

# **KnK Missions Strategies**

(January 2007)

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NB: In the following text we use the term "Japanese Administrator" for all Japanese expatriates working directly for KnK. Depending on the place, this title might be different (Project Coordinator, Representative, etc.)

## **Foreword**

This series of documents presents an overlook on all the missions run by the association since it started its operation in September 2000. This document, being the first, presents the association's overseas missions only. There will be a second document presenting its educational projects implemented or organized in Japan.

In making its mission's exit strategies, the association utilizes a comprehensive philosophy of humanitarian activities, posing basic, essential and somewhat existential questions; e.g. What is the purpose of the action/intervention?; Is the action/intervention necessary?; For whom is the action necessary - the beneficiaries or even us?, etc.

Before asking ourselves how to terminate a mission, it is important to ask for what reason we started it, and, even before that, why the association wants to be involved in such activities.

In emergency situations, the association might decide that some actions should be completed within a short period of time – e.g. a few days or weeks. After an earthquake occurs, for example, rescue teams searching for people under the rubble come to realize that after two weeks there will be no chance to find anyone still alive. Nevertheless, there may be some team-members who want to stay a few more days, hoping for a miracle – as is natural for human beings, and the associations dispatching those teams to the field must consider this fact. In spite of this consideration, however, hard decisions to limit the duration of an action may have to be made at the headquarters in New York, Paris or Tokyo.

Associations distributing food, tents, blankets, etc. often contract to distribute a given number of kits to a given number of people. However, they will often face the fact that there are not enough kits if there are too many people. This often discourages people from doing anything, as such an action seems to be in vain. This should not be so, as any action surely helps someone. An action might seem insignificant in comparison to what has to be done, but from the point of view of the one receiving that support, it might be very significant, as it might completely change his or her life.

Small associations distributing a small amount of things might not be welcome in the field, as bigger associations might complain about their non-professionalism. However, being a relatively small association, we believe that any help should be welcome at any moment. In the meantime, small associations should know when and where to intervene, not to impede essential actions done by the local authorities, international organizations or bigger associations. Small associations should determine its appropriate actions, targeting, probably, a smaller number of people.

Medical associations are obviously and immediately useful. There may be no objections to their withdrawal after six month or a year. Still, many volunteers might raise the point that many victims will suffer from post trauma effect for years after the disaster occurred.

Providing educational assistance is even more complex. First emergency response, in an earthquake situation for example, has as its first priority the rescue of survivors.

Then, in descending priority, protecting survivors by providing medical assistance, food, water, shelters, tents, sanitation, etc., then re-installing all transportation and communication infrastructure, and then finally rebuilding residential houses. Educational aspects, including rebuilding schools, are not seen as emergency priorities.

Kokkyo naki Kodomotachi (KnK) is an educational association, devoted to providing assistance to underprivileged children and youth. The association has gained experience through being involved in emergency activities for more than two years – since December 2004 – even though most of its staff come from MSF Japan, an association specialized in emergency relief aid.

So far, the association has been involved in emergency situations in six regions in five countries: Thailand, Indonesia/Aceh, India, Pakistan, Indonesia/Yogyakarta, and Timor-Leste. This might not be enough for the association to give advice to others, but the association considers it has already gained enough experience to learn lessons.

KnK has several guiding principles regarding work in emergency situations:

- KnK does not intervene during the first 6 to 10 days after the emergency situation has occurred. This is to allow professionals in emergency relief aid to have complete latitude to fulfill their tasks;
- During the first period, the association devotes itself to implementing surveys on the internet, through different networks, or potential local partners;
- An exploratory mission in the field, lasting from 5 days to 2 weeks, is launched right after the first period, between around the 7th and the 15th day from the emergency.
- If the intervention is decided and approved by the Board of Directors, KnK after formulating an exit plan, goes into the field within the first 3 months to propose a project to its partner association.

## **Introduction**

When starting a new project, there are a few elements that have to be taken into consideration, both before and during its implementation.

- 1) The first question is to determine whether the proposed project embodies the association's goals and whether the association's intervention in an emergency situation could be useful for the beneficiaries.
- 2) The second question is to see whether the association is able to fulfill the tasks in a way which is appropriate to achieving the project goals.
- 3) The next step should be, conducting surveys or implementing an exploratory mission, to assess targets, beneficiaries and their needs as well as work conditions, under which the project will be initiated and conducted.
- 4) Following the results of surveys and/or the exploratory mission, the executive team makes its final decision and document writing is implemented (see below).

- 5) A proposal is presented to the association's partner, and to potential financial supporters.
- 6) Its "exit strategies" should be presented within the first three months of the project

Decision-making processes should be clear within the association itself:

- a. Executive Director, Operation Director and/or Education Director propose a project.
- b. Executive Director approves implementation of surveys, an exploratory mission and reporting.
- c. The Board of Directors approves the conclusion of the report.
- d. In case of emergency, the President only may approve the conclusion, assuming that the Board confirms the decision.

## **1. KnK's Mission and History**

*KnK has two principal missions:*

- 1) *To support underprivileged children and youths in Asia; and*
- 2) *To implement educational activities for children, youths and the general public in Japan.*

***KnK provides support for:***

- *Street children*
- *Trafficked youths*
- *Adolescents in conflict with the law*
- *Children from extremely poor families*
- *Abandoned youths*
- *Children and minors who are forced into labour*
- *Abused children*
- *Youths affected by massive natural disasters*
- *Children and families affected by HIV/AIDS.*

*KnK conducts its activities in close relationship with local partner organizations, with the main purpose of assisting these children and youths to become reintegrated into society.*

*KnK believes in children's basic rights to receive education, to establish their identities, to have recreational time and to dream.*

*(an extract from the association's "General Presentation")*

### **Field history**

KnK started its overseas activities in September 2000, by opening its first "Wakamono no Ie (House for Youth)" in Battambang, Cambodia, followed shortly by similar projects in Vietnam and the Philippines. Targets for these projects were teenagers aged between 15 and 19 years, including former street children, trafficked children referred to by the International Organization for Migration (IOM), and minors detained in jail, or otherwise in conflict with the law (CICL).

From 2000 to early 2005, KnK implemented different projects in these three countries, all linked with teenagers: operation of the shelters called “Houses for Youth,” skill and/or vocational training, psychological counselling, follow-ups for graduates, workshops, paralegal services for CICLs, etc.

Although KnK does not consider itself as an “emergency” association, KnK decided on 27 December, 2004, the day after the Sumatra Tsunamis struck the coasts of all the countries surrounding the Indian Ocean, to eventually extend its activities to children affected by such disasters.

The “general rules” proposed on that day are shown below.

#### ***EMERGENCY SITUATION***

*Since December 27, 2004, the day following the Sumatra Tsunamis, KnK decided to implement assistance activities in such emergency situations, following its specific objectives and simple operational protocols as shown below:*

- *KnK implements assistance activities in collaboration with a local association, if possible, that is willing to provide assistance although affected by a natural disaster;*
- *KnK works in the area of assisting underprivileged children and youths;*
- *KnK works for a limited number of children and adolescents (30 to 100 persons) in a project or at a site, and for a mid-term (6 months to two years);*
- *KnK plays a role in building ties between children and youths in difficulties and the public in Japan, especially children and adolescents.*

*(an extract from the association’s “General Presentation”)*

KnK decided to implement its project through a local partner to the extent possible. This means that, after the first period of providing support to children and youths, KnK focuses on directly supporting the local partner to create conditions for future sustainable activities. In this case, as part of its exit strategies, the project will not be handed over to another international NGO. Rather, it is assured that the local partner will be supported by local means; this includes support in establishing PR and fundraising strategies for the local partner, gaining support from the local governments, the Ministry of Education, or of Social Welfare, or of Youths, or from International Institutions who are present in the target country on a long-term basis, etc.

## **2. Partnerships Abroad**

Following the above rules, KnK has been working with the following associations as local partners in several missions.

### a) “Indonesian Child Welfare Foundation (ICWF)” in Aceh, Indonesia

ICWF is an association with a good reputation and active all around the country. ICWF is mainly in charge of protection of children, organizing conferences, seminars

and workshops, publishing educational materials for all aspects related to children and youths. ICWF is a nationally registered NGO, based in Jakarta, Capital of Indonesia.

KnK implemented the Mobile Youth Center Project in partnership with ICWF in which a mid-sized van regularly visited as many as 800 children at five refugees camps located in and around Aceh. Six local staff members worked together as a team. Project monitoring was regularly done by the staff from KnK HQ in Tokyo.

b) “Asia Center Foundation (ACF)” in Phuket, Thailand

ACF is a local NGO working for children from poor families or severe environments and young teenagers involved in prostitution. KnK provided financial support to ACF in order to provide scholarships to 16 youths. Project monitoring was regularly done by the staff from KnK HQ in Tokyo and by an Education Director dispatched to Cambodia from KnK HQ.

c) “Depressed People’s Welfare Association (DPWA)” in Tamil Nadu, India

DPWA is a local NGO based in Tricchi, a city situated 120km in the west of the southeast coast. DPWA runs several projects, such as operation of local schools and shelters, orphanages, and community-based income generation programs for women and blind people. KnK and DPWA co-initiated a project to establish “KnK Home,” a shelter accommodating a total of 50 boys and girls in Villangani, a pilgrimage city on the coast. Six local staff members worked together as a team. Project monitoring was regularly done by the staff from KnK HQ in Tokyo.

d) “Friends Welfare Association (FWA)” in Shinkhari, Pakistan

FWA is a local NGO running two local community-based schools in Shinkhari in the Northwest Frontier Province (NFP). One of them was closed due to the damage caused by the major earthquake in 2005. In partnership with FWA, KnK started a project to establish three schools in Shinkhari, Sathangali and Balakot in NFP for 350 children, as well as the Nightcare Center for 35 children in Shinkhari. 34 local staff members, including 16 teachers work as a team. One Administrator from Japan supervised the operation. Project monitoring was regularly done by the staff from KnK HQ in Tokyo.

e) “Indonesia Child Welfare Foundation (ICWF)” in Yogyakarta, Indonesia

KnK initiated a new project in Yogyakarta with ICWF, continuing the partnership established during the project in Aceh. The project has been implemented with a newly recruited staff under KnK’s control. In the project, 4 Children Centers are run for 300 to 400 children. 14 local staff members work as a team with help from some volunteers. One Coordinator and one Administrator from Japan supervise the operation. Project monitoring was regularly done by the staff from KnK HQ in Tokyo.

f) “Comoro Child and Youth Center Foundation (CCYCF)” in Dili, Timor-Leste

CCYCF is a local NGO, acknowledged by the Ministry of Youths and Sports, and affiliated with the National Youth Council. CCYCF stopped its activities in Spring 2006 due to disturbances occurring in Dili. With the support of KnK, the Center resumed its activities in October 2006. 10 local staff members work as a team with help from some irregular volunteers. More than 1,000 youths currently visit the Center and take part in several activities. One Coordinator and one Administrator from Japan supervise the operation. Project monitoring was regularly done by the staff from KnK HQ in Tokyo.

g) In Battambang and Phnom Penh, Cambodia

KnK runs its own operation in Cambodia. 15 local staff members work as a team with help from some volunteers. Beneficiaries include 200 youths. One Administrator from Japan supervises the activities. There is a plan to establish “KnK network Cambodia” as a local NGO with its own Status and the Board of Directors under the Cambodian laws in 2007. KnK (International) will start working in close relationship with KnK network Cambodia by dispatching its Representative to the field.

h) In Manila, the Philippines

KnK runs its own operation in the Philippines. 16 local staff members work as a team with help from some volunteers. Beneficiaries include 500 to 600 youths. As in Cambodia, the establishment of “KnK network Philippines” is in process as well. One Representative will be dispatched to the field from KnK (International) in Japan.

### **3. Financial partnerships**

The way an association raises its funds tends to show to what extent the association is independent. The strategies of an association funded by only one institution or donor are, in most cases, fully linked to those of the funding agency itself. In that case, the Board of the association is in the position of only confirming choices made by the funding agency. In the case of KnK, in order to run our operations independently, we consider the possibility of building partnerships with donors who share the same strategy, philosophy or vision as KnK’s.

KnK is a Non-governmental Organization (NGO), fully independent of any political or religious groups. Its funds in 2006 came from five different sources:

- a) 30% of the total from private donors;
- b) 26% from companies;
- c) 11% from private organizations;
- d) 3% from institutional funds; and
- e) 30% from the Japan Platform.

KnK considers itself a relatively “small” NGO. Its incoming budgets for the last three years were: 1) 83.3 million yen in 2004; 2) 113.3 million yen in 2005; and 3) 125 million yen in 2006.

#### Fundraising Policy

The targets for KnK’s fundraising within the next four years, until 2010, are as follows:

- a) 50% from private donors;
- b) 15% from companies;
- c) 15% from private organizations; and
- d) 20% from institutional funds and the Japan Platform

As a general principle, support from one donor should not exceed 35 percent of the general incoming budgets.

In General, funds coming from private donors (with the exception of some specific companies and private organizations) are not earmarked, while those coming from all other sources (companies, private organizations, institutional funds and the Japan Platform) are earmarked.

In the specific situation of a natural disaster or an emergency situation, more funds tend to come from all the sources. KnK always fully respects all donors' will and requests, and manages the funds in the most appropriate way.

For instance, the Ministry of Foreign Affairs of Japan (MoFA-J) provided funds for KnK and ICWF's project in Aceh, Indonesia from March 2005 to March 2006, while KnK provided funds donated from the general public and other sources for the periods of January to March 2005 and March to June 2006.

During the year 2006, several projects were implemented with the support of several donors. These projects, at least half of whose expenses were supported by donors, are as follows:

- "Building Together" Project (building two "Houses for Youth" and a "workshop hall" in Cambodia), supported by three individual donors;
- Community-based operation in Payatas, Manila (the Philippines), supported by a Japanese company;
- Communication and educational projects, supported by some Japanese companies;
- Community-based operation in Bagong Silang, Manila (the Philippines), supported by a private organization;
- "Mobile Care Center" in Aceh, Indonesia and "KnK Home" in Vellangani, India, supported by MoFA-J;
- Two "exploratory missions," supported by MoFA-J; and
- Projects in Pakistan, Yogyakarta, Indonesia and Timor-Leste, supported by the Japan Platform.

#### **4. Missions Completed**

##### **4a. Thailand (Phuket)**

A project in Phuket and Phan Nga, Thailand was initiated in January 2005, and ended in January 2006.

##### **Procedures:**

- A meeting was held by the executive team at KnK HQ in Tokyo on December 27, 2006. "General rules" regarding how to react to emergency situations were proposed (see above). The team decided to start exploratory missions in Thailand, Indonesia, India and Sri Lanka.
- An exploratory mission in Thailand was operated from 4th to 9th January, 2005. One staff member from Tokyo (Executive Director) and another from Cambodia (Operation Director) were dispatched to affected areas in order to better understand the actual situation and identify a potential local partner.
- Through the project, scholarships were provided to 16 children and youths for one year until January 2006, and financial support was provided to ACF, the local partner. The financial support included a

full-scale salary for one social worker whose responsibility was to follow up the 16 cases supported by KnK.

- Project monitoring was implemented from Tokyo and Cambodia – there were visits to the field in May and September 2005.
- In September 2005, surveys were conducted regarding the situations surrounding: 1) CICLs (at the public detention center in Phuket); 2) children and youths living with HIV/AIDS (at some NGOs in Phuket); and 3) trafficked children (at some international organizations in Bangkok).
- In October 2005, it was decided to terminate the project and not to initiate any new project afterwards in the country.

Comments:

From the very beginning, the Thai Government was reluctant about receiving any support from the international community. Still, there was an observed need for support of people affected by the tsunamis. ACF considered KnK as a donor, rather than a partner. Nevertheless, KnK's financial support for a year was essential for ACF to keep running the association, and 16 youths did receive full support for schooling from KnK during the time period. The survey done in September did not show any immediate necessity for KnK to launch a new project in Phuket or in Bangkok.

**4b. INDONESIA**

A new project for affected children by the tsunamis in Aceh, Indonesia was initiated in January 2005, and ended in July 2006.

Procedures:

- First, in order to identify a potential partner association, surveys were conducted in Tokyo, using the Internet and through personal connections from 27 December, 2004 to 5 January, 2005.
- An exploratory mission was implemented in Jakarta, Medan and Aceh from 5 to 14 January, 2005. One staff member from Tokyo (Program Director, from 5 to 14 January) and another from Tokyo (Executive Director, from 10 to 14 January) were dispatched to those cities.
- A survey report and a proposal for a new project were proposed to MoFA-J. This proposal for a one-year project was approved for the period from March 2005 to March 2006.
- A "Mobile Care Center" was operated for a maximum of 800 children at 5 refugee camps in and around Aceh in order to provide them with regular psycho/social counselling. A video workshop was carried out for a dozen teenagers in Aceh for the purpose of giving them the opportunity to express their feelings based on their actual experiences.
- Project monitoring was conducted once every 2 months by ICWF in Jakarta and by KnK in Tokyo.
- A decision was made in Tokyo in January 2006 to extend the project until the closing of refugee camps scheduled in June 2006.
- An exploratory mission was implemented in Jakarta and Yogyakarta in March 2006 regarding issues surrounding street children and CICLs.

Comments:

A considerable amount of money was raised for the tsunami victims. Most of the support was either given to governmental agencies in affected countries or provided directly by international NGOs to help the affected people. Very few local NGOs, or at least none that we knew of, were asked to take part in providing support to the victims. In fact, KnK, who was the only foreign NGO who proposed to ICWF to establish a partnership with. KnK, recognized from the beginning that the local NGOs were also tsunami victims themselves. KnK's financial support to ICWF was on a smaller scale than other larger donors. Nevertheless, the support was well appreciated by ICWF.

Closing of refugee camps, scheduled at the end of June 2006, was the reason for ending the project. KnK provided funds for the periods from January to March 2005 and from March 2006 to June 2006. In July 2006, all the materials, including a vehicle, were given to ICWF Aceh office. In March 2007, an exploratory mission was conducted in Jakarta and Yogyakarta, supported by MoFA-J. Through the surveys in the field, better understanding was gained regarding issues surrounding street children and CICLs in the two cities. However, providing support to children affected by the earthquake of May 27, 2006 in Yogyakarta Province became the first priority. KnK decided to launch a new project in the province in partnership with ICWF (see later), based on a good level of mutual understanding through the project in Aceh.

## **5. Exit strategies for current missions**

### **5a. INDIA**

A project was initiated in Villangani, Tamil Nadu Province, India, in January 2005. The project is scheduled to terminate within the year 2007.

#### Procedures:

- At the beginning, a potential partner had already been identified through personal networks. DPWA had already implemented exploratory surveys on its own as soon as 28 December, 2004, shortly after the tsunami hit the coastal areas of the region.
- KnK conducted an exploratory mission by dispatching an Education Director and an Executive Director to the field from 21 to 25 January, 2005.
- KnK Home, an orphanage accommodating a total of 50 children, including both boys and girls aged 6 to 16 years, was opened in January 2005. They receive appropriate support for their living and education.
- The "KnK Home" Project was proposed to and approved by MoFA-J for the period from March 2005 through March 2006.
- KnK continued providing support for the project in 2006, and will keep supporting it until at least June 2007.
- A video workshop was carried out for a dozen children in Villangani in September 2005 for the purpose of giving them the opportunity to express their feelings based on their actual experiences.
- Project monitoring was conducted by KnK in Tokyo on a regular basis.

#### Comments:

KnK had already been familiar with DPWA when the tsunamis occurred in December 2004. All the processes were, therefore, simplified. DPWA considers KnK

as a donor, rather than a partner. DPWA is a well-structured and well-known organization in the region, and has been quite successful in fundraising. On 1 January, 2007, children were moved to another house nearby, which is owned by DPWA. It is currently scheduled that KnK will terminate providing funds for the project in June 2007.

Proposed schedule:

Budget meetings within KnK were held in December 2006 and January 2007. A decision was made that KnK should support DPWA until June 2007. Depending on funds raised during the first semester of 2007, KnK will consider supporting DPWA until the end of 2007. In January 2007, KnK will consider any subsequent financial support based on the new premise.

Exit strategy is closely linked to the ability and the wish of the local partner to keep control of the project and to create conditions for sustainability. The three NGOs chosen by KnK as partners for their operations related to the Sumatra tsunami have complete control of raising funds for the projects if they wish. During the year 2006, ACF (Thailand) bought a large plot of land in Phuket and is building new premises for its projects. The local branch of ICWF (Indonesia) is restarting its own activities in Aceh (kindergarden, young children, mother care, etc.). DPWA (India) has integrated KnKs Home into their own projects as a long term policy.

**5b. PAKISTAN**

Projects implemented in Shinkiari, Sathangali and Balakot in Pakistan started in November 2005.

Procedures:

- Earthquake in the Balakot area on 8<sup>th</sup> October 2005.
- Research using the internet to identify a potential partner, and first contacts, between 10<sup>th</sup> and 15<sup>th</sup> October.
- Exploratory mission in Mansehra, Balakot, Muzaffarabad, Shinkiari and surrounding areas from 17<sup>th</sup> to 31<sup>st</sup> October, one staff from Tokyo (Program Director, 17<sup>th</sup> to 31<sup>st</sup>), another staff from Tokyo (Executive Director, 24<sup>th</sup> to 31<sup>st</sup>).
- Our Administrator in the Philippines, who was a nurse, was sent as a volunteer to a Japanese NGO working in Pakistan for two weeks, in October 2005.
- Reports and projects proposed to the Japan Platform, accepted for an initial period of 4 months (December 2005 to April 2006), second proposal accepted for a period of 4 months (May to August 2006), third proposal accepted for a period of 6 months (September 2006 to March 2007).
- Operations: opening and running of three schools located in Shinkiari, Sathangali and Balakot, for 250 children, and one Nightcare Center in Shinkiari for 35 children.
- Monitoring done by KnK HQ in Tokyo.

Comments:

After learning lessons from our experience in the three countries where we were active after the tsunami, we implemented a policy in Pakistan that was a little bit different. Firstly, we believed that having a local partner was still a good approach so finding a partner was a priority. Secondly, respecting our future partner's wishes and abilities, we also knew that the project had to be clearly identified and fully part of our own vision. Therefore, a new relationship should be established between the partner and ourselves.

During the project in Aceh, Indonesia, KnK's task was only monitoring and that continues to be the case with our project in India. Clearly, some Japanese person must be involved throughout the project. His or her position must be clear regarding his or her relationship with the local team, KnK, field personnel, etc.). Thanks to our various Administrators, the project has been going smoothly during all its phases.

Since January of 1996, KnK has had an understanding with our partner that we will withdraw after a period of 16 to 18 months (Spring 2007). It was made clear that we might agree to upsize the project after the second period (one more school and one night care center), but that we will revert to the previous situation after a few months. It was also made clear that in any case KnK should not replace existing local personnel in charge of education or social welfare. Schools have to be taken care of by the Ministry of Education and their provincial representatives, not by foreign NGOs.

Therefore one essential goal, if FWA would accept the challenge, was to gain recognition by the government of their ability to run educational premises (such as schools or educational centers).

Proposed schedule:

The Japan Platform is currently supporting the project until March 2007. After the Japan Platform ends its support, KnK will continue to support the project for another period of 3 to 4 months.

- Japan Platform > March 2007 >>> KnK > July 2007

Since February 2006, the Japanese Administrator is in charge, as one of his (her) duties, of implementing, with local Head of Mission, "Public Relation Strategies" and "Fund Raising Strategy." Head of Mission is actively working on recognition by government of FWA as an educational association, able and authorized to run educational activities such as schooling or running youth centers. The Japanese Administrator and Head of Mission are actively working on finding new institutional partners and international agencies working on a long-term basis in Pakistan.

In the last period supported by KnK in 2007:

- Night care center should close.
- As decided in January 2006, at least one school's control should be returned to local residents. It should be Balakot or Sathangali (both are not in Shinkhari region).
- Number of local staff should be downsized as a consequence.
- Number of local Administrators should be reduced to one, rather than three.

- Budget for two schools and staff should be presented to the local representative of the Ministry of Education.
- Other projects, if FWA wishes to undertake them, should be proposed to institutional agencies and other local personnel devoted to Pakistan on a long-term basis.

KnK will propose a new and final budget for this last period in January 2007.

Proposition for a new project with a new financial partner:

Even though KnK is not planning a new project in Pakistan, we wish to remain flexible and to find out if some other project might be useful or necessary in the same province. Surveys might be done in early spring 2007 in various directions:

- Educational system for those of the population who are traditionally out of that system, e.g. girls and young women.
- Educational system for those of the population who are practically out of that system, e.g. children in remote areas.
- Children and youths forced into labour because of rebuilding or because they lost their families.
- Others.

The first direction could be an extension of our support to School in Balakot; the second one, an extension of our support to Sathangali School. For all projects support from a new financial partner will be necessary. These projects should be, if implemented, for 3 years.

**5c. INDONESIA (YOGYAKARTA)**

Project implemented in Yogyakarta Province in four villages started in June 2006.

Procedures:

- Earthquake in Bantul, Yogyakarta Province, on 27<sup>th</sup> May, 2006.
- Exploratory mission in the Bantul area from 4<sup>th</sup> June to 13<sup>th</sup> June, two staff members from Tokyo (Operation Director and Program Director, 4<sup>th</sup> to 13<sup>th</sup>), plus one staff from Tokyo (Executive Director, 8<sup>th</sup> to 13<sup>th</sup>).
- KnK immediately asked ICWF to be the local partner.
- Report and request done within the first week. Accepted by the Japan Platform for an initial period of 2 months (June to July 2006), then a period of 4 months (August to November 2006), then a period of 6 months (December 2006 to May 2007).
- Operation: 4 Children Centers in 4 villages, for 300 to 400 children and teenagers; the team consists of 24+ volunteers, 2 Japanese Administrators supervise operation.
- Monitoring done by KnK from Tokyo.

Comments:

The fact that KnK did an exploratory mission in Yogyakarta (related to street children) the previous March helped us in starting the exploratory mission related to the earthquake. ICWF had no specific team nor experience in that Province but they did immediately accept our proposal.

6,000 people died after the earthquake, 300,000 houses were destroyed, and 1.5 million people were roofless. International aid was obviously much less than it was for Sumatra's tsunami or Pakistan's earthquake. After only 6 months, most international NGOs left. As in Aceh, South India or Pakistan, reconstruction takes considerable time. Families don't receive the promised support and post-trauma problems remain a major concern for children, even 7 months after the disaster.

KnK selected 4 villages in the areas which were 80 to 90% destroyed. In each village, the populations, including their Representatives, are warmly welcoming our teams. Volunteers joined activities to support specific needs.

Proposed schedule:

The Japan Platform is currently supporting the project until May 2007. KnK will then support the project with its own funds for a following period of 3 to 6 months. The withdrawal process should start in March 2007 through meetings with local Representatives and volunteers. At the end of May 2007 all materials and tents will be given to Representatives. Meetings should demonstrate whether or not the villagers wish to keep Children Centers. If so, the villagers should be part of the management, supporting their own volunteers.

Since staff members are these days coming from Yogyakarta, volunteers should gradually become more involved and finally should become local employees in their villages. KnK will support activities with reduced staff, in only two villages, and propose to supervise activities in the two other villages. New "Memory of Understanding" should be signed between KnK and representatives of the two villages. Two Japanese Administrators and one local Head of Mission supervise the process. Starting in February or March, administration duties should shift from Jakarta to Yogyakarta directly. In May, all administrative duties should be done (or supervised) directly by Head of Mission, in close partnership with representatives of villages.

Budget for the last period supported by KnK will include:

- Full time salaries for one Head of Mission and two Social workers (or Educators).
- Part time salaries, or indemnities, for 3 to 6 "volunteers."
- Appropriate funding for educational materials, activities, etc.
- Monitoring by KnK.

Proposition for new project with new financial partner(s):

During the last monitoring session in November 2006, Executive Director, with Japanese Administrator and Head of Mission, met with a lawyer and asked to explore possibilities of creating a local NGO, registered in Yogyakarta Province. Process is relatively easy and requests are simple documents (Status, registration acts, budgets, etc.).

Purpose of this new entity should be the support of Children Centers, with only 2 or 3 staff members organizing volunteers' activities. KnK might support that process and propose financial support of that entity for a period of 3 years, from May 2007 until May 2010.

This new entity should be able to request funding from local governments and institutional agencies.

#### **5d. TIMOR-LESTE**

Project implemented in Timor-Leste (or East Timor), Dili, started in October 2006.

##### Procedures:

- Violent urban fights occurred in spring 2006 in this country that obtained its independence in 2002. Various factions fight in what are inter-ethnic fights (“easterners” against “westerners”). It is believed that 70,000 people have been displaced within the capital city Dili alone.
- KnK did an exploratory mission in August with 2 staff members from Tokyo, Executive Director and Program Director (27<sup>th</sup> August to 3<sup>rd</sup> September). This mission was supported by the Japan Platform.
- Rather than working in refugees camps disseminated all over the city, KnK proposed to support a Youth Center to resume its activities, with the intention of implementing sports activities that were seen as a vital tool in the implementation of the peace process in a “hot” suburb.
- A report and a request were made in September and accepted by the Japan Platform for an initial period of 3 months (October 2006 to January 2007), followed by a second period of 6 months (January to July 2007).
- Operation: Support to Comoro Youth Center to resume its activities (sports, vocational training, literacy classes). 2 Japanese Administrators supervise all activities and budget.
- Monitoring done by KnK HQ in Tokyo.

##### Comments:

This is the first time for KnK to be operating in an emergency situation not due to natural disaster but to “ethnic” violence. New problems are raised by this situation: security for our Administrators, for the local staff, for the youths coming to the Center. The situation may remain unstable, as elections are not scheduled until April 2007. Various factors may be seen as negative: political factions supporting different groups; organized gangs supporting either the groups or the political factions, or working on their own through extortion, robberies, etc; disorganization of governmental institutions, etc.

Other factors may be seen positively: charismatic leaders; important commitments by the United Nations, International institutions and different countries (including Japan); the challenge of supporting a young country in its effort to achieve a democratic process.

The project proposed by KnK, while an attempt to deal with a specific emergency situation, might also be seen as a development project. As a response to the increasing number of younger and younger teenagers joining illegal gangs in the street, it is an emergency project. As the rehabilitation of a Youth Center, it is a development project. KnK considers it an emergency project at least until the next scheduled election (April and May 2007). Assuming that these elections will bring stability, confidence and commitment from the population, this emergency project will shift to a development project next summer.

Sustainability of the project is guaranteed by the fact that the local partner has been able to manage its Center for the 4 previous years with support of its trusteeship

Ministries (Youths and Sports, Finance, Education), and that it is part of the National Youth Council.

Proposed schedule:

- In December 2006, as many of its previous activities resume, we may consider that the Center is back to its own “cruising speed.” Furthermore, sports activities allow a greater number of teenagers, considered as “at risk,” to join the Center. From October to December 2006, the Center was introduced as a “pilot” project and many visitors were able to testify to the relative success of the project (guests at many events organized by the Center, from Embassies, Ministries, UN and other NGOs, Police department, National Television, etc.).
- During our last monitoring visit we emphasized the promotion of girls and young women, as well as younger participants, including street children living in the community (Comoro district).
- Next period, from January to July 2007 will be devoted to stabilizing the situation, to assure the local population, as well as authorities, that the Center is a key component of the peace process, and essential for the community itself. The Center should develop its own image (Public Relation strategy) as a neutral actor: neither attached to political parties, gangs or ethnic groups.
- As we have thus far, we shall continue to place an emphasis on recognition of the Center by their trusteeship partners, on an educational level as a member of the National Youth Council, and on a financial level with the Ministry of Youth and Sports.
- KnK’s Administrators and the Director of the Center should ensure that international institutions, such as UNICEF or the World Bank are following closely the evolution of the project (as they are funding the Ministry of Youth and Sport).
- KnK’s Administrators and the Director of the Center have been working on making fund raising strategies since November 2006. This work will continue as the Center receives funds from other institutions.
- Currently, neither KnK nor the Center itself are planning to seek other international NGOs to replace funding by the Japan Platform.
- A Memorandum of Understanding should be prepared between the Center and the Ministry of Youth and Sport as soon as elections are concluded (May 2007) to ensure that the Ministry will take over the support of the Center in July 2007.
- KnK will provide its own support for a transitional period of 3 to 6 months after July 2007. Budget will include part of the salaries; appropriate funding for educational and sports material, monitoring, etc.

Next monitoring visit is scheduled for February 2007.

Proposition for new project with new financial partner(s):

Challenges in Timor-Leste are quite unique. It is the poorest country in South Asia, recovering its independence after years of struggle on the path toward democracy. We all remember the situation not so long ago of another “poorest country” in South East Asia: Cambodia. Hundreds of NGOs rushed into Cambodia when the country re-opened its frontiers. Timor-Leste does not seem to be that “fashionable,” but nevertheless, there is a need for many projects in terms of development and

cooperation, especially between this country and other countries in Asia. Independent since 2002, the international community should recognize that a transitional period of no less than 10 years would be necessary for Timor-Leste to achieve its first priorities. Friendly countries as well as citizens and NGOs from these countries might wish to be partners in these challenges. This is the case of KnK.

Following the project in Comoro community, KnK will prepare a “Community-based” project to be implemented in Summer 2007 in Comoro district (the transitional period in the Youth Center might be part of it), and, if possible, another project at another Youth Center in the eastern part of Timor (Baucau or Los Palos or Viqueque). These will be development projects, based on building capacity for existing Centers, and groups or associations wishing to resume their activities. They will be 3-year projects. Financial partners should be approached as soon as March 2007.

## **6. Long-term mission strategies**

### **6a. CAMBODIA**

The first “House for Youth” opened its doors in September 2000 in Battambang.

#### Procedures:

- KnK’s current Executive Director (who used to be MSF Japan’s former Executive Director) started his visit to Cambodia in 1993, as MSF was running different projects in the country. Soon after, MSF Japan supported MSF missions in Cambodia through its Educational Project (with the support of a Japanese editing company), as well as “Homeland,” a small local NGO located in Battambang and devoted to street children.
- In 1997, the association KnK was created. Its initial purpose was to run MSF Japan’s Educational Project - but in 2000, KnK started its own projects devoted to teenagers at risk.
- The “House for Youth” in Battambang at first welcomed boys coming from “Homeland,” and subsequently those coming from poor environments (street teenagers, kids from slums) and trafficked children referred to by IOM.
- Soon after it started, the “House for Youth” project was supported by UN HABITAT (United Nations agency based in Fukuoka).
- In the following years, KnK has started its “House for Youth (girls)” in Battambang, “House for Youth (boys)” in Phnom Penh, projects in Battambang and Sisophon jails, “Follow-up” project (Alumni Club), “Building Together,” a project to build houses and workshops for KnK’s youths and people from the community, professional workshops (e.g. Silk, Woodcarving), etc.
- From 1995 until today, “Yujo no Reporters” program has given 11 young Japanese the opportunity to meet children in Cambodia.
- Since its opening, KnK’s projects each year play host to young Japanese (reporters and students), visitors (journalists, seniors), and retired Japanese professionals.
- KnK is currently supporting 50 youths in its Center, 200 youths in its “Follow-up” program, between 100 and 150 children and youths in jails. Battambang KnK Center will be an “Open Center” for the local

community for 200 to 500 children, youths and young adults, providing information related to health, education, professional training, job-hunting, etc.

Comments:

KnK has resumed its activities as a humanitarian and educational NGO in Cambodia, and strong personal links have emerged between Cambodian children and youths, local teams and Japanese people (expatriates, youths, visitors). The support of youth at risk in Cambodia may be seen as a development project, allowing these youths to reintegrate into their communities as “full” citizens, with decent education and improved prospects for their future. Humanitarian activities might be defined as “accompanying a weak population through a dangerous or risky period, until it fully recovers its own means to lead a fulfilling life”.

We continue to maintain that childhood and teenage years are particularly risky periods if one is without the support of a family. KnK realizes that, as children and youth grow up, it is desirable to keep contact with them, as they become young adults, within their communities.

The project in Cambodia, and KnK’s others missions, are named “Growing Together.” We prefer to speak in terms of human feeling rather than “strategy.” Thus, KnK has no “exit strategy” in Cambodia. KnKs strives to build a strong relationship between Cambodian and Japanese people, and to create links which allow us a better understanding, learning from each other and simply enjoying our lives.

Proposed schedule:

- The first part of “Building Together” project ended in December 2006 (Two houses for both boys and girls, rooms for silk and wood workshop, residential dining room and kitchen, playground).
- A Memorandum of Understanding between KnK and the Cambodian Ministry of Foreign Affairs is made for the following 3 years.
- In 2007, KnK will strengthen the silk workshop, start silk production, start a sewing workshop in close relationship with young inmates from Battambang jail, start wood carving and carpentry workshops, start a barber shop workshop, strengthen English, Japanese and literacy classes.
- KnK will implement a video and communication class, and launch the web site [www.knk-network.org.kh](http://www.knk-network.org.kh) (similar to video workshops and web design workshops which were done in previous years).
- Since KnK bought a plot of land in 2004, part of it has been set aside for a rice field. With sufficient support, KnK will start an agricultural project.
- KnK will strengthen the relationship between Cambodian and Japanese children and youths through its “Yujo no Reporters” and Students programs.
- KnK will start the process for “Building Together part II,” to build the “Sakura Hall” for the community, as a communication and information Center.

- KnK will establish a local NGO “KnK network Cambodia” under Cambodian laws, with its Board of Directors, and make public relations and fund-raising strategies.
- KnK will establish a fair trade company to export silk and wooden objects to Japan.

NB: KnK is scheduling an exploratory mission focusing on children and youth afflicted with HIV/AIDS and their families affected. This exploratory mission might emerge as a new project within the year 2007.

## **6b. PHILIPPINES**

The first “House for Youth” opened its doors in November 2001 in Manila.

### Procedures:

- As in Cambodia, our relationship with the Philippines started through MSF Japan and MSF missions in Manila. As these missions, related to street children, were on the verge of closing, part of the staff decided to join KnK in its new project.
- The “House for Youths” welcomed street children, so called “hard-core” cases. Soon after, a second House opened to welcome younger children. A project related to Children in Conflict with Law was implemented in 3 jails, as well as an advocacy program and a community-based operation in the biggest slum of the city. A street children program followed soon after.
- “Yujo no Reporters,” students and guests frequently visited the projects.
- KnK is currently supporting 16 to 20 youths in its “House for Youths,” 500 children and youths at risk in its community-based operation in Bagong Silang (the biggest slum in Manila), and 50 to 70 street children whose lives are endangered in Caloocan (an urban part of Metro Manila).

### Comments:

KnK considers the Philippines projects as well as the ones in Cambodia as their “founding” projects; as staff, volunteers and visitors are strongly devoted to them. Compared to other countries or missions, educators and social workers in the Philippines are personally much more involved in their work. More knowledge, better training, a personal commitment to work, a strong tradition of social solidarity in the country – all these factors make links between the staff and our beneficiaries much stronger. The Director of the project was herself strongly involved in social actions before joining NGOs.

Cambodia is considered one of the poorest countries in Southeast Asia and development projects there are well understood. The situation in the Philippines is very different since a small part of the population, perhaps less than 10%, owns 90% of the wealth. Therefore political solutions, more than anywhere else, should help to solve most (or some) of poverty-related problems.

Street children and youths in Manila are facing problems that are affecting not only their health or their future, but their very lives. In the absence of political decisions,

some projects in the Philippines might be considered as “emergencies” as children’s very lives are in danger.

Proposed schedule:

- Implementation in 2007 of a local NGO named “KnK network Philippines,” under Philippine law, with its own Board of Director, through making public relations and fund raising strategies.
- Community-based Operation in Bagong Silang should continue and be considered as a “pilot” project as other NGOs or local communities might be able to apply the methods for their own projects.
- “House for Youth” project will shift to an “Open Center” project devoted to street children at risk.
- KnK will start a project similar to “Building Together” for implementation of the Open Center near Sangandaan Cemetery.

NB: KnK is scheduling an “evaluation mission” in the Philippines early in 2007. The first of its kind for the association, this mission might be a tremendous help in starting a comprehensive evaluation of all its missions and projects after 10 years of activities.

**6c. VIETNAM**

First “House for Youth” opened its doors in October 2000.

Procedures:

- An exploratory mission was done during summer 2000 and soon the House was able to open, receiving up to 35 boys from other shelters in Ho Chi Minh City. KnK also supported a shelter receiving young boys in District 8 of the city.
- Shortly after it started, the project was supported by UN HABITAT (United Nations agency located in Fukuoka).
- Local authorities allowed us to manage the House, following our own principles, for more than one year and a half until the summer of 2002.
- A second House for boys was opened for another period of 3 years until it closed in 2005.
- Still supporting boys from the first house through personal support, KnK soon resumed other activities with another partner, CETC (Children Educational and Training Center).
- Since then, KnK has been supporting its “House for Youth (Girls),” for girls above 15 years of age coming from the CETC, and 2 skill workshops inside the CETC, a Circus workshop and a Music workshop.
- Several Japanese staff members were involved in our activities in Vietnam from the beginning until summer 2005.
- A “Memorandum of Understanding” links KnK to authorities, allowing the association to run activities in HCMC.
- KnK is currently supporting 10 girls in its House and around 70 to 100 children in its skill clubs.

Comments:

Political reasons sometimes make the involvement of foreigners in social activities in Vietnam very difficult, specifically when it comes to sensitive issues such as street

children. Except for the first House, KnK has never had a chance to be involved in the educational process or even in the management of the projects. However, it is waiting for other projects to be implemented closer to its sensibility, vision or ability.

Proposed schedule:

- Next visit to Vietnam is scheduled for January 2007.
- Support of House for Girls, through CETC, until June 2007.
- Support of skill training, in CETC, until June 2007 or until the end of the year if budget allows.
- Other projects to be taken under consideration in January 2007.

## **7. Evaluation**

After accumulating its knowledge and experience since September 2000, KnK is coming across a turning point. The association needs to look back to what it has achieved, and reconsider its direction and strategies for the future. Evaluation is a tool for an association to better understand about itself – its strengths, advantages, weaknesses, desires, hopes and dreams.

KnK will launch its very first evaluation mission in Manila, the Philippines in March 2007. KnK has been supporting children who are living under the most severe living conditions among underprivileged youths in Metro Manila, the Philippines since July 2001. The association wants to see the effects brought to the youths during the target period in an objective manner, and improve its specialization in the area of supporting youths and children through learning lessons and concluding recommendations.

Later this year or early next year, KnK is planning to launch another evaluation mission in Cambodia where the association has been present since September 2000. In addition, KnK is planning to implement evaluation of its projects in Yogyakarta, Indonesia and Dili, East Timor before the end of the project periods in late May and early July in 2007 respectively.

Underlying KnK's various activities are the ideas stipulated in the Convention on the Rights of the Child adopted by the General Assembly of the United Nations in 1989 – that is, the importance of protecting basic rights for all children in the world to receive education, to enjoy leisure, to embrace future dreams, and to establish themselves. When implementing evaluation, these viewpoints will be taken into consideration as well.

## **Conclusion**

The decision made by KnK just after the Sumatra tsunami to work in emergency situations profoundly changed all the association's procedures. The last two years presented other opportunities for KnK to gain experience in such situations. The decision to have a local partner, which very few other organizations seem to do, is very important. This partner should share with KnK a similar vision of Educational matters and Children's Rights.

The choice of the local partner will determine the sustainability of the project and therefore will also determine KnK's "Exit strategy." As soon as the first emergency period ends, KnK's priority should be to determine whether the local partner wishes to keep its project, or a similar one during the following years. Even if KnK is no longer directly supporting these projects after one or two years, we may continue the relationship in order to create a network with these partners.

In Pakistan and in Timor-Leste it seems clear that FWA (Friends Welfare Association) on one hand, and CCYCF (Comoro Children and Youth Center Foundation) on the other, have strong wishes to resume or even to increase their activities. The principle work for KnK will be to assist these associations in their challenges.

In Yogyakarta our partner only acts on a temporary base. As soon as KnK withdraws, ICWF (Indonesian Child Welfare Foundation) will stop its activities related to the earthquake, as it is not their duty. Therefore KnK will propose to the villagers themselves that they keep supporting their Children Centers. If they wish to do so, KnK will fully support their initiatives.

In all cases, projects should be given back to local partners or authorities and not to other international NGOs. The choice of being supported by such NGOs should be done by the local actors, not by KnK. "Exit strategy" should be presented positively to all actors involved.

The Japanese expatriates sent by KnK should know exactly which process will be implemented, under which terms and following which schedule. He/she should work actively on PR and fund-raising strategies. He/she and local Head of Mission should work actively to make clear the long-term process. The staff and the community, the beneficiaries themselves to some extent, should understand the process. The human aspect is essential.

All of us wish to leave behind us something tangible, and we forget that the most important things are most often invisible. As said before, humanitarian activity is to accompany someone who is in need. KnK's motto is "Growing Together." In emergency situations we may add "Being There".