PEs).

3.4.3 Partnership with target EEs

Although the project does not currently have official agreements with each EE, the project seems to be successful in building and maintaining partnerships with targeted EEs. A large number of EE managers/owners acknowledged the importance of the peer outreach sessions. They perceived SGBV as a workplace issue that could potentially cause trouble for their business and society as a whole. Space was provided for PEs to conduct peer outreach sessions. Managers of participating EEs supported PEs to mobilize EWs for outreach session when they were informed. Moreover, they stated that improving awareness in health and SGBV of EWs was also a responsibility of EE managers/owners.

3.5 Result 1: EWs have increased awareness of SGBV, their rights and the assistance available to victims

3.5.1 Progress and Achievements

Through the project's peer educators, the number of direct EWs who were exposed to key messages in SGBV, worker rights and available services for SGBV survivors has been over achieved. The same is for the number of EEs as currently the project is working with 126

compared to the original target of 100 EEs. EE To date, the project has reached around half of the planned target number of indirect EWs. The current figure shows 792 EWs who reported receiving key project messages from direct EW. This is in part due to the high turnover of EWs. However, the total target number of indirect EWs is likely to be achieved by the end of the project.

Table 3: Achievement against plan by March 2014

Indicator	Target	Achievement
# of EEs selected and participated with the project	100	126
# of direct EWs participated in peer outreach session	1500	3,336
# of indirect EWs received project key messages from direct EWs	1500	792

Awareness in SGBV, Worker Rights and Availability of Services

Interviewed EWs demonstrated a considerable understanding on SGBV and their rights as women and workers. They considered unwanted touching, verbal threatening, disrespectful behaviour, and physical violence (pulling into a car, hitting, throwing ice on the body etc.) committed by their customers as a form of SGBV. They stated that in the workplace they have the right to work without any form of violence. They also viewed their work is a decent job enabling them to earn an income to support themselves and their families. They also knew the supervisor to whom that they can report an incident of SGBV. For example, if their direct supervisor harassed them, they reported knowing the next level supervisor (general manager or EE owner) to whom they can report a case. “I am more aware of my rights as an EW. Even though I am working in the EE, my body is not an instrument to entertain customers. I came to work with the sense of being a human being that involves love, care and solidarity. I want to perform my work well, as much as I can, and whilst doing this my respect and value should be regarded” (EW, 26 years old, divorced).

Another EW mentioned during a FGD the hotline number (1288) which she considered a crucial service for herself and her peers. She learned that the police hotline can help her to access information on how to file a complaint and get police intervention when there is a SGBV case either at home, at work or in a public place. “Being involved with the outreach sessions means I am now aware of the importance of the police hotline number that is operating 24-hours and can provide an immediate response. I think this kind of service that is supported by the project allows

EW, like me, to work with less fear of violence or abuse” (EW, 25 years, single). Another EW stated that key messages that she learned from PEs enabled her to gain more understanding of her work and related rights. “I learned that I am a worker and there are laws to protect me in the workplace” (EW, 18 years, working as EW for 7 months).

Empowered to Report SGBV and Access to Available Services

The majority of interviewed EWs experienced verbal threats, unwanted touching and forced drinking when working in a karaoke room or open space in a beer garden or restaurant. Those who experienced harassment stated that they normally reported an incident to their direct supervisor as they were oriented to follow the internal organizational structure and protocols. They did not stay calm or allowed customers to stroke their body when they realized that a customer was abusing their body or harassing them. A common practice was to leave the room and look for help/intervention from their supervisor. “Recently, there was a group of male customers who seemed really drunk and came to my workplace to sing and one male customer forced me to drink with him. The first glass I accepted, then he wanted me to have one more glass. I told him that I could not drink more because I was not feeling well. He kept forcing and annoying me. After a while I decided to leave the room because I could not deal with this kind of terrible man. I reported the case to my supervisor and then he came in to solve the problem” (EW, 29 years, divorced with two children).

Many target EEs organized a monthly meeting with EWs. This was considered as an opportunity for the EWs to share their working experiences and challenges with direct and indirect supervisors. EWs in three EEs (Bokor KTV, X2 KTV and Tonle Sekong KTV) reported raising common problems that were faced (harassment and poor behaviours of male customers) to their supervisors. At the same time they suggested that their supervisors should not welcome certain customers that frequently harassed EWs or acted violently. “I reported to my indirect supervisor (next level for reporting) during the monthly meeting of some violence that had been caused by customers. I don’t think that my workplace wants bad customers” (EW, Tonle Sekong KTV). Another comment made by an EW who is working in X2 KTV was very interesting. “There is a suggestion box which is located next to a female changing room. I was informed that if I have any concern related to the workplace or my work, I can write a complaint anonymously and put in the box”.

All interviewed EWs reported that they never filed a complaint or reported an incidence of SGBV to the police. When being asked why they did not report incidents to the police, a number of reasons were given. Firstly, many EWs relied on an existing complaint mechanism at their place of work and through which immediate intervention will happen from their supervisor. Secondly, EWs expressed no trust in the legal system and police. They pointed out that when reporting to the police a lot of time and money was needed in order to deal with police procedures and paper work and they do not have the money to cover these costs which include a bribe for the police. Furthermore, they stated that they did not want to cause any trouble or lead to their work place to get a bad image or bad reputation which could badly affect the business.

Additionally, they felt ashamed when a case is publicized by the police mechanism and feel it could damage both their personal and family reputation. “I don’t want anybody to know that I work as an EW. Although I perceive my work as decent work, the general public might not feel the same. When a case is put through the police system it will be publicized” (EW, 22 years, single). Lastly, many women said that when working in EEs, unwanted touching and unwanted kiss were common and it was not avoidable. They believed that some type of sexual harassment was a natural outcome of their work and the police would not take any action.

Solidarity Building among EWs

In the FGDs, the EWs were able to demonstrate some of their own techniques as well as some skills learned through the project in order to resolve the day to day problems they encountered whilst working. Often EWs tried to address problems on their own before going to their direct supervisor. There were a couple simple ways that they used to help each other: (1) to negotiate with a customer who tended to commit sexual harassment, (2) to go to a bathroom, and (3) to play a hip hop/disco song to invite customers to dance which temporarily frees EWs from sexual harassment. “I have been working as a room operator. When I notice that there is a customer who always attempts to harass women in the room, I go to women in the room and whisper to them to let them know about a prospective SGBV perpetrator” (EW, married woman).

The interviewed EWs showed their solidarity to support each other while facing or experiencing SGBV in the workplace. In every day work, the competition among themselves is relatively high and it was reported that there are some jealousies and fighting in order to get tips or to gain

personal credibility. To establish a comfort zone, many EWs segregated themselves into a small group where collective action was invisible.

3.5.2 Challenges

To provide key messages on SGBV in peer outreach sessions contributed to the increase in the understanding and awareness of EWs in terms of workers' rights and SGBV. Even though EWs who participated in outreach sessions by PEs know how and where they can report an incidence of SGBV, they are still reluctant to file a complaint with the police or other institutions. After listening to EWs during the FGDs ('we are in a low socioeconomic class and we don't want to create a problem for our owner') many of them still consider themselves as subordinates in society. This discouraged them to exercise their rights and to seek assistance outside of their workplace. It is very important to acknowledge that gender norms and beliefs are deeply rooted in Cambodian society, the project team, including PEs, need to be aware of these social factors that should be addressed through the peer outreach sessions.

EWs in the target EEs are working in different shifts and the working shifts are changeable. This has caused some difficulties in organizing peer outreach sessions and in keeping track of who has completed the four main sessions with PEs and who has not. One EW was exposed to the same topic two or three times. This made her feel bored and less keen to participate in the sessions. As such, it is important to set up a quarterly peer information sessions scheduled with the manager of the EEs in order to give the manager more time to inform and mobilize EWs. A standard peer information session guideline that clearly defines the definition of direct and indirect EWs and the number of meetings or topics per EW in each EE would be more effective in delivering consistent and systematic peer outreach sessions.

While large numbers of managers/owners of EE partners were highly welcoming towards the peer outreach session in their EE, some of them were rather negative. They believed that if more EWs understood their rights then this could threaten their businesses. They also felt that educating EWs in order to be aware of services and mechanisms to file a complaint encouraged EWs to speak badly against an employer and as a result EWs tended to move from one workplace to another. Therefore, on some occasions PEs were not allowed to meet with EWs.

3.6 Result 2: Improved Access of EWs to Services Available from NGOs and the Government

3.6.1 Progress and Achievements

Increased Availability of SGBV for EWs

The project referral system was established with the aim of improving access to SGBV services for EWs. In the first year of implementation (March 2013-March 2014) two SGBV cases were referred to LAC for legal advice and service. With consent from the SGBV survivor, one case has been filed and followed up by the implementing partner LAC. The literature review showed that until November 2014 the numbers of EWs (16 EWs) who accessed information relating to how to file a complaint and how the police will respond to an incidence of SGBV. Similarly, hotline officers reported receiving some phone calls from EWs, including beer promotion women seeking information and police intervention for SGBV cases. They added that based on police hotline records in 2013 and 2014 the incidences of SGBV in the workplace has gone down noticeably from more than 10 cases per month to now around 2 to 3 cases per month.

Improved Quality of Services for EWs

Many project stakeholders including EWs and EE managers appreciated the projects' support for the police hotline. The project has strengthened knowledge and skills of the hotline police officers on how to gain detailed and accurate information from the callers. The hotline police at DAHTJP

Before being exposed to the training provided by the project, I didn't have skills in providing more information for the callers. I now changed the way that I ask the questions (using soft and clear words) and I understand people's anxiety better when they decided to call the police. The knowledge and skills I learned from the training helped me to improve the relations with my clients when I did a follow up call (female hotline police at central level).

trained by the project stated that they consider their skills in counselling and asking questions as highly improved and they could control themselves better in supporting callers to provide detailed information. "I learned new techniques in asking questions in order to obtain accurate information as a result of the training conducted by ACTED and its partners. I have applied these techniques when I operate the hotline. I discovered that when asking questions, it is a useful

technique to make the client feel comfortable when talking with me” (male police hotline officer).

Respectful Behaviour and Attitudes towards EWs

It was noticed that the behaviour and attitudes of hotline police officers in DAHTJP has changed remarkably. The project might have contributed to a certain degree regarding this positive shift. Interviewed hotline police officers acknowledged that SGBV in the workplace is a chronic social issue and SGBV survivors including EWs should be rehabilitated physically and psychologically. While hotline police officers at the central level highly valued the work of EWs that contributed to household and large-scale economic growth, communal judicial police did not see as strongly the contribution of EW’s work to society. The commune police were more likely to blame women when they investigated a case and EWs were considered the problem makers rather than the perpetrators of SGBV. “I observed that many EWs wore very sexy clothes like short skirt, tight T-shirt or top. This kind of sexy clothing attracts their male customers to commit harassment when they are drunk” (Male commune police). Another male commune police officer commented “some EWs drink a lot when they are working. They lost control of themselves so some of their behaviour makes customers angry and causes violence” (Male commune police officer). Both, hotline police at the central and commune police level were aware of their roles and responsibilities in providing support for SGBV survivors when being asked to respond to SGBV cases.

3.6.2. Challenges

Through interviews with the hotline police and EWs, it was felt that the communal police are significant actors in providing immediate assistance to EWs when police intervention is needed. However, the interviewed communal police did not have strong awareness of the project’s key activities and the referral system. They reported that apart from a monthly violence case report they have not been involved in any other project activities. When they were asked what they learned from the project, they were unsure what they actually learned from the project training and they were confused between ACTED’s training and other trainings they obtained in the last twelve months. This limited knowledge of the project might be due to recent changes of the composition of the commune police as some commune police officers trained by the project have been recently moved to other districts within Phnom Penh.

The project has already established a referral system to enable EWs in the target area to receive accessible and trusted services. Nevertheless, out of the 95 interviewed EWs only a few were aware of the project's services and the rest seemed not to know or had never heard of the services they could access. Thus, it was reported that the project's referral system seemed not to be used by the EWs as expected. Even though seeking for social, health and legal assistance was considered as an individual's choice for SGBV survivors, consistent and precise explanation of the established referral system would provide more concrete information that might help EWs to make informed decisions regarding social and legal support when it is needed.

As mentioned by EWs in a previous section "...because of the nature of our work and social stigma, the police would not take a quick action while we were sexually harassed". The gender perception of the communal police towards EWs ('EWs were the problem maker too as they wore sexy clothing and did not speak a language to please the customers') demonstrated what EWs believe is likely to be a constraint factor that discourages EWs to file a complaint or to go to the police for assistance when experiencing SGBV in the workplace.

4. Lessons Learned

Reaching targeted EWs in all target EEs in the first year of the project implementation is very ambitious. This resulted in setting the projects' focus more on quantitative rather qualitative measurements. Output indicators such as the number of EWs trained by PEs have been higher than the initial target while the quality of messages delivered and supportive materials needs to be improved.

A lack of reflection on a modified implementation plan after facing a high peer turnover at the early stage caused fewer benefits for EWs. For example, PEs who are EWs are suppose to be at the heart of the project's implementation yet this was not the case for many PEs.

Supporting capacity development (training in counselling and SGBV related laws and framework) for the police hotline at the central level and commune police at communal level has been an effective tool to improve behaviours and the quality of service provision by service providers. However, it would be very useful in the future for the commune police to have more opportunities to reflect on their perception and everyday behaviour when they are providing

services for their clients. The project's capacity building training should be used for this. Currently, there are many projects and organizations working with EWs and service providers, like the judicial police at the communal level, to tackle SGBV in the workplace. This has the potential to cause confusion among EWs and EE's owners/managers therefore it is important to promote the brand of ACTED, its implementing partners and the donor both in the outreach sessions to EWs as well as in the IEC materials.

5. Conclusion: Progress against Evaluation Criteria

Relevance

The project is likely to contribute to the implementation of NAPVAW of the Royal Government of Cambodia, especially in supporting the thematic focus of the plan such as early prevention of SGBV, improving quality of social and legal services, and capacity building for service providers. The peer outreach session partially responded to the needs of EWs by providing them with information so that they are able to make informed decisions in the future and access available support services. EWs demonstrated an increase in understanding of workplace rights and various forms of SGBV in the workplace.

The hotline police within DAHJP have responded well to the project's trainings and are highly impressed by the project's support for the hotline operation. Hotline police officers have changed significantly in their behaviour and attitudes towards EWs and are now demonstrating respect for EWs and gradually applying skills learnt in their daily work.

Referring to interviews with EWs and other project stakeholders, the affects of the referral system are difficult to measure. This is because the majority of project stakeholders (EWs, EE's manager/owner, and commune police) were not clearly aware of what services are offered by the referral system.

It can be concluded that in terms of relevance, some aspects of the projects intervention (peer information sessions, capacity building for the police and support hotline operations) are relevant while other aspects (referral system) need to be improved to ensure their relevancy.

Effectiveness

As discussed earlier in this report, the project excessively achieved its output indicators however the project needs to focus on its qualitative indicators to ensure they are achieved by the end of the project. For example, the outcome indicator 1 of result 1 is: EWs are more confident to access and utilize services available to SGBV survivors; the achievement against this outcome is partially achieved as EWs, especially direct EWs, demonstrated awareness of where and who they can report a SGBV incident to but they were very reluctant to eventually file a complaint with the police or other institutions. Therefore, the project is only partially effective in this regard.

Efficiency

Some activities such as police trainings and inception workshops were delayed due to the slow start of the project. In relation to peer outreach sessions, the project design did not clearly set a goal as to how many EW should be reached in year one, two and three. Thus, the total number to EWs to get targeted was achieved despite only being half way through the project. The target of the project (100 EEs, later extended to 126 EEs to cover some selected EWs which were closed) is relatively large whilst the project's budget and capacity of PEs as well as project staff is limited. When the project was designed, EW PEs were considered as the key agent and direct beneficiary. In reality, the revised project set has not yet empowered EWs to be involved in project's peer education scheme as a large number of current PEs are university students who have more access to various opportunities compared to EWs. Therefore, the project is at risk of not achieving its initially planned efficiency in this regard unless the peer educator scheme is revised.

Impact

The project has contributed to the improvement of the police hotline at DAHTJP. Hotline police officers have employed skills learned from the project to improve their work performance in order to provide a better quality of service delivery. Direct EWs realize their work is a decent job. They are proud of themselves and their work, which provides financial support to their families. However, they were not confident enough to report an incidence of SGBV to the police and other organizations. They have limited information related to available services for SGBV

survivors and they do not trust the legal system, which is complicated and requires paying high service fees. The competitive practice among EWs remains high, which might hinder them from collective action and the provision of support to each other. Focus also needs to be paid to the role of the commune police who have yet to be sufficiently impacted by the project.

Sustainability

It is likely that the 24-hours-police hotline, a government service, will continue to operate beyond the time span of the project. The hotline police at DAHTJ strongly believe they will have the capacity and ability to mobilize more financial and technical support from other organizations to supplement government funding in order to ensure the continuation of the hotline.

It likely that current PEs will utilize their knowledge and skills learnt for their future work, but this will only have a considerable impact if the project uses more genuine peer educators. Knowledge that direct and indirect EWs received from the project will be sustained after the end of the project. This will be useful for their own decision making processes in the future as well as knowing how to obtain access to local services when required. The project's referral system might end after the duration of the project as it relies on the project's fund. Therefore, the project is likely to be only partially sustainable.

6. Suggestions

The project should review its peer educator approaches in order to ensure that EWs benefit from the project as much as expected. The profile and experiences of current PEs (nearly all are university students) is completely different from what EWs experience in their everyday lives and it has also led to less information sharing between PEs and EWs or a sense of solidarity. As such, the project should consider identifying a number of potential direct EWs who are already trained through PEs (between 4 and 6 persons per EE) and support them in becoming change agents in promoting understanding of gender, SGBV, rights, health and project referral services at their workplace.

In addition to this, the project may wish to improve its peer outreach manual and IEC materials to enhance the quality of information and key messages particularly related to gender, rights and

referral services. As discussed in the key finding section, the project should develop a clear peer monitoring guideline including a number of sessions on topics that each EW in the targeted EEs will receive from the project. The timeframe for EWs graduating from the programme should be redefined. For example, when one EW has already received training on the four main topics of the peer outreach session, she should be considered as a EW who has completed the training sessions and will then only receive one or two refresher sessions in accordance with the project's timeframe. Furthermore, the development of a peer outreach manual or curriculum should be considered, as it would help PEs to conduct peer outreach session in a standardized manner. A peer outreach manual should provide details of the objectives of each topic including time, materials used, and key notes for the PEs.

In addition, the project may wish to consider strengthening the project staff's capacity to applying peer education approaches to address SGBV concerns for EWs. Learning from other organizations that have successfully empowered EWs to exercise their rights and address gender inequality in EW's context would enable the project to provide better support for EWs. As the project is addressing gender related issues, increased understanding in gender and power relations among project staff, including PEs, would enable them to prevent gender bias and minimize their personal judgment and power when communicating with EWs and other project stakeholders. The project should be conscious in preventing the perpetuation of gender norms and stigma with IEC materials. For instance, some existing materials (information booklet and leaflet) included certain pictures that are not appropriate and contextual for this subject. This has the potential to contribute towards the victimizing of EWs whilst maintaining gender stereotypes perceived by the public towards EWs' work.

The project may be more effective when feedback from EE owners/manages and EWs are regularly collected and utilized in order to improve the progress of the project. For example during peer outreach sessions it is suggested that the activities are more attractive and based on a participatory approach to learning. For instance, a small monthly event like a quiz show could be organized to enable EWs to participate and learn in a more fun way. To guarantee the availability and participation of a large number of EWs in the peer outreach sessions, a quarterly plan and calendar, in consultation with EE's managers/owners, would be a useful addition to the project.

In particular, the referral system would be strong if it acknowledged the needs of EWs through regular reflection and learning processes in order to identify what worked well, what did not work well and to make participatory decisions to address any issues promptly. As mentioned in the findings section of the report, initially EWs report an incidence of SGBV to their direct supervisor. In order to promote the project's referral system the implementing partners may wish to work more closely with EE's managers/owners and provide them with more information about the referral system and how managers/owners can make a referral when a case is reported. Information material (medium size poster) should include concrete and understandable messages on how to make a SGBV case referral, availability of services and contact addresses with the phone number of the service providers so that managers/owners can better support their employees when they experience SGBV.

Although there are other factors which influence gender behaviour and practices of the police in the day to day delivery of services, the project training for the communal police should incorporate more reflection exercises focusing on gender and the attitude of service providers towards EWs. This can be done through the extension or improvement of the current training contents and participatory exercises to ensure a safe and respectful environment will be guaranteed.

It would be very useful for ACTED and the other implementing partners to consider an exit strategy for the project in the near future in order to make sure the integration of project activities (referral system, counseling protocol, and skill building trainings for the communal police) into the existing structures of the government and other institutions. The project may wish to institutionalize the peer outreach sessions through the formation of solidarity groups of EWs to ensure the continuation of their capacity building and skills development for the survivors of SGBV.

List of documents reviewed

1. Project proposal 2013 prepared by ACTED and submitted to DFAT
2. Project progress report March 2013 to March 2014, prepared by ACTED
3. Project baseline survey, 2013, prepared by ACTED
4. Project information booklet, prepared by ACTED
5. Peer education by UNICEF, 2012 and download from http://www.unicef.org/lifeskills/index_12078.html
6. [Peer education by](#) Crosier et al. 2002 and downloaded from <http://www.educationscotland.gov.uk/learningteachingandassessment/approaches/peereducation/>

Appendices

Appendix 1: Evaluation Matrix and Criteria

Appendix 2: Interview Guides

Appendix 3: Key Informant List