



Governance Hub Program

2017 - 2021

Monitoring and Evaluation Framework

Commissioned by Cooperation Committee for Cambodia

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Partnerships for Sustainable Development in Cambodia

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I. INTRODUCTION

As a coalition of more than 160 international and local non-governmental organizations (NGOs) in Cambodia, the Cooperation Committee for Cambodia (CCC) successfully implemented the two phases of the Governance Hub Program (GHP) which was started since 2011. The third phase GHP 2017-2021 was designed based on the success of these phases and in response to the context and the challenges the CSOs have faced in Cambodia. With funding support from more than 10 funding partners and donors, the GHP phase 3 has intention to contribute building strong and capable civil society that is cooperating and responsive to the Cambodia's development challenges.

Monitoring and Evaluation plays important role as the integral part of the organizational development, program management and ensuring the accountability towards the target groups it serves, funding partners, and relevant stakeholders. CCC is committed to carry out a participatory monitoring and evaluation and promoting the application of the outcome impact oriented. The M&E commitment, roles and responsibility of CCC and GHP staff and relevant stakeholders is stimulated in the GHP Program Document. To materialize the M&E commitment, the GHP's M&E Framework is made available for the use by CCC, GHP and relevant stakeholders.

A. Objectives of the M&E Framework

Following the inspiration of CCC saying that a well-functioning M&E system is a critical part of good programme management and accountability. Ideally, the M&E Framework thus aims to provide timely and reliable information to:

1. **Support programme implementation** with accurate, evidence-based reporting that informs management and decision-making to guide and improve programme performance.
2. **Contribute to organizational learning and knowledge sharing** by reflecting upon and sharing experiences and lessons so that the program team and relevant stakeholders can gain the full benefit from what were done.
3. **Uphold accountability and compliance** by demonstrating whether or not the work has been carried out as agreed and in compliance with established standards (e.g. CCC and GHP principles and guides, GPP minimum standards) and with the funding partner requirements.

4. **Provide opportunities for stakeholder feedback**, especially primary target groups, to provide input into and perceptions of the program's work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.
5. **Promote and celebrate the program work** by highlighting accomplishments and achievements, building morale and contributing to resource mobilization.

B. M&E Framework structure

Following the key objectives of the M&E framework in section 1, the description of the GHP phase 3 comes at section 2. It summaries objective hierarchy statements and indicators at output and outcome levels, with the theory of change illustration. The program intervention logics comes at section 3, whereby the logical correlation of the program activities, outputs and outcomes is presented. Section 4 focuses on the monitoring and evaluation approaches, such as System for Results and Impact, impact evaluation, performance monitoring, performance indicator and intervention, and reporting. The M&E plan comes aftermath in section 4. And, finally, the performance indicator reference sheet arrives at the end.

II. DESCRIPTION OF THE GOVERNANCE HUB PROGRAM PHASE 3 (2017-2021)

With the success of the Governance Hub Program (GHP) phase 1 and phase 2, since 2011, which significantly contributed to strengthening civil society organizations in Cambodia to effectively cope with development challenges at both national and sub-national levels, the GHP phase 3 came to be effective for the next five years 2017-2021, with funding support from more than 10 funding partners and donors.

In response to the two major challenges and a number of specific challenges and problems identified in the GHP Program Document, the GHP aims to strengthen the role and contribution of CSOs in promoting democratic and sustainable development in Cambodia, through enhancing the effectiveness and impact of CSOs and improve enabling environment for CSOs.

Three issues will be focused. Firstly, it's to increase capacity of CSOs for innovative response to development challenges. Secondly, the focus is on improving multi-stakeholder partnership in policy development and effective development cooperation. And finally, it's to strengthen the active participation of CCC members and innovative services of CCC secretariat itself.

The GHP hypothesizes that once effectiveness and impacts of CSOs is enhanced and enabling environment for CSOs is improved, the civil society cooperation and responsiveness to Cambodia’s development challenges is stronger and more capable. The GHP also justifies that the intervention to strengthen the active participation of CCC members and improved the quality of CCC secretariat services contributes to achieve these objectives as the outcomes and goal as the impacts of the GHP.

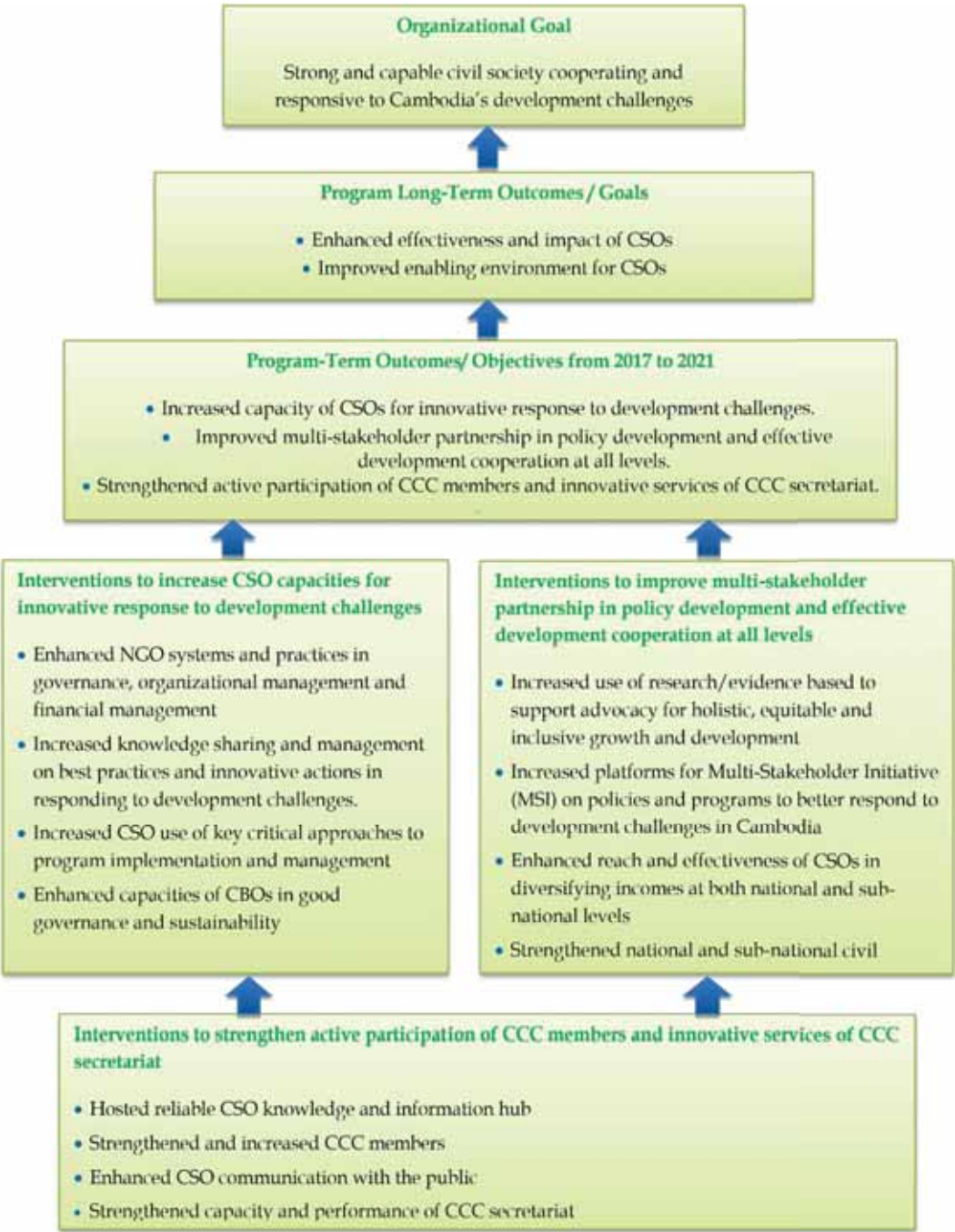


Figure 1: Theory of Change

GPP will work in all provinces in Cambodia, but the first priority will be given to 15 provinces and Phnom Penh. These provinces include Ratanakiri, Kratie, Steung Treng, Kampot, Sihanouk Ville, Prey Veng, Svay Rieng, Kampong Thom and Siem Reap (who have already got the MoUs signed with CCC) and another six provinces namely Kampong Chhnang, Pursat, Battambang, Monduliri, Takeo, and Kampong Speu (who have not established any formal collaboration with CCC).

About 1850 individuals, of whom about 41 percent are women, from all NGO members of CCC (around 200 organizations), 600 representatives of 300 NGOs, 250 participants of 250 CBOs from 15 target provinces and Phnom Penh, and 15 provincial NGO networks will be targeted as the primary target groups. Representatives from NGOs, commune/district/provincial councilors, national assembly members and authorities (local governors, and line ministries), companies/corporations from private sector, development partners, CBOs and community people as members and beneficiaries of the target CBOs and NGOs from the 15 target provinces and Phnom Penh will be the operational partners or secondary beneficiaries.

III. THE PROGRAM INTERVENTION LOGIC

As illustrated in the above theory of change, the table below provides an overview of how activities are linked to results, which contribute to specific objectives, and in turn to the overall objectives.

<p>Organizational Goal: Strong and capable civil society cooperating and responsive to Cambodia’s development challenges.</p> <p>Program Goals:</p> <ul style="list-style-type: none"> • Enhanced effectiveness and impact of civil society organizations (CSOs) • Improved enabling environment for CSOs 		
Specific Objectives	Expected Results	Main Activities
<p>SO1: Increased capacity of CSOs in responding innovatively to development challenges</p>	<p>ER1.1: Enhanced NGO systems and practices in governance, organizational management and financial management</p>	<p>1.1.1. Fine-tune GPP to more innovatively and effectively meet the emerging needs and challenges of NGOs.</p> <p>1.1.2. Improve delivery of new GPP certification process and services.</p> <p>1.1.3. Support applicant/certified/</p>

		interested NGOs to improve/maintain institutional governance, accountability, transparency and professionalism.
	ER1.2: Increased knowledge sharing and management on best practices and innovative actions in responding to development challenges	<p>1.2.1. Organise training workshops and learning forums to address knowledge and skills needs of NGOs on specific issues/challenges related to governance, organizational management and financial management.</p> <p>1.2.2. Establish/support learning forums and other venues/opportunities for direct exchange of lessons and best practices among NGOs and between NGOs and CBOs.</p> <p>1.2.3. Facilitate knowledge sharing and reflection events on the SDGs and on the Multi-stakeholder engagement and process (MSE/P).</p> <p>1.2.4. Coordinate CSO learning-reflection events at national and sub-national levels on principles, strategies, methods and forms of effective communication and promotion.</p> <p>1.2.5. Establish/strengthen ICT-based platforms, including an online library, for exchange of studies, investigations, experiences and lessons in responding to development challenges.</p>
	ER1.3: Increased CSO use of key critical approaches to program implementation and management	<p>1.3.1. Facilitate the establishment and implementation of Civil Society Academy-CSA on CSO leadership and management, four critical approaches (OIO, DNH, RBA, PCM), and other tailored made.</p> <p>1.3.2. Facilitate the creation and implementation of scholarship program on CSO leadership and management and</p>

		program development and management.
	ER1.4: Enhanced capacity of CBOs in good governance and sustainability	<p>1.4.1. Produce and update the Guideline on Good Practice for CBOs.</p> <p>1.4.2. Facilitate-coordinate training of province-based trainers on CBO good practice and strengthening.</p> <p>1.4.3. Assist/support national-level and provincial-level NGO trainers in providing training and coaching to CBOs.</p> <p>1.4.4. Collaborate with relevant NGOs in assessing the feasibility of establishing CBO networks at national, provincial, and/or sub-provincial levels and developing SMART action plans to establish and support the networks.</p>
SO2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels	ER2.1: Increased use of research/ evidence based to support advocacy for holistic, equitable and inclusive growth and development	<p>2.1.1. Conduct research studies on enabling environment, CSO contribution, CSO Sustainability Index, salary survey, member satisfaction and other topics related to development in Cambodia.</p> <p>2.1.2. Develop and implement strategies for CSOs to address the gaps identified within the researches.</p> <p>2.1.3. Provide timely, useful, meaningful inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes.</p> <p>2.1.4. Facilitate CSOs to monitor the implementation of key national policies/laws such as LANGO, National</p>

		Strategic Development Plan (NSDP), Decentralization and Deconcentration (D&D), and Public Administration Reform (PAR), Financing for Development, and Cambodia Sustainable Development Goals (CSDGs), the Environment Code.
	ER2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia	<p>2.2.1. Facilitate CSOs to have knowledge and capacity on business and human rights and multi-stakeholder partnership/initiatives.</p> <p>2.2.2. Coordinate communication-dialogue with multilateral and bilateral multi-stakeholder such as OGP engagement, CSO-Government, CSO-Private Sector, and CSO-Development Partner on support to constructive engagement of CSOs with other partners in achieving SDGs.</p>
	ER2.3: Enhanced reach and effectiveness of CSOs in diversifying incomes at both national and sub-national levels	<p>2.3.1. Facilitate and manage civil society funds for CSOs in Cambodia, e.g:</p> <ul style="list-style-type: none"> • Develop resource map, by sector, region and donor, and share with CCC member and NGO networks. • Provide sub-grants to small and grassroots organizations to support their initiatives.
	ER2.4: Strengthened national and sub-national civil society associations and networks	<p>2.4.1. Facilitate the development and management of mechanisms for CSOs to collectively respond to development challenges, e.g:</p> <ul style="list-style-type: none"> • Create a club/association of civil society workers. • Organize CSO Assembly/Congress.

		<p>2.4.2. Facilitate provincial NGO networks in developing and implementing SMART action plans for strengthening the network, including setting up sub-provincial NGO networks.</p>
<p>SO3: Strengthened active participation of CCC members and improved the quality of CCC secretariat services.</p>	<p>ER3.1: Hosted reliable CSO knowledge and information hub</p>	<p>3.1.1. Manage knowledge and information hub for CCC members, NGOs, and CBOs.</p> <p>3.1.2. Update and maintain the online research/library database.</p> <p>3.1.3. Improve forms and contents of CCC publication and other information dissemination portals.</p>
	<p>ER3.2: Strengthened and increased CCC members</p>	<p>3.2.1. Improve and streamline CCC support and services to its members (platforms for inter-NGO learning and action).</p> <p>3.2.2. Foster change-oriented monitoring-reflection to improve performance and effectiveness with respect to CCC ExCom, sub-committees and working groups, annual general meeting, bi-monthly membership meetings.</p>
	<p>ER3.3: Enhanced CSO communication with the public</p>	<p>3.3.1. Facilitate support to CSOs in developing and implementing plans for strengthening social marketing activities.</p> <p>3.3.2. Develop the instructional-promotional materials for the use of CSOs in communicating with the public.</p> <p>3.3.3. Link with regional and international platforms (ASEAN, CIVICUS, ADA, IFP, C7, C20, OECD Watch, etc.).</p>
	<p>ER3.4: Strengthened capacity and performance of the CCC</p>	<p>3.4.1. Review and revise/improve CCC's financial, administrative policies, systems and procedures (grant management,</p>

	secretariat	<p>administrative affairs, etc.).</p> <p>3.4.2. Streamline human resource policies, systems and procedures (organizational structure, performance management, pay and benefits).</p> <p>3.4.3. Enhance professionalism, organizational culture and team spirit (apply OIO approach, comply GPP standards, quality and timeliness of reports, communication with all stakeholders).</p> <p>3.4.4. Supplement monitoring system with tools (e.g. checklist) to monitor compliance with legal, contractual and other obligations.</p> <p>3.4.5. Develop and manage robust revenue streams of CCC through Membership fee, GPP fee, M&E App, office space/CSO center, social media, video production, management oversight, and other initiatives.</p>
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Table 1: Program Intervention Logic of the GHP

IV. MONITORING & EVALUATION APPROACH

A. System for Result & Impact (SRI)

The functional web-based M&E system, System for Results & Impact (SRI), will be used for data collection, storage, and reporting of the GHP indicators. All the M&E activities are integrated. All CCC staff will use it to report on specified indicators and detailed activities upon comprehensive training on the use of the system, together with continual technical support from CCC Monitoring Specialist. Information from the system will be used to inform the impact evaluation, which focuses on outcome indicators and reports on the overall program impact.

Effectiveness information storage and data management: SRI allows users to track the results of project activities implemented to response to the logical framework, indicator, and annual work plan. It has a full capacity to track program information with highly efficient information storage and management system that is able for program team to collect and then process data into system. Furthermore, CCC ensured that all information be stored in one place with transparency and accountability which open to access information for any program purposes and audit.

Key features provided by the SRI are as followed:

- NGO users can sign up the annual work plan with target by project name/code through SRI-ACTIVITY SETTING MENU.
- NGO users can track the results of their activities implemented through SRI-ACTIVITY ACHIEVED MENU which including general information (quantitative & qualitative achieved) funding (total budget and total expense), documentation supporting, event information, beneficiary/participant information.
- NGO users can sign up the project indicators with target by project name/code through SRI-INDICATOR SETTING MENU.
- NGO users can calculate/analyse project indicator results (quantitative & qualitative) against target through SRI-INDICATOR ACHIEVED MENU.
- NGO users can generate data/information through SRI-REPORTING PLATFORM MENU such as Free Style Reporting (Generating based on user needs), Dashboard Reporting (Chart, Table, and Mapping), Narrative Reporting (Quarterly, Semi-Annual, and Annual), Indicator Reporting and other Reporting

- CCC can transfer NGO users as Admin User and then NGO users can further create the individual user under their own NGOs. Moreover, NGO users can determine the individual user authorization through Permission User (View, Edit, Delete, Save, and Update by SRI menus).

Flexible and customizable: The system has many functions which enable the customisation, following the program needs and the requirement of CCC management team. It enables users to add any new indicators and layer of the program intervention logic as needed. Moreover, the system has a sensible framework or filing system for grouping and ordering the information.

Data validation: Data validation function and method is built in. Users have different user rights and privilege. While all registered users can entry and process any data with the rights and privilege provided, the user administrator, privileged to Monitoring Specialist has the role to ensure the data validation. S/he is able to clean any data error and verify data, in a specific period.

Real time data: SRI is a web-based system, developed specifically for GHP. It can be accessed from everywhere, at any time, with the internet access. It's compatible for the desktop and mobile device operation such as Android, IOS. All users, including the program team are able to report their results remotely.

Professional reporting: With its user-friendly features and functions and the imbedded reporting templates, the management team and M&E focal person are able to extract or generate results to produce CCC progress reports from the system directly.

B. Impact Evaluation

An impact evaluation will be implemented in parallel to provide a statistically viable counterfactual and measure the attribution of results to GHP interventions. The Outcome and Impact Orientation (OIO) approach and principle will be applied, to help guide the evaluation. The impact evaluation focuses on measuring changes at impact level, while the performance monitoring system focuses on measuring changes at the output and outcome levels. The five international DAC (Development Assistance Committee) evaluation criterion – relevance, efficiency, effectiveness, impact, and sustainability – will be required to be studied. Table below presents the seven steps for the preparation (step 1-3) and implementation (step 4-7) of the OIO.

Step	Description of step	Methods
1. Determination of necessary sample sizes	It is not usually possible to carry out comprehensive surveys. A random test is therefore made. This is necessary both for quantitative and qualitative surveys.	Details about sampling
2. Development of selected methods	The methods have to be adapted to the purpose of monitoring and evaluation. Method defined in the M&E framework is applied. Formats for the documentation of data during surveys must then be prepared. If available, tried and tested methods should be used.	Details about the use of quantitative and qualitative data collection methods Method descriptions Details about the documentation of data
3. Training of interviewers	Based on the pre-defined questionnaires, qualitative interview guidelines or moderated group discussions are used, a person responsible for the implementation has to be appointed. In all cases, the persons implementing measures must be familiar with the course of procedure. This usually requires at least one training session.	Instructions on collecting data
4. Test survey design	The developed data collection formats must be tested and adapted together with interviewers and presenters. This ensures that the project can actually collect the required data.	Instructions on collecting data
5. Implementation of data collection and analysis	While data is collected and evaluated, the quality of information and surveys should be considered in a critical reflection process. In this phase, thematic and methodical results are developed.	Guiding questions on the implementation of outcome and impact monitoring
6. Communication of results	The results of the discussion must be processed and passed on to the interest groups of the GHP. CCC expects a report on the progress in terms of outcomes/impacts. Results should be discussed with the target groups at a set schedule.	Reference to stakeholder analysis Details on reporting
7. Learning process at CCC	This includes the learning process within a project and the learning process at CCC as an organisation. Experiences are collected and processed and fed into CCC's knowledge management.	Subject areas, institutional knowledge management (in planning)

Table 2: Preparation and implementation of OIO

Baseline survey:

As stimulated in the GHP Program Document, in early 2017, CCC will conduct the baseline survey to capture the baseline value for all the output and outcome indicators, to provide a basis for the planning, monitoring and evaluation of the program. It's important that the baseline value will be used for the measurement of the program progress and achievement during the program implementation and after the program course. Once baseline figures will be established, CCC will implement its on-going performance monitoring procedures to collect and report on output and outcome indicators.

Mid-term Review: It's an important reflection events to assess and inform ongoing programme implementation. CCC planned to conduct mid-term review, in the third years of the program. The external experts will be commissioned, to lead the study to measure program impacts and provide recommendations for improving future program implementation. To account for progressive program results, the external team will need to measure some GHP outcome and impact indicators, to be identified in the ToR.

Final Program Evaluation: This occurs after programme completion to assess how well the programme achieved its intended objectives and what difference this has made. CCC planned to have the final program evaluation at the end of 2021. This evaluation will be led by external consultant(s) to evaluate the whole program that implement since the program start up until end. It will be used for developing and preparing next new five years Governance Hub Program (GHP). The five international DCA (Development Assistant Committee) evaluation criterion–relevance, efficiency, effectiveness, impact, and sustainability – will be required to be studied.

M&E survey for key outcome: CCC will conduct regularly M&E surveys in specific period determined which will be measured key outcome indicators selected.

C. Performance Monitoring

CCC designed M&E tools to conduct regularly performance monitoring to ensure cross cutting target achievements and result chains through CCC M&E procedures. Performance monitoring provides the program information on the progress of activities with validation that capacitated to monitor the general context and specific assumptions as well as the performance indicators based on planning and then processing it into System for Results & Impact (SRI).

Data collection: CCC reports on indicators almost entirely of primary data collected directly from final beneficiaries by M&E focal point, program team, member, partner, and other stakeholders. Data collection forms included event list, monitoring sheet, evaluation report, and others are covered output, outcome, and impact indicators which are completed as an on-going basis. While CCC primarily expresses indicators quantitatively, it is recognized that qualitative measures are also necessary to provide context and insight into results.

M&E capacity development: All program team and implementing partners will receive intensive training on the importance of and techniques for collecting data, monitoring the results of their progress, and System for Results & Impact (SRI). The training will provide detailed explanations of all program indicators and detailed activities to ensure understanding and M&E standardized working, especially; included instruction on the use of SRI to ensure timely and accurate data input and reporting. Moreover, provide regularly M&E technical supports as required by program team to increase understanding in order to response to the implementation in the right ways.

Data Quality Assessment (DQA): To enhance program quality delivery, CCC developed Data Quality Assessment by using standard format that focus on **validity, reliability, timeliness, precision, and integrity** which have questions designed under those categories. M&E focal point will conduct this assessment in specific period determined within cooperated by program components, members, and partners.

Standard	Questions
Validity	<p>Face validity: Are the indicator definitions and units of measure are familiarized by all relevant staff who're collecting data?</p> <p>Attribution: Is the data to measure the changes related to GHP intervention and the expected impacts collected, analysed and reported?</p> <p>Measurement error: Is a Slovin formula used in the sampling calculation to ensure the good population representation in the GHP survey, MTR and FPE (Final Program Evaluation), as it was done at the Baseline survey? 2.) Are research questions listed in this M&E framework are used properly?</p>
Reliability	<p>Are data collection method and method of calculation set forth in the M&E framework are followed and complied with at GHP survey, MTR, and FPE?</p>
Timeline	<p>Timeliness: Is all data required in the SRI collected and entered as per agreed schedule? GHP Survey, MTR, FPE carried out as per scheduled?</p> <p>Sufficiency and Up-to-date: Are CCC's MT and relevant staff informed on the findings of the SRI, GHP survey, MTR, FPE in timely and with sufficient information?</p>
Precision	<p>Is the data to report the GHP indicators are collected and analysed? Are associated data, such as risks, context, and trend are collected and analysed to support the conclusion?</p>
Integrity	<p>Transcription Error: Is the SRI fully familiarized and used by all relevant staff? How is the data from SRI transferred into the reports? Is the data from secondary source, such as for instance the CSO integration index, verified to check the correctness? Are scripts of the interview/survey in the GHP survey, MTR, FPE are verified?</p> <p>Manipulation: Are relevant staff involved in the data collection are clearly familiarised with the data collection process, tools, questionnaires? Is data quality spot check is done by M&E Specialist?</p>

Table 3: framework of DQA

D. Performance Indicator and Intervention

M&E focal point will facilitate the reporting of progress results of indicators and interventions that response to intervention logic for the whole life of the program 2017-2021. It will be happened, when CCC has full capacity to measure through baseline study, performance monitoring, and impact evaluation.

Program indicators: M&E focal point will produce the progress results for program indicators in six months and annual basis that include in the CCC narrative reports.

Program interventions: M&E focal point will produce the progress results for program indicators in three months, six months, and annual basis that include in the CCC narrative reports.

E. Reporting

Quarterly, six months, and annual reports are the three progressive reports CCC will produce following the agreed reporting format and reporting schedule. Inputs from all relevant components within CCC will be collected, reviewed and compiled by M&E focal point. The Head of Program leads the quarterly and six months narrative report development while the Head of Communication leads the annual report development. The reports are finalised and approved by CCC's Executive Director and EXCOM, and shared with funding partners to get updated on the program progress, challenges and action plan in the next implementation cycle. Regularly case studies and/or stories of change will be produced, describing key successes and achievement of the program.

V. MONITORING & EVALUATION PLAN AND BUDGET

A. Monitoring and Evaluation Plan

The following work plan provides a list of key activity-level M&E activities to be implemented to ensure that the intended results outlined will be measured in an accurate and timely manner through the performance indicators and detailed operation.

Description	2017				2018				2019				2020				2021				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
System for Results & Impact (SRI)																					
Manage, update, customize, and analysis information																					
Conduct data validation																					
Improve and/or update System																					
Performance Monitoring																					
Develop and/or update M&E data collection tools																					
Provide refresher training on M&E methodology and reporting requirements to program team																					

B. Monitoring and Evaluation Budget Plan

To materialize the proposed M&E activities, exclusively some major activities such as Baseline Survey, Midterm Review, Program Final Evaluation which the budget is specifically allocated, the table below provide the generic information on the budgeting plan for the M&E.

Budget code	Program Cost	Team Responsible	2017	2018	2019	2020	2021	Total
3.4.3	Enhance professionalism, organizational culture and team spirit (apply OIO approach, comply with GPP standards, quality and timeliness of reports, communication with all stakeholders)		39,580	30,302	41,760	26,760	41,760	180,162
3.4.3.1	Regularly manage and update information based on digital M&E framework and system	M&E	-	-	-	-	-	-
3.4.3.2	Improve and update M&E reporting system (including MESA recommendations)	M&E	2,000	2,500	1,000	1,000	1,000	7,500
3.4.3.3	Regularly manage and update GHP framework progress results (indicator and intervention)	M&E	-	-	-	-	-	-
3.4.3.4	Train and refresh to program team on M&E methodology and reporting requirements	M&E	195	2,070	175	175	175	2,790
3.4.3.5	Produce program reports (quarterly, six monthly and annually) and donor reports	M&E	-	-	-	-	-	-

3.4.3.6	Work with program team to produce case study/success story	M&E	1,790	1,778	-	-	-	-	3,568
3.4.3.7	Conduct M&E project field validation	M&E	1,790	2,354	1,780	1,780	1,780	1,780	9,484
3.4.3.8	Conduct M&E surveys for key outcome indicators	M&E	1,675	4,470	1,675	1,675	1,675	1,675	11,170
3.4.3.9	Improve quality and timeliness of submission of reports to donors and other stakeholders	M&E	-	-	-	-	-	-	-
	Grand Total		54,480	56,646	51,020	36,020	51,020	51,020	\$ 249,186

Table 5: Monitoring and Evaluation Budget Plan

VI. KEY INDICATOR TO BE MEASURED AND THE TARGET

Based on the findings of the Baseline survey, the baseline value for every indicator is confirmed, except for few indicators such as SO1.1, OP3.3.C, in which the value was not available. The target value is reviewed and reflected accordingly. All of the indicators in the table below are selected to measure the intended results illustrated in the program intervention logic. The main purposes of the selection are: (1) to accurately measure impact on final beneficiaries, and (2) to effectively guide project management in making timely and informed decisions/adjustments on implementation strategy.

INDICATOR	LEVEL	BASELINE	TARGET IN 5 YEARS					
			2017	2018	2019	2020	2021	TOTAL
ORGANIZATIONAL GOAL: Strong and capable civil society cooperating and responsive to Cambodia's development challenges								
001: Improvement in the USAID Civil Society Sustainability Index for Cambodia (2015 as the baseline)	Impact	4.3		4.1		4		4
PROGRAM OVERALL OBJECTIVE: Enhanced effectiveness and impact of civil society organizations (CSOs)								
002: Increased average pillar score of national integrity system of civil society in Cambodia (2014 as the baseline)	Impact	48			49		50	50
PROGRAM OVERALL OBJECTIVE: Improved enabling environment for CSOs								
003: Increased the integration of CSOs inputs in the four key national policies: D&D, ISAF, NSDP and CSDGs.	Impact	19%			20%		25%	25%

SPECIFIC OBJECTIVE 1: Increased capacity of CSOs in responding innovatively to development challenges

SO1.1: At least 50% of the NGO Applicants engaged in GPP Certification System complied with GPP Standards	Outcome	N/A	25%	30%	35%	40%	45%	50%
SO1.2: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice	Outcome	50%	40%	45%	50%	60%	65%	65%
SO1.3: At least 5 projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct and ICT based)	Outcome	0	1	1	1	1	1	5

SPECIFIC OBJECTIVE 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels

SO2.1: At least 25% of inputs from CSOs for improving the contents and process of at least four laws and policies (LANGO, Cyber Law, SDG localization and D&D reform) are integrated and reinforced.	Outcome	<10%	15%	20%	25%	25%	25%	25%
SO2.2: At least 10 national and sub-national CSOs networks respond collectively to 2-3 development issues each year.	Output	4	2	2	2	2	2	10
SO2.3: At least 55% of NGOs and CBOs received active supports from Civil Society	Outcome	0%	5%	10%	15%	15%	22%	25%

Foundation/Fund has formulated a strategy to diversify incomes to support their operations and programs.																				
SPECIFIC OBJECTIVE 3: Improved quality of CCC membership and performance of the CCC secretariat																				
SO3.1: CCC members increased by 25% and at least 90% of CCC members get satisfied with the services provided.	Outcome	156 NGO members, 83% of them are satisfied	5%	10%	15%	20%	25%	25%												
SO3.2: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period.	Outcome	Third GPP certificate valid until Aug 2018			1															1
Indicator_OP1.1: Enhanced CSO systems and practices in governance, organizational management and financial management																				
OP1.1.A: Number NGOs fulfilled organizational gaps through GPP application process	Output	114	125	130	135	140	150	164												
OP1.1.B: Percentage of the NGO Executive Directors that include the organizational capacities in their self-report, by at least 75% of the GPP index/standards.	Outcome	33%	55%	60%	65%	70%	75%	75%												

OP1.2: Increased knowledge sharing on best practices and innovative actions in responding to development challenges

OP1.2.A: Number documentation on NGO best practice shared through learning exchange platforms of CCC and other networks.	Output	4	1	1	1	1	1	1	5
OP1.2.B: Number and level of NGO staff who participate in learning exchange forums.	Output	10 staff per NGO (50 people)	60	60	60	60	60	60	300
OP1.2.C: Percentage of NGO staff who increased capacity as a result of increased knowledge sharing among NGOs.	Outcome	25%	30%	35%	40%	45%	50%	50%	50%

OP1.3: Increased CSO use of key critical approaches to program implementation and management

OP1.3.A: Percentage of NGOs organised awareness raising on right-based approach concept to rights holders and or duty bearers.	Outcome	28%	30%	35%	40%	45%	50%	50%	50%
OP1.3.B: Percentage of NGOs with change-oriented plans, monitoring-reporting	Outcome	25%	30%	35%	40%	45%	50%	50%	50%
OP1.3.C: Percentage of NGOs using CPPB tools when engaging with various stakeholders	Outcome	30%	30%	35%	40%	45%	50%	50%	50%

OP1.4: Enhanced capacity of CBOs in good governance and sustainability

OP1.4.A: Number NGOs staff (at national and provincial levels) who have completed training as trainers-coaches	Output	0	10	10	10	10	10	10	10	50
OP1.4.B: Number provincial networks with functional CBO trainers/training teams	Output	0	2	2	2	2	2	2	2	10
OP1.4.C: Number CBOs using CBO guidelines to strengthen governance and operation	Output	0	40	40	40	40	40	40	40	200

OP2.1: Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development

OP2.1.A: Number research conducted and consolidated by CCC related to the development and democratization process.	Output	3	5	3	6	3	6	3	6	23
OP2.1.B: Number users who accessed the CCC research database	Output	400	500	500	500	500	500	500	500	2,500

OP2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in

Cambodia

OP2.2.A: Number multi-stakeholder events between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights	Output	Very few	1				1			3
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OP2.2.B: Number joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development	Output	0		1					1
OP2.2.C: Number inputs by CSOs to improve the process and content of the key national laws and policies.	Output	Very few	2	2	2	2	2	2	10
OP2.3: Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-national levels									
OP2.3.A: Number events/learning platforms provided on resource mobilization	Output	0	1	1	1	1	1	1	5
OP2.3.B: Number initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.	Output	0	1	1	1	1	1	1	5
OP2.3.C: Number CSOs received technical support and sub-grants by the Civil Society Fund	Output	0	8						8
OP2.4: Strengthened national and sub-national civil society associations and networks									
OP2.4.A: Number policies/plans and operational means established to sustain long process of building mutual support and unity within CSOs	Output	0	1						1

OP2.4.B: Percentage of NGOs and CBOs that reported improved coordination and effectiveness in their area/level resulted from their engagement with CSOs collaboration mechanisms	Output	0%	40%	50%	60%	70%	80%	80%
<u>OP3.1: Hosted reliable CSO knowledge and information hub</u>								
OP3.1.A: Number CCC's publication and knowledge management/sharing platforms organised	Output	3 per annum	1	1	1	1	1	5
OP3.1.B: Number people accessed to CCC and CSO publications and other information dissemination portals/tools	Output	About 1,500 people have accessed to CCC information hub.	1,000	1,000	1,000	1,000	1,000	5,000
OP3.1.C: Percentage of CSOs that report improved knowledge and skills resulted from the CCC's learning platforms	Output	35%	40%	50%	60%	70%	80%	80%
<u>OP3.2: Strengthened and increased CCC members</u>								
OP3.2.A: Percentage of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning	Output	47%	60%	60%	65%	70%	70%	70%

OP3.4: Strengthened capacity and performance of the CCC secretariat

<p>OP3.4.A: Increase in dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index</p>	<p>Outcome</p>	<p>its third GPP certificate August 2018</p>			<p>1</p>			
<p>OP3.4.B: Amount of fund generated by CCC both from donors and self-income generation</p>	<p>Output</p>	<p>800,000 USD/year</p>	<p>800,000</p>	<p>800,000</p>	<p>800,000</p>	<p>800,000</p>	<p>800,000</p>	<p>4,000,000</p>
<p>OP3.4.C: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations</p>	<p>Outcome</p>	<p>Fully complied</p>		<p>Complied</p>	<p>Complied</p>			

Table 6: Indicators to be measured

VII. PERFORMANCE INDICATOR REFERENCE SHEET

Key attribution of all the indicators is provided in the table below to ensure common understanding on the meaning and measurement method. Under the description, four attributions include: definition, baseline value, target value, and unit of measure. Component contribution, indicator reference, and location of data storage are provided under the source. The analysis describes the data collection method, and method of calculation. The reporting comes at the end, provides information on reporting period, type of report, and responsibility of relevant CCC staff and management.

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_001)	
Program Name: Governance Hub Program (GHP)	
Organizational Goal: Strong and capable civil society cooperating and responsive to Cambodia's development challenges	
Name of Indicator: Improvement in the USAID Civil Society Sustainability Index for Cambodia (2015 as the baseline)	
Level of Indicator: Impact	
DESCRIPTION	
Definition: Number initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors CCC organised/coordinated.	
Baseline: 4.3 (CSOSI Index in 2015)	
Target: 4.0 CSOSI Index	
Unit of Measure: Score	

SOURCE
Component Contribution: GPP, CDBD, CAN, CMD, and OOD
Indicator Reference: USAID Civil Society Sustainability Index
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: USAID Civil Society Sustainability Index
Method of Calculation: Total score of the USAID CSOI for Cambodia, for 2018 and 2020 to compare with the total score at the baseline in 2015.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: CCC narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_002)

Program Name: Governance Hub Program (GHP)
Program Overall Objective: Enhanced effectiveness and impact of civil society organizations (CSOs)
Name of Indicator: Increased average pillar score of national integrity system of civil society in Cambodia (2014 as the baseline)
Level of Indicator: Impact
DESCRIPTION
Definition: Score of the national integrity system of civil society in Cambodia, conducted by Transparency Cambodia.
Baseline: 48 (Pillar score 2014)
Target: 50 pillar score
Unit of Measure: Score
SOURCE
Component Contribution: GPP, CDBD, CAN, and CMD
Indicator Reference: National Integration System in Cambodia
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: Integrity system of civil society index
Method of Calculation: Total score of the national integrity system in Cambodia, for 2019 and 2012 to compare with the total score at the baseline in 2014.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OO3)

Program Name: Governance Hub Program (GHP)
Program Overall Objective: Improved enabling environment for CSOs
Name of Indicator: Increased the integration of CSOs inputs in the four key national policies: D&D, ISAF, NSDP and CSDGs.
Level of Indicator: Impact
DESCRIPTION
Definition: Proportion of inputs raised by CSOs that reflected in the four key national policies: D&D, ISAF, NSDP and CSDGs.
Baseline: 19%
Target: 25% of the inputs made by CSOs are reflected by the government in key national policies including D&D, ISAF, NSDP, and CSDGs
Unit of Measure: Percent
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP Survey

Method of Calculation: Number respondents confirmed that over 20% of the CSO inputs are integrated in the four key national policies divided by number respondents confirmed that lesser 20% of the same level of integration.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO1.1)

Program Name: Governance Hub Program (GHP)
Specific Objective 1: Increased capacity of CSOs in responding innovatively to development challenges
Name of Indicator: At least 50% of the NGO Applicants engaged in GPP Certification System complied with GPP Standards
Level of Indicator: Outcome
DESCRIPTION
Definition: The level of internal governance and accountability of the NGOs resulted from the engagement in the capacity building and application for GPP certificate coordinated and provided by NCCC and CCC. Key criteria of internal governance and accountability stipulated in the GPP guidelines are used for the measurement.
Baseline: N/A
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GPP system database.

Method of Calculation: Number NGOs engaged in the GPP system with the increased score at the average 15-20% divided by the total number NGOs engaged in the GPP system.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO1.2)

Program Name: Governance Hub Program (GHP)
Specific Objective 1: Increased capacity of CSOs in responding innovatively to development challenges
Name of Indicator: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice
Level of Indicator: Outcome
DESCRIPTION
Definition: Improvement of the M&E, Finance, Human Resources, and ICT system and practice of NGOs and CBOs resulted from their engagement in these related fora CCC organized.
Baseline: 50%
Target: 65%
Unit of Measure: Percentage
SOURCE
Component Contribution: GPP & CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: GHP Survey
Method of Calculation: Number CCC NGO members and CBO responded "Yes" to the question, has your organisation integrated lessons gained from capacity development, learning exchange platform, and innovative practice?, divided by the number NGO and CBO responded "No" to the same question.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO1.3)

Program Name: Governance Hub Program (GHP)
Specific Objective 1: Increased capacity of CSOs in responding innovatively to development challenges
Name of Indicator: At least 5 projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct and ICT based)
Level of Indicator: Outcome
DESCRIPTION
Definition: Number project member NGOs initiated and/or started the implementation following the knowledge exchange forums of CCC they engaged.
Baseline: 0
Target: 5
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: SRI

Method of Calculation: Total number project initiated/started by NGOs that engaged in knowledge exchange forums.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO2.1)

Program Name: Governance Hub Program (GHP)
Specific Objective 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels
Name of Indicator: At least 25% of inputs from CSOs for improving the contents and process of at least four laws and policies (LANGO, Cyber Law, SDG localization and D&D reform) are integrated and reinforced.
Level of Indicator: Outcome
DESCRIPTION
Definition: Number inputs of CSOs reflected or implemented in the improved content and process of the four key laws and policies: LANGO, Cyber Law, SDG localization and D&D reform. This is rather than the inputs from CSOs that were just raised.
Baseline: <10%
Target: 25%
Unit of Measure: Cumulative
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: GHP survey
Method of Calculation: Number respondents said "Yes" to the question divided by the total respondents.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO2.2)

Program Name: Governance Hub Program (GHP)
Specific Objective 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels
Name of Indicator: At least 10 national and sub-national CSO networks respond collectively to 2-3 development issues each year.
Level of Indicator: Output
DESCRIPTION
Definition: Number of national and sub-national CSO networks that work collectively and share concerns and needs related to developmental issues in Cambodia. It's counted once 2 or 3 development issues raised by CSOs to relevant governments and stakeholders each year.
Baseline: 4
Target: 10
Unit of Measure: Numeric
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: GHP survey
Method of Calculation: Number respondents said "Yes" to the question divided by the total respondents.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO2.3)

Program Name: Governance Hub Program (GHP)
Specific Objective 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels
Name of Indicator: At least 55% of NGOs and CBOs received active supports from Civil Society Foundation/Fund has formulated a strategy to diversity incomes to support their operations and programs.
Level of Indicator: Outcome
DESCRIPTION
Definition: Number NGOs and CBOs that received supports from Civil Society Foundation/Fund has formulated a strategy to diversity incomes to support their operations and programs.
Baseline: 0
Target: 25%
Unit of Measure: Percentage
SOURCE
Component Contribution: CDBD & OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: GHP survey
Method of Calculation: Number respondents said "Yes" to the question divided by the total respondents.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO3.1)

Program Name: Governance Hub Program (GHP)
Specific Objective 3: Improved quality of CCC membership and performance of the CCC secretariat
Name of Indicator: CCC members increased by 25% and at least 90% of CCC members get satisfied with the services provided.
Level of Indicator: Outcome
DESCRIPTION
Definition: Number CCC members, and percentage of CCC members who satisfied with CCC's services
Baseline: 156 NGO members, 83% of them are satisfied
Target: 25%/90%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: GPP data; CCC satisfaction survey.
Method of Calculation: Total number CCC members at the reporting time divided by total number CCC members at the baseline. Getting the satisfaction rate of the CCC satisfaction survey.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_SO3.2)

Program Name: Governance Hub Program (GHP)
Specific Objective 3: Improved quality of CCC membership and performance of the CCC secretariat
Name of Indicator: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period.
Level of Indicator: Outcome
DESCRIPTION
Definition: Internal management quality and GPP certificate of CCC
Baseline: Third GPP certificate valid until Aug 2018
Target: 1
Unit of Measure: Numeric
SOURCE
Component Contribution: OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey; GPP certificate for CCC.

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.1.A)

Program Name: Governance Hub Program (GHP)
RESULT 1.1: Enhanced CSO systems and practices in governance, organizational management and financial management
Name of Indicator: Number of NGOs fulfilled organizational gaps through GPP application process.
Level of Indicator: Output
DESCRIPTION
Definition: Number NGO with the organizational improvement impacted from their engagement in GPP application process.
Baseline: 114
Target: 164
Unit of Measure: Numeric
SOURCE
Component Contribution: GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: GPP system database
Method of Calculation: Total number NGO awarded GPP certificate from NCC.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.1.B)

Program Name: Governance Hub Program (GHP)
RESULT 1.1: Enhanced CSO systems and practices in governance, organizational management and financial management
Name of Indicator: Percentage of the NGO Executive Directors that include the organizational capacities in their self-report, by at least 75% of the GPP index/standards.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGO Executive Directors included the organizational capacity in their self-report, by at least 75% of the GPP index/standards.
Baseline: 33%
Target: 75%
Unit of Measure: Percentage
SOURCE
Component Contribution: GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.2.A)

Program Name: Governance Hub Program (GHP)
RESULT 1.2: Increased knowledge sharing on best practices and innovative actions in responding to development challenges
Name of Indicator: Number of documentation on NGO best practice shared through learning exchange platforms of CCC and other networks.
Level of Indicator: Output
DESCRIPTION
Definition: Number documentation on NGO best practice member NGOs shared through learning exchange platforms of CCC and other networks.
Baseline: 4
Target: 5
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP Survey

Method of Calculation: Average number of the documentations confirmed by all of the respondents to the question.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.2.B)

Program Name: Governance Hub Program (GHP)
RESULT 1.2: Increased knowledge sharing on best practices and innovative actions in responding to development challenges
Name of Indicator: Number and level of NGO staff who participate in learning exchange forums.
Level of Indicator: Output
DESCRIPTION
Definition: Number member NGO staff with different positions who participated in learning exchange forums.
Baseline: 10 staff per NGO
Target: 300
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI; GHP Survey
Method of Calculation: Actual number of NGO staff of different positions within the organisation who participated in learning exchange forums.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.2.C)

Program Name: Governance Hub Program (GHP)
RESULT 1.2: Increased knowledge sharing on best practices and innovative actions in responding to development challenges
Name of Indicator: Percentage of NGO staff who increased capacity as a result of increased knowledge sharing among NGOs.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGO staff who increased capacity after they engaged in the knowledge sharing with other NGOs.
Baseline: 25
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Actual number of NGO staff of different positions within the organisation who participated in learning exchange forums.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.3.A)

Program Name: Governance Hub Program (GHP)
RESULT 1.3: Increased CSO use of key critical approaches to program implementation and management
Name of Indicator: Percentage of CCC member NGOs organised awareness raising on right-based approach concept to rights holders and or duty bearers.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGOs organised awareness raising on right-based approach concept to rights holders and or duty bearers.
Baseline: 28%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: HGP survey

Method of Calculation: Number of respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.3.B)

Program Name: Governance Hub Program (GHP)
RESULT 1.3: Increased CSO use of key critical approaches to program implementation and management
Name of Indicator: Percentage of NGOs with change-oriented plans, monitoring-reporting.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGOs that have change-oriented plans with which the plans focus on the project results rather than the process and activity-based and monitoring-reporting with which the report ideally addresses the project result indicators.
Baseline: 25%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Number of respondents said "Yes" to the 2 questions divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.3.C)

Program Name: Governance Hub Program (GHP)
RESULT 1.3: Increased CSO use of key critical approaches to program implementation and management
Name of Indicator: Percentage of NGOs using CPPB tools when engaging with various stakeholders.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGOs who have used CPPB tools ¹ when engaging with various stakeholders.
Baseline: 30%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CDBD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

¹ Conflict Prevention and Peace Building considers the potential impact of development or humanitarian interventions on their environment and, particularly, prevailing conflict dynamics, and supports organizations to conduct their activities in the least harmful way.

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Number of respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.4.A)

Program Name: Governance Hub Program (GHP)
RESULT 1.4: Enhanced capacity of CBOs in good governance and sustainability
Name of Indicator: Number of NGOs staff (at national and provincial levels) who have completed training as trainers-coaches.
Level of Indicator: Output
DESCRIPTION
Definition: Number of NGOs staff at national and provincial levels who have completed training as trainers-coaches.
Baseline: 0
Target: 50
Unit of Measure: Numeric
SOURCE
Component Contribution: GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI
Method of Calculation: Total number of NGOs staff at national plus total number NGOs staff at provincial level who have completed training as trainers-coaches.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.4.B)

Program Name: Governance Hub Program (GHP)
RESULT 1.4: Enhanced capacity of CBOs in good governance and sustainability
Name of Indicator: Number of provincial networks with functional CBO trainers/training teams
Level of Indicator: Output
DESCRIPTION
Definition: Number of provincial networks have functional CBO trainers/training teams.
Baseline: 0
Target: 10
Unit of Measure: Numeric
SOURCE
Component Contribution: GPP & CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI
Method of Calculation: Total number provincial network that have functional CBO trainers/training teams.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP1.4.C)

Program Name: Governance Hub Program (GHP)
RESULT 1.4: Enhanced capacity of CBOs in good governance and sustainability
Name of Indicator: Number of CBOs using CBO guidelines to strengthen governance and operations
Level of Indicator: Output
DESCRIPTION
Definition: Number CBOs have used CBO guidelines to strengthen governance and operations.
Baseline: 0
Target: 200
Unit of Measure: Numeric
SOURCE
Component Contribution: GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: GHP survey
Method of Calculation: Number respondents said "Yes" to the question divided by the total respondents.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.1.A)

Program Name: Governance Hub Program (GHP)
RESULT 2.1: Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development
Name of Indicator: Number of research conducted and consolidated by CCC related to the development and democratization process.
Level of Indicator: Output
DESCRIPTION
Definition: Number of research related to the development and democratization process CCC conducted and consolidated.
Baseline: 3
Target: 23%
Unit of Measure: Numeric
SOURCE
Component Contribution: CMD, GPP, CAN, and OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: SRI, 2.2.1

Method of Calculation: Total number reaches CCC conducted and/or consolidated.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.1.B)

Program Name: Governance Hub Program (GHP)
RESULT 2.1: Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development
Name of Indicator: Number of users who accessed the CCC research database
Level of Indicator: Output
DESCRIPTION
Definition: Number of users who have accessed the CCC research database.
Baseline: 400
Target: 2,500
Unit of Measure: Numeric
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: CCC research database record

Method of Calculation: Total number visitors accessed the CCC research database.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.2.A)

Program Name: Governance Hub Program (GHP)
RESULT 2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia
Name of Indicator: Number of multi-stakeholder events between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights
Level of Indicator: Output
DESCRIPTION
Definition: Number multi-stakeholder events between government, private sector, and CSOs at sub-national and national levels on a code of principles and plan of action to promote linking of SDGs with human rights organised.
Baseline: Very few
Target: 3
Unit of Measure: Numeric
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: SRI
Method of Calculation: Total number events organised.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.2.B)

Program Name: Governance Hub Program (GHP)
RESULT 2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia
Name of Indicator: Number of joint actions between CSOs and private sector, government at sub-national and national levels to contribute to holistic, equitable, inclusive development
Level of Indicator: Output
DESCRIPTION
Definition: Number joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development implemented.
Baseline: 0
Target: 1
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD & CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)

Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS
Data Collection Method: SRI
Method of Calculation: Total number joint actions implemented.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.2.C)

Program Name: Governance Hub Program (GHP)
RESULT 2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia
Name of Indicator: Number of inputs by CSOs to improve the process and content of the key national laws and policies.
Level of Indicator: Output
DESCRIPTION
Definition: Number inputs CSO raised to improve the content and development process of key national laws and policies.
Baseline: very few
Target: 10
Unit of Measure: Numeric
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: SRI

Method of Calculation: Total number inputs raised by CSOs.

REPORTING

Reporting Period: Annual

For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.3.A)

Program Name: Governance Hub Program (GHP)
RESULT 2.3: Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-national levels
Name of Indicator: Number of events/learning platforms provided on resource mobilization.
Level of Indicator: Output
DESCRIPTION
Definition: Number of events/learning platforms on resource mobilization organised.
Baseline: 0
Target: 5
Unit of Measure: Numeric
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI
Method of Calculation: Total number events/platform organised.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.3.B)

Program Name: Governance Hub Program (GHP)
RESULT 2.3: Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-national levels
Name of Indicator: Number of initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.
Level of Indicator: Output
DESCRIPTION
Definition: Number of initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors CCC organised/coordinated.
Baseline: 0
Target: 5
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD & OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: SRI

Method of Calculation: Sum of the initiatives or mechanism CCC organised/coordinated.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.3.C)

Program Name: Governance Hub Program (GHP)
RESULT 2.3: Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-national levels
Name of Indicator: Number of CSOs received technical support and sub-grants by the Civil Society Fund
Level of Indicator: Output
DESCRIPTION
Definition: Number of CSOs received technical support and sub-grants from the Civil Society Fund
Baseline: 0
Target: 8
Unit of Measure: Numeric
SOURCE
Component Contribution: CDBD & OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI, grant 8-10 NGOs, 2.3.1-2.3.2
Method of Calculation: Sum of the total number NGO and total number CBO.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.4.A)

Program Name: Governance Hub Program (GHP)
RESULT 2.4: Strengthened national and sub-national civil society associations and networks
Name of Indicator: Number of policies/plans and operational means stabilized to sustain long process of building mutual support and unity within civil society
Level of Indicator: Output
DESCRIPTION
Definition: Number of policies/plans and operational means such as coordination structure or secretariat, or joint program, established to sustain long process of building mutual support and unity within civil society.
Baseline: 0
Target: 1
Unit of Measure: Numeric
SOURCE
Component Contribution: CAN
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number means.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP2.4.B)

Program Name: Governance Hub Program (GHP)
RESULT 2.4: Strengthened national and sub-national civil society associations and networks
Name of Indicator: Percentage of NGOs and CBOs that reported improved coordination and effectiveness in their area/level resulted from their engagement with CSO collaboration mechanisms.
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of member NGOs and CBOs improved coordination and effectiveness in their area/level as a result of their engagement with CSO collaboration mechanisms
Baseline: No mechanism of national and sub-national civil society association and networks happened in the past
Target: 60% of CCC members and the target provincial NGO networks
Unit of Measure: Percentage
SOURCE
Component Contribution: CAN & GPP
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.1.A)

Program Name: Governance Hub Program (GHP)
RESULT 3.1: Hosted reliable CSO knowledge and information hub
Name of Indicator: Number of CCC's publication and knowledge management/sharing platforms organised
Level of Indicator: Output
DESCRIPTION
Definition: Number of publication and knowledge management/sharing platforms organized by CCC.
Baseline: 3per annum
Target: 5 learning/sharing platform produced throughout the project
Unit of Measure: Numeric
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: SRI
Method of Calculation: Sum of the number platform organised.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.1.B)

Program Name: Governance Hub Program (GHP)
RESULT 3.1: Hosted reliable CSO knowledge and information hub
Name of Indicator: Number of people accessed to CCC and CSO publications and other information dissemination portals/tools
Level of Indicator: Output
DESCRIPTION
Definition: Number of people visited CCC and CSO publications and other information dissemination portals/tools through CCC's information hub.
Baseline: About 1,500 people have accessed to CCC information hub.
Target: 5,000
Unit of Measure: Numeric
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: CCC research database record

Method of Calculation: Sum of the number people visited.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.1.C)

Program Name: Governance Hub Program (GHP)
RESULT 3.1: Hosted reliable CSO knowledge and information hub
Name of Indicator: Percentage of CSOs that report improved knowledge and skills resulted from the CCC's learning platforms
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of NGO and CBO increased knowledge and skills resulted from the engagement with CCC's learning platforms.
Baseline: 35%
Target: 80%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.2.A)

Program Name: Governance Hub Program (GHP)
RESULT 3.2: Strengthened and increased CCC members
Name of Indicator: Percentage of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform
Level of Indicator: Output
DESCRIPTION
Definition: Percentage of CCC member NGO participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform
Baseline: 47%
Target: 60%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: SRI

Method of Calculation: Number member NGOs participated divided by total number of member NGOs

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.2.B)

Program Name: Governance Hub Program (GHP)
RESULT 3.2: Strengthened and increased CCC members
Name of Indicator: Percentage of CCC members that report improved operations as a result of increased support and services by CCC
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of CCC member NGOs improved the operation through the support and services by CCC.
Baseline: 35%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.2.C)

Program Name: Governance Hub Program (GHP)
RESULT 3.2: Strengthened and increased CCC members
Name of Indicator: Percentage of CCC members increased.
Level of Indicator: Output
DESCRIPTION
Definition: Percentage of CBOs and member NGOs increased organization's capacity and means in social marketing and communicating with the public.
Baseline: 156
Target: 25%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: CCC member database

Method of Calculation: Total number CCC members at the reporting time divided by total number CCC members at the baseline minus 1 (=sum(xxx at reporting/xxx at baseline)-1)

REPORTING

Reporting Period: Annual

For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.3.A)

Program Name: Governance Hub Program (GHP)
RESULT 3.3: Enhanced CSO communication with the public
Name of Indicator: Percentage of CSO leaders/officers who self-report an increase in their organization's capacity and means in social marketing and communicating with the public
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of CBOs and member NGOs increased organization's capacity and means in social marketing and communicating with the public.
Baseline: 30%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.3.B)

Program Name: Governance Hub Program (GHP)
RESULT 3.3: Enhanced CSO communication with the public
Name of Indicator: Percentage of CSOs and CSO networks are implementing social marketing plans
Level of Indicator: Outcome
DESCRIPTION
Definition: Percentage of CBO, NGO and CSO networks that are implementing social marketing plans.
Baseline: 30%
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: GHP survey
Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.3.C)

Program Name: Governance Hub Program (GHP)
RESULT 3.3: Enhanced CSO communication with the public
Name of Indicator: Percentage of communities that report better understanding and appreciation of the roles and contribution of CSOs (using a community-derived satisfaction-approval index)
Level of Indicator: Outcome
DESCRIPTION
Definition: Communities that acknowledge and appreciate the roles and contribution of CSOs to the democratic development in Cambodia (using a community-derived satisfaction-approval index)
Baseline: Unavailable
Target: 50%
Unit of Measure: Percentage
SOURCE
Component Contribution: CMD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)

ANALYSIS

Data Collection Method: GHP survey

Method of Calculation: Sum of the number respondents said "Yes" to the question divided by the total respondents.

REPORTING

Reporting Period: Annual
For Reporting Year (s): 2017 – 2021

Report Type: Narrative six months and annual reports

Reported Data: Monitoring & Evaluation Specialist

Reviewed Data: Head of Program

Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.4.A)

Program Name: Governance Hub Program (GHP)
RESULT 3.4: Strengthened capacity and performance of the CCC secretariat
Name of Indicator: Increase in dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index
Level of Indicator: Outcome
DESCRIPTION
Definition: Level of dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index.
Baseline: CCC holds its third GPP certificate with validity till August 2018
Target: 1
Unit of Measure: Numeric
SOURCE
Component Contribution: OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: CCC/GPP index
Method of Calculation: Score from GPP index at the reporting time divided by score at the baseline minus 1 (=sum(xxx at reporting/xxx at baseline)-1)
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.4.B)

Program Name: Governance Hub Program (GHP)
RESULT 3.4: Strengthened capacity and performance of the CCC secretariat
Name of Indicator: Amount of fund generated by CCC both from donors and self-income generation
Level of Indicator: Output
DESCRIPTION
Definition: Amount of fund generated by CCC from donors and self-income generation.
Baseline: 800,000 USD/year
Target: 4,000,000 (5-year)
Unit of Measure: Numeric
SOURCE
Component Contribution: OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: CCC income statement/record
Method of Calculation: Sum of amount of funded generated from donors and amount of fund from self-income.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

PERFORMANCE INDICATOR REFERENCE SHEET (INDICATOR_OP3.4.C)

Program Name: Governance Hub Program (GHP)
RESULT 3.4: Strengthened capacity and performance of the CCC secretariat
Name of Indicator: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations
Level of Indicator: Outcome
DESCRIPTION
Definition: Level of CCC's compliancy with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.
Baseline: Fully complied
Target: Complied
Unit of Measure: Numeric
SOURCE
Component Contribution: OOD
Indicator Reference: Formulated by GHP consultant (custom indicator)
Location of Data Storage: System for Results & Impact (SRI)
ANALYSIS

Data Collection Method: GHP survey
Method of Calculation: Sum of the number of respondents rated at fully and partially divided by the sum of the number of poorly and not at all.
REPORTING
Reporting Period: Annual For Reporting Year (s): 2017 – 2021
Report Type: Narrative six months and annual reports
Reported Data: Monitoring & Evaluation Specialist
Reviewed Data: Head of Program
Approved Data: Executive Director

Table 7: Performance Indicator Reference Sheet

ANNEX

Annex 1: GHP Indicator Questionnaires

Question	Mem	Non-men	NGO Net	CBO	DP	Govt	CCC Team	CCC Excom
General Information								
Q1. Questionnaire ID:.....	✓	✓	✓	✓	✓	✓	✓	✓
Q2. Province/City:.....	✓	✓	✓	✓	✓	✓	✓	✓
Q3. Organization Name:.....	✓	✓	✓	✓	✓	✓	✓	✓
Q4. Respondent Position:.....	✓	✓	✓	✓	✓	✓	✓	✓
Indicator G1: Increased the integration of CSOs inputs in the four key national policies: D&D, ISAF, NSDP and CSDGs								
Q_G1_1. What is the level of the integration of inputs from CSOs into the four key national policies: D&D, ISAF, NSDP and CSDGs? 1. <20% 2. >20%	✓	✓			✓	✓		✓
Q_G1_2.Why?.....	✓	✓			✓	✓		✓
Indicator SO1.1: At least 50% of NGO Applicant engaged in GPP Certification System perform their organization in related to GPP Standards								

<p>Q_SO1.1_1. Has your organization increase performance through engaged in GPP Certification System?</p> <p>1. Functioning of the board and management</p> <p>2. Strong financial management</p> <p>3. Increased funds/funding partners</p> <p>4. Appreciation and satisfaction of the stakeholders</p> <p>5. Not at all</p> <p>6. Other</p>	√	√					
<p>Q_SO1.1_2.Why?.....</p> <p>.....</p>	√	√					
<p>Indicator SO1.2: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice</p>							
<p>Q_SO1.2_1. Has your organisation intergrated lessons gained from capacity development, learning exchange platform, and innovative practice?</p> <p>1. Yes</p> <p>2. No</p>	√			√			
<p>Q_SO1.2_2.Why?.....</p> <p>.....</p>	√			√			
<p>Indicator OP1.1.B: Percentage of the NGO Exective Directors that include the organizational capacities in their self-report, by at least 75% of the GPP index/standards</p>							
<p>Q_OP1.1.B. Has ED of your organisation included the organisational capacity in her/his self-report?</p>	√						

<p>Q_OP1.3.B_1. Does your organization have changeoriented plans?</p> <p>1. Yes 2. No</p>	√						
<p>Q_OP1.3.B_2. Why?.....</p> <p>.....</p>	√						
<p>Q_OP1.3.B_3. Does your organization have monitoringreporting?</p> <p>1. Yes 2. No</p>	√						
<p>Q_OP1.3.B_4. Why?.....</p> <p>.....</p>	√						
<p>Indicator OP1.3.C: Percentage of NGOs using CPPB tools when engaging with various stakeholders</p>							
<p>Q_OP1.3.C_1. Has your organisation used CPPB tools when engaging with various stakeholders?</p> <p>1. Yes 2. No</p>	√						
<p>Q_OP1.3.C_2. Why?.....</p> <p>.....</p>	√						
<p>Indicator OP1.4.C: Number of CBOs using CBO guidelines to strengthen governance and operations</p>							
<p>Q_OP1.4.C_1. Has your CBO used CBO guidelines to strengthen governance and operations?</p>						√	

Indicator SO2.3: At least 55% of NGOs and CBOs received active supports from Civil Society Foundation/Fund has formulated a strategy to diversity incomes to support their operations and programs.						
Q_SO2.3_1. Has your organisation/CBO formulated a strategy to diversity incomes to support its operations and programs with the supports from Civil Society Foundation/Fund?	✓	✓	✓	✓	✓	
1. Yes						
2. No						
Q_SO2.3_2. Why?.....	✓	✓	✓	✓	✓	
Indicator OP2.4.B: Percentage of NGOs and CBOs that reported improved coordination and effectiveness in their area/level resulted from their engagement with CSO collaboration mechanisms						
Q_OP2.4.B_1. Has your organisation/CBO improved coordination and effectiveness as the result of its engagement with CSO collaboration mechanisms?	✓	✓	✓	✓	✓	
1. Yes						
2. No						
Q_OP2.4.B_2. Why?.....	✓	✓	✓	✓	✓	
Indicator SO3.2: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period						
Q_SO3.2_1. Do you agree that CCC has maintained its internal management quality throughout the program period?						✓

communicating with the public?										
1. Yes										
2. No										
Q_OP3.3.A_2.Why?.....	√					√				
Indicator OP3.3.B: Percentage of CSOs and CSO networks are implementing social marketing plans										
Q_OP3.3.B_1. Is your CBO, organisation, CSO networks implementing social marketing plans?	√					√				
1. Yes										
2. No										
Q_OP3.3.B_2.Why?.....	√					√				
Indicator OP3.3.C: Percentage of communities that report better understanding and appreciation of the roles and contribution of CSOs (using a community-derived satisfaction-approval index)										
Q_OP3.3.C_1. Has your community increased understanding and appreciation of the roles and contribution of CSOs?										
1. Yes										
2. No										
Q_OP3.3.C_2.Why?.....										
Indicator OP3.4.C: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations										

<p>Q_OP3.4.C_1. To what extent has CCC operation complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations? Option: Fully, Partially, Poorly, Not at all.</p> <p>1. Fully 2. Partially 3. Poorly 4. Not at all</p>							✓	✓
<p>Q_OP3.4.C_2.Why?..... </p>							✓	✓

Vision:

Sustainable development for Cambodia.

Mission:

As a membership based organization, CCC works in inclusive partnership for good governance, enabling environment and sustainability of civil society organizations in Cambodia.

Goal:

A strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

Values:

- Integrity
- Responsiveness
- Cooperation
- Quality
- Inclusiveness

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