

# Governance & Professional Practices(GPP)



Standards of Good Governance & Professional Practices for NGOs in Cambodia



## HOW TO APPLY FOR GPP CERTIFICATION

- a. Contact NGO GPP to get a password
- b. Login to the online application form: [www.ngogpp.org](http://www.ngogpp.org)
- c. Complete information in the cover page
- d. In one folder, upload all documents listed on the documents \ checklist page
- e. Click submit to NGO GPP
- f. You will receive the confirmation from NGO GPP within two working days

## PREREQUISITE REQUIREMENTS

1. The NGO is registered with relevant ministries (standard.1.4)
2. The NGO has a governing body with at least five members (standard.1.5)
3. NGO has organizational statutes or by-laws (standard.1.6)
4. The NGO produces an organizational annual report (standard.2.2)
5. The NGO has current annual financial audit (standard.3.1)

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Any questions or concern, please contact the NGO GPP team at:



[ngogpp@ccc-cambodia.org](mailto:ngogpp@ccc-cambodia.org)



(855-23) 214 152 / 216 009 / 012 875 160



Additional information is available on our website at [www.ccc-cambodia.org](http://www.ccc-cambodia.org)

STANDARDS

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# 1: Good Governance

**STANDARD 1.1: The organization has a clearly defined vision, mission statement and set of organizational values**  
INDICATORS:

- 1.1.1 The vision and mission statement and organizational values are clearly written in any of the key documents such as:
- a) Charter/by-laws
  - b) Annual report, and/or
  - c) Strategic plan

**STANDARD 1.2: The staff and governing body are aware of and implement the organization's vision, mission and values**

INDICATORS:

- 1.2.1 More than 80% of management staff and ordinary staff members interviewed are able to:
- a) Clearly interpret the organization's vision, mission and values (VMV)
  - b) Explain and demonstrate how they use the VMV to guide their decisions and activities.
- 1.2.2 More than 80% of interviewed governing body members express that they approve of the organizations vision, mission and values.

**STANDARD 1.3: The organization regularly reviews the consistency of its mission and program activities**

INDICATORS:

- 1.3.1 The organization provides its most recent copy of meeting minutes, which reflect a review of their mission statement, to determine if it is consistent with their current program/s and activities.
- 1.3.2 More than 80% of ordinary and management staff, and governing body members interviewed can describe their involvement in the strategic planning process and or strategic plan review and how it reflects the organization's mission.
- 1.3.3 The 3-5 year strategic plan for an organization is made available and used to guide program implementation (and includes the items highlighted in guideline)

## STANDARD 1.4: The organization is registered with relevant ministries

### INDICATORS:

- 1.4.1 The organization must have a valid registration document/s from the relevant ministry/ies which are available at the office and acknowledge that the organization is registered in accordance with the laws of Cambodia.
- 1.4.2 Document(s) are provided and show that the organization has officially informed the relevant ministry/ies about the changes of its Executive Director (or equivalent).

## STANDARD 1.5: The organization has a functioning governing body by whatever name

### INDICATORS:

- 1.5.1 The by-laws and/or governing documents define the process for selecting the governing body, how often the governing body meets, and the quorum for decision making.
- 1.5.2 A list and structure of the governing body members is made available.
- 1.5.3 The job description for governing body members should well describe about their roles, responsibilities, and experience and backgrounds as stated in the guideline 1.5.2.
- 1.5.4 More than 80% of interviewed governing body members are able to explain their roles and responsibilities.
- 1.5.5 The governing body meets a minimum of two times per year with sufficient quorum, a clear agenda, and meeting minutes.
- 1.5.6 The decisions from the governing body meeting are acted upon in a timely manner.

## STANDARD 1.6: The organization is non-profit and adheres to clear written statutes or by-laws

### INDICATORS:

- 1.6.1 Statutes or by-laws developed and approved by the governing body and contain all items outlined in guideline 1.6.2.

1.6.2 More than 80% of interviewed staff members show a thorough understanding that the activities/projects/programs of the organization are not undertaken for a profitable purpose.

**STANDARD 1.7: The organization develops and reviews all organizational key policies, using a participatory approach**

**INDICATORS:**

1.7.1 Staff are given the opportunity to participate, or provide comments on the development and/or revision of organizational policies and procedures (as outlined in the guidelines ) as reflected in meeting minutes.

1.7.2 More than 80% of interviewed management and ordinary staff members are able to talk about the process of organizational policies and procedures in which they have been involved in developing and/or revising.

1.7.3 All key policies approved by the governing body.

1.7.4 More than 80% of interviewed members of the governing body are able to talk about the process of providing feedback and approval of the organizational policies.

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## 2: Relationships and Communications



**STANDARD 2.1: Management staff meet regularly for decision-making purposes, and meetings are documented**  
INDICATORS:

- 2.1.1 A document outlining the roles and responsibilities for the management team is available as outlined in the guideline 2.1.1.
- 2.1.2 The management team meeting minutes are available.
- 2.1.3 More than 80% of the interviewed management members are able to describe the decisions made and actions taken during management team meetings.

**STANDARD 2.2: An annual report is to be produced and made available both internally and externally**  
INDICATORS:

- 2.2.1 An organizational annual report is produced in a timely manner (within six months after the end of the previous fiscal year) and meets the minimum requirements of the information in the guidelines.
- 2.2.2 The annual report is accessible both internally and externally.

**STANDARD 2.3: Fundraising communication tools will accurately describe the organization's identity, purpose, programs and scope of achievement**  
INDICATORS:

- 2.3.1 Project/program proposals should state the purpose, scope and strategies, key activities and target, and budget, which is consistent with organizational strategic plan or program.
- 2.3.2 A valid funding agreement must be in place for at least one year from the date of application for GPP certification.
- 2.3.3 More than 80% of management and ordinary staff member can describe the project/program activities, and funding sources.

## STANDARD 2.4: The organization has good and supportive internal relationships

### INDICATORS:

- 2.4.1 More than 80% of staff interviewed express that the senior organization leaders are trustworthy, honest and respected.
- 2.4.2 More than 80% of staff interviewed express satisfaction with the working environment in their organization.
- 2.4.3 More than 80% of staff interviewed indicate that they have trusting relationships with other staff and managers.

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**3: Sound Financial Management**

### STANDARD 3.1: The organization has an annual organization-wide financial audit by an acceptable firm or equivalent body

#### INDICATORS:

- 3.1.1 Various types of recent audit reports including management reports and financial reports, must be available (by the following fiscal year) and shared with all relevant staff.
- 3.1.2 The recommendations of the auditors and donors have been addressed or have an action plan to be addressed at least six (6) months after the auditor's report. Minutes of the meeting should be recorded about any action taken as a result of the auditor's report.

### STANDARD 3.2: Practical financial policies and procedures are in place

#### INDICATORS:

- 3.2.1 The financial policies and procedures abide by the guidelines 3.2.1.
- 3.2.2 The financial policies and procedures is well documented and available to all staff members.
- 3.2.3 More than 80% of interviewed staff members (including the finance unit) can demonstrate understanding and compliance of financial policies and procedures that are relevant to their own work.

### STANDARD 3.3: The organization has an effective and well functioning finance system

#### INDICATORS:

- 3.3.1 The organization has developed strategies for financial sustainability that are well implemented.
- 3.3.2 More than 80% of interviewed financial unit staff identified that they can perform their work independently and professionally and without pressure from senior management.
- 3.3.3 An internal financial report is completed by the financial unit and available.

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**4: Accountability and Transparency**

## STANDARD 4.1: The organization regularly shares relevant information with staff

### INDICATORS:

- 4.1.1 Staff meetings are conducted at least once in every three months and the minutes are properly filed and available.
- 4.1.2 More than 80% of interviewed staff members are able to describe agendas and contents of the staff meetings and have access to meeting minutes.

## STANDARDS 4.2: The organization ensures the participation of the target groups/population in all stages of project/program development processes

### INDICATORS:

- 4.2.1 The implementation of the project uses a participatory engagement process, including reviewing the project with target groups/population.
- 4.2.2 More than 60% of interviewed beneficiaries can describe their involvement in all stages of the project/program development processes.
- 4.2.3 Target community and stakeholders participation is described in the annual report, project proposals and meeting minutes, etc.

## STANDARD 4.3: The organization has a written conflict of interest policy and complies with the law on Anti-corruption.

### INDICATORS:

- 4.3.1 Policy on conflict of interest is implemented and approved by the governing body
- 4.3.2 This policy is made available to all staff
- 4.3.3 The contents of the policy should include key items listed in the guideline number 4.3.1

**STANDARD 4.4: The organization provides information on its governance, finance, and program/s, to the public and external stakeholders**

**INDICATORS:**

- 4.4.1 More than 80% of the organization's development partners, networks and/or relevant government officials who respond to enquiries from GPP application assessments are satisfied with information shared by the organization.
  
- 4.4.2 The annual/semester/quarterly/project/ program evaluation report/s are available from at least one of the organization's information sources, such as website, resource center, office, etc.

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**5: Quality Assurance**



## STANDARD 5.1: The organization conducts regular monitoring and evaluation of its program/projects

### INDICATORS:

- 5.1.1 M&E tools and systems for program/projects are developed and implemented with participation from staff members.
- 5.1.2 Internal and external evaluation on program/projects management reports are produced and made available.
- 5.1.3 Job descriptions indicate that relevant staff are actively responsible for M&E.
- 5.1.4 Complaint mechanisms are developed and made available for beneficiaries and other related stakeholders use for better performance of the organization.



REMEMBER M&E INFORMATION IS USEFUL  
ONLY IF IT IS USED!

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## STANDARD 6.1: The organization has a clear and fair written personnel policy and procedures which are implemented

### INDICATORS:

- 6.1.1 A personnel policy must be in place, accessible and properly applied to all staff members.
- 6.1.2 The contents of the Personnel Policy include key items listed in guideline number 6.1.2 and are consistent with the Cambodian Labour Law and relevant regulations, especially those in relation to the articles listed in guideline number 6.1.1.
- 6.1.3 More than 80% of interviewed management and ordinary staff members are able to describe key elements of the personnel policy.

## STANDARD 6.2: All employees have valid contracts and clear roles and responsibilities

### INDICATORS:

- 6.2.1 All employees have current contracts which reflect relevant legislation in the Cambodian Labour Law, as outlined in guideline 6.2.1
- 6.2.2 Job descriptions are in place for each position and include all items outlined in guideline 6.2.2
- 6.2.3 More than 80% of interviewed employees are able to clearly describe their roles and responsibilities

## STANDARD 6.3: Annual performance appraisal is conducted for every employee

### INDICATORS:

- 6.3.1 Performance appraisal forms and procedures (including all items listed in guideline 6.3.1.) are in place and are regularly used for all employees.
- 6.3.2 More than 80% of interviewed employees can describe the process of performance appraisals and the purpose of the appraisal.
- 6.3.3 All employees have their performance appraised at least annually.
- 6.3.4 The result of performance appraisals are available to relevant employees, and are properly filed and confidentially maintained.

**STANDARD 6.4: The organization has policies and procedures to promote gender and minority equity**  
INDICATORS:

6.4.1 Statements related to gender and minority equity are developed and included in organizational policies

6.4.2 The policy/policies are applied to both organizational level and program level of the organization

**STANDARD 6.5: The organization has and implements clear written grievance policy and procedures that protect the interests and rights of all employees**

INDICATOR:

6.5.1 A grievance policy exists and is implemented in compliance with article 301 and 309 of the Cambodian Labour Law.

6.5.2 Any grievances are addressed fairly and satisfactorily and follow the guidelines outlined in 6.5.1.

6.5.3 More than 80% of interviewed staffs are aware of and able to describe the organization's grievance procedures.

**STANDARD 6.6 The organization has clear written child protection policies and procedures which are implemented**  
INDICATORS:

6.6.1 The organization has a clearly written child protection policy and procedure which includes key items as described in guideline number 6.6.1.

6.6.2 More than 80% of interviewed staff are able to demonstrate the key elements of child protection policy

6.6.3 All employees must sign the disclosure form/code of conduct on child protection which includes disciplinary procedures as outlined in guideline 6.6.2.

## List of Documents to send to NGO GPP for review.

(Note: See Code Guidelines for more detail)



Please upload all these documents into system:

1. The Organization's written Vision Mission and Values statement (Standard 1.1)
2. The Organization's Strategic Plan (Standard 1.3)
3. The Organization's registration document/official letter of agreement (Standard 1.4)
4. Minutes from the last two board meetings (Standard 1.5)
5. List of current board members with the following information for each member: name, main employer, occupation, date each board member's term expires (Standard 1.5)
6. Any documents that outline the role of board members (Standard 1.5)
7. The Organization's by-laws or statutes (Standard 1.6)
8. Terms of Reference for Senior Management Team (Standard 2.1)
9. The Organization's most recent Annual Report (Standard 2.2)
10. The Organization's most current implemented project proposal (Standard 2.3)
11. The Organization's most recent external audit statement or report (Standard 3.1)
12. The Organization's financial policies (Standard 3.2)
13. Conflict of Interest Policy and Procedure (Standard 4.3)
14. The Organization's most recent program evaluation report (Standard 5.1)
15. The Organization's personnel policies (Standard 6.1)
16. Sample job description from the Organization (Standard 6.2)
17. Staff appraisal form (Standard 6.3)
18. Gender and Minority Policy and Procedure (Standard 6.4)
19. Grievance Procedure (Standard 6.5)
20. Child protection policy (Standard 6.6)
21. Current list of the Organization's stakeholders including donors, government, partners, membership, target community and staff members.

Accountability គណនេយ្យភាព



Symbol of Trust គំរូសញ្ញានៃនាពនុកមិត្ត

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