



OPERATIONAL PLAN 2022

**Partnerships for Sustainable and
Democratic Development in Cambodia**

OPERATIONAL PLAN

Governance Hub Program (GHP 2022)

Cooperation Committee for Cambodia (CCC)

03 January 2022

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FOREWORD

Serving its members since 1990, Cooperation Committee for Cambodia (CCC) is considered as the longest and largest membership-based organization for NGOs in Cambodia. Responding to the need of members, the Governance Hub Program (GHP) has been developed and implemented to tackle the civic engagement for resolve development challenges.

We would like to introduce its Operational Plan 2022 based on Governance Hub Program (GHP) 2021-2023 and our strategy plan Vision 2030.

This Operational Plan 2022 highlights the key interventions and detail activities aiming at addressing issues related to the enabling environment for CSOs and functionality of CSO Resource Hub at the national and sub-national levels. The specific outcomes are clustered into four main areas: empower CSOs with enhanced capacity and representation, enhance enabling environment and democratic space for CSOs, make resource supportive to CSOs, and CCC to become a sustainable CSO Resource Hub.

To deliver this plan, CCC has committed a budget of USD 1,578,112, and equipped with capable 34 staff members, in partnership with 120 members of technical working groups who volunteer to contribute their time and expertise to this Governance Hub Program.

CCC continues to play three roles as the Governance Champion, Coordinator and Advocate. Team will stay responsive and open to welcome any constructive feedbacks from relevant stakeholders including members, partners, and government counterparts.

On the behalf of members, the Executive Committee (ExCom), and staff of CCC, we would like to extend our appreciation to the supports and collaboration from all stakeholders and we believe that this committed partnership will enable us to realize the inclusive and sustainable development in Cambodia.

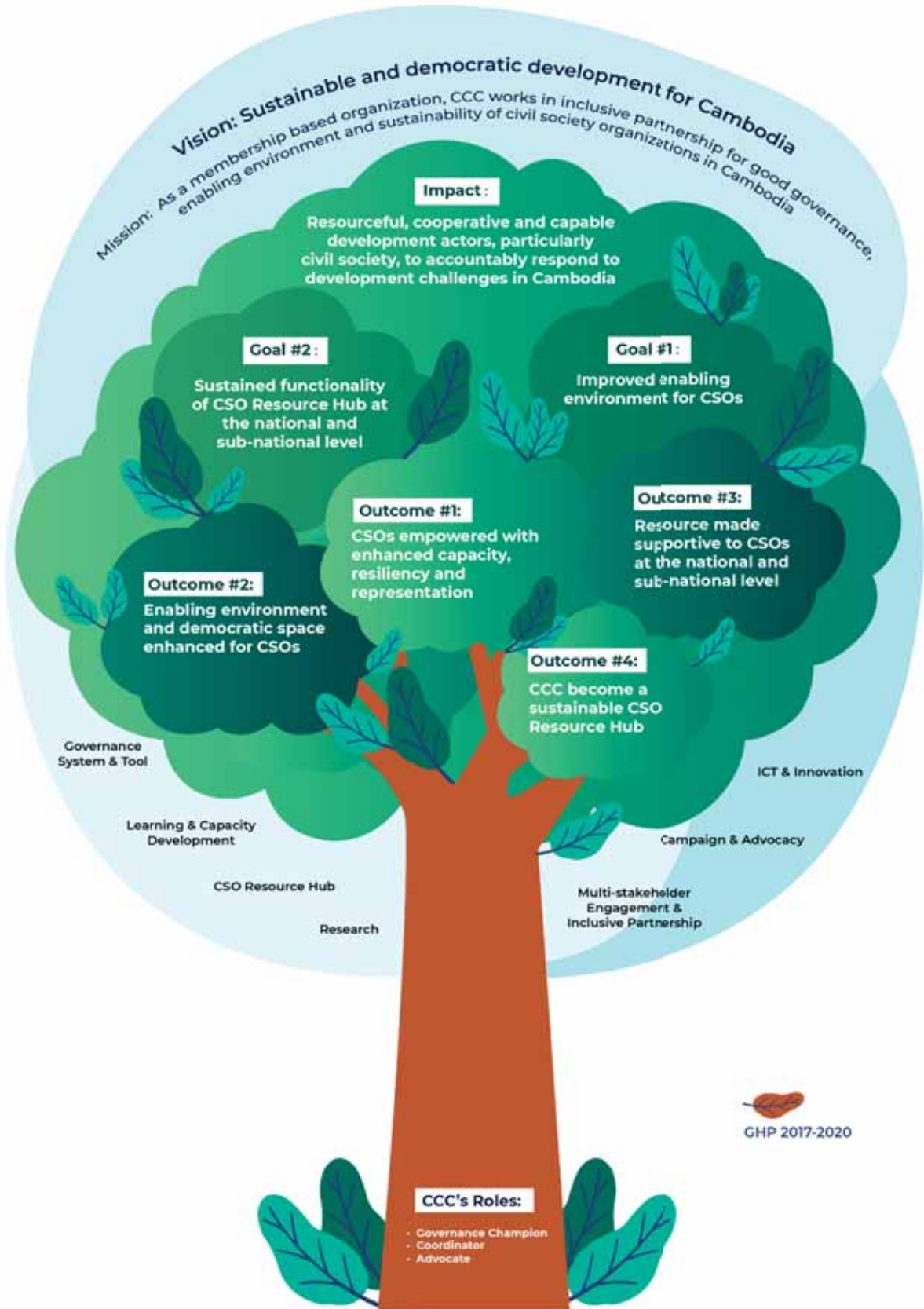
03 January 2022



Hong Reaksmey
Chair of the Executive Committee (ExCom)



Sin Putheary
Executive Director, CCC



Governance Hub Program Tree

List of Acronyms

ACU	Anti-Corruption Unit
CBO	Community Based Organization
CBD	Communication and Business Development
CCC	Cooperation Committee for Cambodia
CDC	Council for the Development of Cambodia
CSAF	Civil Society Alliance Forum
CSF	Civil Society Fund
CSDGs	Cambodia Sustainable Development Goals
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DCA	Dan Church Aid
DCPS	Development Cooperation and Partnership Strategy
D&D	Decentralization & Deconcentration
DNH	Do No Harm
DP	Development Partner
ER	Expected Result
EU	European Union
EXCOM	Executive Committee
GDT	General Department of Taxation
GHP	Governance Hub Program
GPP	Governance and Professional Practices
ICT	Information Communication and Technology
IFP	International Forum of National NGO Platform
ISAF	Implementation of Social Accountability Framework
IP	Implementation Plan
JICA	Japan International Cooperation Agency
KOICA	Korea International Cooperation Agency
LANGO	Law on Associations and Non-Governmental Organizations
LDC	Least Developed Country
M&E	Monitoring & Evaluation
MoFA	Ministry of Foreign Affairs and International Cooperation

MoEF	Ministry of Economy and Finance
Mol	Ministry of Interior
MoLVT	Ministry of Labour and Vocational Training
MoP	Ministry of Planning
MT	Management Team
MoU	Memorandum of Understanding
NAC	National Accounting Council
NCCC	National Code Compliance Committee
NCDD	National Committee on Decentralization and Deconcentration
NGO	Non-Governmental Organization
NPA	Norwegian People's Aid
NRM	Natural Resource Management
NSDP	National Strategic Development Plan
NSSF	National Social Security Fund
OMD	Operation and Member Development
PLA	Policy, Legal and Advocacy
PNGO	Provincial NGO
RBA	Right Based Approach
SDGs	Sustainable Development Goals
SMT	Senior Management Team
SME	Small Medium Enterprise
SO	Specific Objective
SRI	System for Result and Impact
TWG	Technical Working Group
UNDP	United Nation Development Programme
UNV	United Nations Volunteers
USAID	United State Agency for International Development

I. Overview of GHP 2021-2023

The Cooperation Committee for Cambodia (CCC) was established in 1990, and is registered with the Ministry of Interior. With its 30 years of operation in Cambodia, this is considered as the longest established and largest membership based organization for NGOs in the country. By the end of 2021, members of CCC rose up to 180 NGOs, combining of both domestic and foreign bodies whose operation cover diverse development sectors in Cambodia. CCC has also established official collaboration agreement with 15 provincial NGO networks, from different geographical representation. Additionally, CCC has extended its coalition with a number of civil society platforms, at both national and international levels.

CCC adopts program based approach to pack all of its interventions in addressing the needs of its members, its beneficiaries as well as in responding to the overall emerging development challenges. Governance Hub Program (GHP) is the single and unique program of CCC that is designed and implemented since 2011 to enable the organization reaches its goal.

A Theory of Change (GHP ToC 2021-2030) or Vision 2030 of CCC and the fourth phase Governance Hub Program (GHP 2021-2023) have been produced from the output of the mid-term review on the third phase GHP (2017-2021) and consultations with multiple sources. According to the Vision 2030, CCC is currently implementing its fourth phase Governance Hub Program (GHP 2021-2023) following the strategic elements:

Vision:

Sustainable and democratic development in 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.

Impact:

Resourceful, cooperative and capable development actors, particularly civil society, to accountably respond to development challenges in Cambodia.

Goals:

- Improved enabling environment for CSOs
- Sustained functionality of CSO Resource Hub at the national and sub-national levels

Outcomes:

- CSOs empowered with enhanced capacity, resiliency and representation
- Enabling environment and democratic space enhanced for CSOs
- Resource made supportive to CSOs at the national and sub-national levels
- CCC become a sustainable CSO Resource Hub

Values:

- Integrity
- Responsiveness
- Quality
- Cooperation and
- Inclusiveness

Roles:

- Governance Champion
- Coordinator
- Advocate

To make its long term roadmap more realistic and measurable, a three-year strategic plan (GHP 2021-2023) has been developed alongside the 10-year ToC of the organization. Proposed interventions for the next three years and their intervention logics are presented as below:

<p>Impact: Resourceful, cooperative and capable development actors, particularly civil society, to accountably respond to development challenges in Cambodia.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Improved enabling environment for CSOs • Sustainability and functionality of CSO Resource Hub attained at the national and sub national level <p>Program Outcomes:</p> <ul style="list-style-type: none"> • CSOs empowered with enhanced capacity, resiliency and representation • Enabling environment and democratic space enhanced for CSOs • Resource made supportive to CSOs at the national and sub-national levels • CCC become a sustainable CSO Resource Hub 		
Specific Objectives	Expected Results	Main Activities
<p>SO1: CSOs empowered with enhanced capacity, resiliency and representation</p>	<p>ER1.1: NGOs enhanced their system and practice through the engagement with NGO Governance and Professional Practice (GPP)</p>	<p>1.1.1. Promote new GPP standard and modality;</p> <p>1.1.2. Facilitate the formation and implementation of GPP community of practice;</p> <p>1.1.3. Conduct assessment of applicant NGOs toward GPP capacity development;</p> <p>1.1.4. Conduct capacity development to applicant NGOs;</p> <p>1.1.5. Conduct assessment of applicant NGOs toward GPP certificates;</p> <p>1.1.6. Conduct NCCC meeting to make final evaluation on the assessment results;</p> <p>1.1.7. Celebrate GPP Awarding Ceremony;</p> <p>1.1.8. Conduct compliance monitoring to certified NGOs and reinforce complaint mechanism;</p>

		<p>1.1.9. Maintain GPP online database and manage the statistics and analysis for performance;</p> <p>1.1.10. Implement Global Standard for CSO Accountability;</p>
	<p>ER1.2: Knowledge and skills for CSOs improved through the capacity development package of CCC</p>	<p>1.2.1. Convene WG meeting (HR, Finance, M&E, ICT and DNH);</p> <p>1.2.2. Conduct Learning Forum (HR, Finance, M&E, ICT, local fundraising, and DNH);</p> <p>1.2.3. Conduct HID training series;</p> <p>1.2.4. Conduct DNH training series;</p> <p>1.2.5. Conduct Annual WG reflection;</p> <p>1.2.6. Update the practical guideline (HR, Finance, M&E, Social media, and DNH).</p>
	<p>ER1.3: Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub</p>	<p>1.3.1. Formalize relationship (MoU) with the provincial NGO networks and strengthen their database;</p> <p>1.3.2. Provide/facilitate the capacity development to provincial NGO networks on organizational development, resource mobilization, advocacy and other priorities (based on their capacity assessment results);</p> <p>1.3.3. Support provincial NGO networks to inclusively engage in the sub-national partnership dialogue with local authorities and to collectively voice their concerns to national level;</p> <p>1.3.4. Facilitate to have small grants and diversification of resources for provincial NGO networks and their members to respond to their target community needs;</p>
	<p>ER1.4: CBOs enhanced their capacity for resiliency and sustainability based on strategic framework (e.g.2020-2024).</p>	<p>1.4.1. Facilitate capacity development on good governance, Community Holistic Development approach (NRM, Livelihood, Agriculture and SMEs) and resiliency and sustainability framework;</p> <p>1.4.2. Activate multi-stakeholder initiatives with regards to business development for CBOs;</p> <p>1.4.3. Promote CBOs networking and collective advocacy;</p> <p>1.4.4. Promote synergies between regional CBO networks and the central CBO Hub;</p> <p>1.4.5. Strengthen the capacity of regional CBOs networks with focus on their internal</p>

		regulation, annual work plan, budget and membership;
SO2: Enabling environment and democratic space enhanced for CSOs	ER2.1: CSOs facilitated to have collective advocacy on legal framework compliances and reforms	<p>2.1.1. Conduct various research studies related to the enabling environment of civil society in Cambodia;</p> <p>2.1.2. Facilitate development and implementation of strategies for CSOs to address significant gaps related to the enabling environment;</p> <p>2.1.3. Facilitate CSOs to have better compliance with legal frameworks such as LANGO, Taxation, Accounting and Auditing Law, Cyber Law, and other related issues;</p> <p>2.1.4. Facilitate CSOs to monitor and document the implementation of legal frameworks such as LANGO, Taxation, Cyber Law, Accounting and Auditing Law, and many other related;</p> <p>2.1.5. Promote collective efforts among CSOs, government, development partners to reform the key legal frameworks;</p>
	ER2.2: CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies	<p>2.2.1. Facilitate, participate, and monitor the implementation of Development Cooperation Partnership Strategies (DCPS 2019-2023), especially strengthening the Technical Working Groups (TWGs) platforms, and Government-CSOs Partnership Forum at both national and sub-national levels;</p> <p>2.2.2. Facilitate to disseminate and capacitate CSOs on key national and sub-national policies (e.g. CSDGs, NSDP, IP3-D&D, and ISAF) so that they can inform their program development and implementation;</p> <p>2.2.3. Facilitate to have collective inputs from CSOs to advocate and reform the key national and sub-national policies.</p>
	ER2.3: CSOs enabled to implement, monitor and influence SDGs and CSDGs process	<p>2.3.1. Conduct awareness raising and public sensitization initiatives on SDGs with young people, civil servants, private sectors, and the public;</p> <p>2.3.2. Facilitate to have capacity development and collective efforts among CSOs to align SDGs agenda into their program and to have joint resource mobilization;</p> <p>2.3.3. Coordinate CSOs for the implementation and monitoring of SDGs and CSDGs;</p>

		<p>2.3.4. Facilitate the implementation of SDGs Youth Ambassador initiatives;</p> <p>2.3.5. Promote the engagement of CCC in the global and regional networks with alignment to SDGs.</p>
<p>SO3: Resource made supportive to CSOs at the national and sub-national levels</p>	<p>ER3.1: Financial resources mobilized and used in accordance to the agenda of Civil Society Fund</p>	<p>3.1.1. Facilitate and manage Civil Society Fund (CSF) for CSOs in Cambodia, e.g.: provide sub-grants to small and grassroots organizations to support their initiatives;</p> <p>3.1.2. Provide capacity building on financial resilience to small and grassroots organizations;</p> <p>3.1.3. Advocate for national budget allocation for CSOs;</p> <p>3.1.4. Mobilize DP, Private sector and local philanthropy for the establishment of CSO Trust Fund;</p> <p>3.1.5. Facilitate CSOs to have knowledge and capacity on CSR and RBC.</p>
	<p>ER3.2: Technical and human resources mobilized and facilitated to serve CSO demands</p>	<p>3.2.1. Facilitate/establish CSO working group(s) by expertise (e.g. organizational development, program management, monitoring and evaluation, resource mobilization, business development, App. development, etc.);</p> <p>3.2.2. Create pool of resources within CCC where key staff members provide service with professionalism and expertise;</p> <p>3.2.3. Facilitate reference services for CSOs which are not under expertise of CCC Resource Hub and CSO working group(s).</p>
	<p>ER3.3: Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands</p>	<p>3.3.1. Develop resource mapping by sector, region and donors and share with CCC members, NGO networks and CBOs;</p> <p>3.3.2. Develop and maintain CSO Database (CCC members, PNGOs, and CBOs...);</p> <p>3.3.3. Promote visibilities of CSOs (CCC members, PNGOs, and CBOs) to public via social media platforms, CCC websites and newsletters;</p> <p>3.3.4. Promote ICT innovative packages in response to the needs of CSOs.</p>

	ER3.4: Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia	<p>3.4.1. Promote multi-stakeholder partnership guidelines to different actors;</p> <p>3.4.2. Pilot the multi-stakeholder partnership guidelines in selected districts;</p> <p>3.4.3. Document and disseminate the best practices on multi-stakeholder partnership to other districts.</p>
SO4: CCC become a Sustainable CSO Resource Hub	ER4.1: Quantity and quality of CCC membership improved	<p>4.1.1. Update and promote the benefits and uniqueness of CCC membership;</p> <p>4.1.2. Conduct CCC member satisfaction survey;</p> <p>4.1.3. Conduct members visit and expansion;</p> <p>4.1.4. Promote joint efforts/complementarity among CCC members;</p> <p>4.1.5. Conduct meetings (including Annual General Meeting) with members.</p>
	ER4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub secretariat	<p>4.2.1. Regularly review and update CCC governance policies and structure to meet the need of its members and development trends;</p> <p>4.2.2. Diversify and manage income generation/revenue streams through membership fee, social enterprises and other services;</p> <p>4.2.3. Provide ongoing staff capacity development including staff reflection and retreat;</p> <p>4.2.4. Conduct staff meetings, MT meetings, ExCom meeting, donor meeting etc.;</p> <p>4.2.5. Update M&E system and conduct M&E activities and produce six month and annual progress reports;</p> <p>4.2.6. Conduct program/project review and evaluation;</p> <p>4.2.7. Conduct project and global financial audits.</p>

To achieve all elements in this three-year strategic plan, both at the organization and program level, CCC will employ three important roles, and seven program strategies.

Three Roles:

- **Governance Champion:** Bringing and sharing the unique knowledge, experience, expertise, systems and tools in strengthening institutional governance, transparency and accountability for the civil society sector in Cambodia.
- **Coordinator:** Bridging the gaps within and among the development stakeholders (particularly civil society, government, development partners, private sector) in terms of capacity development and inclusive partnership. As the largest membership based organization for NGOs in Cambodia, CCC has already taken parts in some partnership mechanisms with various stakeholders. CCC role is to facilitate to have better environment for effective development cooperation among all development actors. Furthermore, CCC will strengthen synergies within civil society, particularly by sharpening collective efforts among CSOs umbrella/networks/coalitions at all levels.
- **Advocate:** Demanding enabling environment for civil society who is one of the key players for sustainable development. CCC will play a vital role to strategically advocate for the betterness of civil society enabling environment elements including legal framework, financial sustainability, multi-stakeholder collaboration, and inclusive partnership.

Seven Program Strategies:

1. **Governance system and tools:** the new GHP version has been implemented since mid of 2021. This certification system has already integrated the best practices from the other well-known best practices standards for CSOs (including the Global Reference Standards) from all around the world. The new GPP system will compose two different levels of deliverables (Award and Certification).
2. **Learning and capacity development:** there will range of capacity development services to be counted throughout this approach including: the learning forum, practical training course on Holistic Institutional Development (HID), training workshop on resource mobilization, training workshop on legal compliance, training workshop on mobilizing supports, training workshop on video production, training workshop for CBOs etc. Those capacity development sessions will employ innovative interaction modality that the resource person and participants can stay engaged during the follow up period.
3. **CSO Resource Hub:** CCC will calibrate its function to be the CSO Resource Hub at the national level. Three important resource pillars will be equipped into those functions including financial resource, technical and human resource, and information resource. Civil Society Fund (CSF) plays a critical role in mobilizing financial resources, making small grant to CSOs in needs, and providing capacity development on financial sustainability.
4. **Research:** to inform advocacy and other decision making, a number of research will be conducted to generate realistic and appropriate information. Some routine researches to be conducted by CCC including the Enabling environment for CSOs in Cambodia; Member satisfaction survey; Salary and benefits for CSOs in Cambodia; Stakeholder mapping for CSOs in Cambodia etc. Findings from these research studies will be used to develop strategies for CSOs to act in common and to obtain collective interests.
5. **Multi-stakeholder engagement and inclusive partnership:** the program will promote effective development cooperation and ensure inclusive space for all stakeholders. The principle of “Leave No-one Behind” of the SDGs will be enforced at all times. From this, the multi-stakeholder partnership agenda will be developed and activated at all levels. CCC will

push all existing mechanisms such as the Technical Working Group (TWGs), Development Cooperation and Partnership Strategies (DCPS), Implementation of Social Accountability Framework (ISAF), Corporate Social Responsibility (CSR), SDGs Youth Ambassador, government-CSO partnership dialogues into function.

6. **Campaign and advocacy:** the program will facilitate some advocacy/campaigns related to the enabling environment for CSOs in Cambodia and other campaigns based on the framework of Sustainable Development Goals (SDGs). An evidence based “light touch” and professional advocacy approach will be used and encouraged to promote the attainment of these advocacy objectives. Human rights based advocacy will be used in combination with other strategies, such as media campaign, public forums, public debates, meeting, social media...etc.
7. **ICT and innovation:** information resource hub will be treated as one element of the CSO resource hub, that will become the complete function of CCC. CCC will use ICT as a key approach to ensure that contents and process of the program are well managed and delivered effectively. A number of innovative products/services will be developed and managed by CCC including CSO database, research database, video documentation, knowledge management system, online learning, online advocacy, and other virtual platforms.

The benefits of CCC works will cover all provinces and municipalities but the primary target provinces will be given to 20 provinces and municipality including Kratie, Stung Treng, Rattanakiri, Monduliri, Prey Veng, Svay Rieng, Kampong Thom, Siem Reap, Kampot, Sihanouk Ville, Kampong Chhnang, Pursat, Battambang, Takeo, Kampong Cham, Banteay Meanchey, Preah Vihear, Oddar Meanchey, Koh Kong, and Phnom Penh.

The three-year GHP (2021-2023) identifies their beneficiaries at two levels: primary beneficiary and secondary beneficiary. Interventions through this program will be made possible for both types of beneficiaries to participate and derive benefits from its interventions. Target beneficiaries of the three-year GHP include NGO members of CCC and their staff, provincial NGO networks and their members and staff, Community based Organizations and their staff, small grantees, NGOs engaged in GPP certification system, SDGs youths, relevant government institutions, relevant DPs, relevant private sector, local authorities, communities, and the general public. It is important to note that interventions of this program will generate benefits for both the institutions and individual persons.

Diverse resources are required to ensure effective and efficient implementation of this three-year strategic plan, especially after the implementation of the first-year operational plan in 2021. In terms of human resource, 34 staff are needed to perform different roles and responsibilities under the operational plan 2022. CCC has made some rearrangement to its organizational structure and that will be implemented from 01 January 2022. Additionally, the human resources required for this project will also include the voluntary contribution from 120 experts/practitioners who serve different working groups that are facilitated by CCC. In terms of financial resources, a total budget of US\$1,578,112 is required to ensure the implementation of the operational plan in 2022.

II. Key Focuses of the Governance Hub Program 2022

A. Program Intervention Logic

The Theory of Change (ToC) for the Governance Hub Program (GHP) is developed through an inclusive consultation process with key stakeholders including CCC members, CCC Executive Committee, CCC staff, CCC funding partners, and others. Priorities for CCC to be taken in 2022 have been put for inclusive consultations with its stakeholders, including staff, ExCom, funding partners and CCC members. For this year, the Governance Hub Program proposes the following intervention logics:

Impact: Resourceful, cooperative and capable development actors, particularly civil society, to accountably respond to development challenges in Cambodia.

Goals:

- Improved enabling environment for CSOs
- Sustainability and functionality of CSO Resource Hub attained at the national and sub national level

Program Outcomes:

- CSOs empowered with enhanced capacity, resiliency and representation
- Enabling environment and democratic space enhanced for CSOs
- Resource made supportive to CSOs at the national and sub-national levels
- CCC become a sustainable CSO Resource Hub

Specific Objectives	Expected Results	Main Activities
SO1: CSOs empowered with enhanced capacity, resiliency and representation	ER1.1: NGOs enhanced their system and practice through the engagement with NGO Governance and Professional Practice (GPP)	1.1.1. Promote new GPP standard and modality; 1.1.2. Facilitate the formation and implementation of GPP community of practice; 1.1.3. Conduct assessment of applicant NGOs toward GPP capacity development; 1.1.4. Conduct capacity development to applicant NGOs; 1.1.5. Conduct assessment of applicant NGOs toward GPP certificates; 1.1.6. Conduct NCCC meeting to make final evaluation on the assessment results; 1.1.7. Celebrate GPP Awarding Ceremony;

		<p>1.1.8. Conduct compliance monitoring to certified NGOs and reinforce complaint mechanism;</p> <p>1.1.9. Maintain GPP online database and manage the statistics and analysis for performance;</p> <p>1.1.10. Implement Global Standard for CSO Accountability;</p>
	<p>ER1.2: Knowledge and skills for CSOs improved through the capacity development package of CCC</p>	<p>1.2.1. Convene WG meeting (HR, Finance, M&E, ICT and DNH);</p> <p>1.2.2. Conduct Learning Forum (HR, Finance, M&E, ICT, local fundraising, and DNH);</p> <p>1.2.3. Conduct HID training series;</p> <p>1.2.4. Conduct DNH training series;</p> <p>1.2.5. Conduct Annual WG reflection;</p> <p>1.2.6. Update the practical guideline (HR, Finance, M&E, Social media, and DNH).</p>
	<p>ER1.3: Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub</p>	<p>1.3.1. Formalize relationship (MoU) with the provincial NGO networks and strengthen their database;</p> <p>1.3.2. Provide/facilitate the capacity development to provincial NGO networks on organizational development, resource mobilization, advocacy and other priorities (based on their capacity assessment results);</p> <p>1.3.3. Support provincial NGO networks to inclusively engage in the sub-national partnership dialogue with local authorities and to collectively voice their concerns to national level;</p> <p>1.3.4. Facilitate to have small grants and diversification of resources for provincial NGO networks and their members to respond to their target community needs;</p>
	<p>ER1.4: CBOs enhanced their capacity for resiliency and sustainability based on strategic framework (e.g.2020-2024).</p>	<p>1.4.1. Facilitate capacity development on good governance, Community Holistic Development approach (NRM, Livelihood, Agriculture and SMEs) and resiliency and sustainability framework;</p> <p>1.4.2. Activate multi-stakeholder initiatives with regards to business development for CBOs;</p> <p>1.4.3. Promote CBOs networking and collective advocacy;</p>

		<p>1.4.4. Promote synergies between regional CBO networks and the central CBO Hub;</p> <p>1.4.5. Strengthen the capacity of regional CBOs networks with focus on their internal regulation, annual work plan, budget and membership;</p>
<p>SO2: Enabling environment and democratic space enhanced for CSOs</p>	<p>ER2.1: CSOs facilitated to have collective advocacy on legal framework compliances and reforms</p>	<p>2.1.1. Conduct various research studies related to the enabling environment of civil society in Cambodia;</p> <p>2.1.2. Facilitate development and implementation of strategies for CSOs to address significant gaps related to the enabling environment;</p> <p>2.1.3. Facilitate CSOs to have better compliance with legal frameworks such as LANGO, Taxation, Accounting and Auditing Law, Cyber Law, and other related issues;</p> <p>2.1.4. Facilitate CSOs to monitor and document the implementation of legal frameworks such as LANGO, Taxation, Cyber Law, Accounting and Auditing Law, and many other related;</p> <p>2.1.5. Promote collective efforts among CSOs, government, development partners to reform the key legal frameworks;</p>
	<p>ER2.2: CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies</p>	<p>2.2.1. Facilitate, participate, and monitor the implementation of Development Cooperation Partnership Strategies (DCPS 2019-2023), especially strengthening the Technical Working Groups (TWGs) platforms, and Government-CSOs Partnership Forum at both national and sub-national levels;</p> <p>2.2.2. Facilitate to disseminate and capacitate CSOs on key national and sub-national policies (e.g. CSDGs, NSDP, IP3-D&D, and ISAF) so that they can inform their program development and implementation;</p> <p>2.2.3. Facilitate to have collective inputs from CSOs to advocate and reform the key national and sub-national policies.</p>
	<p>ER2.3: CSOs enabled to implement, monitor and influence SDGs and CSDGs process</p>	<p>2.3.1. Conduct awareness raising and public sensitization initiatives on SDGs with young people, civil servants, private sectors, and the public;</p> <p>2.3.2. Facilitate to have capacity development and collective efforts among CSOs to</p>

		<p>align SDGs agenda into their program and to have joint resource mobilization;</p> <p>2.3.1. Coordinate CSOs for the implementation and monitoring of SDGs and CSDGs;</p> <p>2.3.2. Facilitate the implementation of SDGs Youth Ambassador initiatives;</p> <p>2.3.3. Promote the engagement of CCC in the global and regional networks with alignment to SDGs.</p>
<p>SO3: Resource made supportive to CSOs at the national and sub-national levels</p>	<p>ER3.1: Financial resources mobilized and used in accordance to the agenda of Civil Society Fund</p>	<p>3.1.1. Facilitate and manage Civil Society Fund (CSF) for CSOs in Cambodia, e.g.: provide sub-grants to small and grassroots organizations to support their initiatives;</p> <p>3.1.2. Provide capacity building on financial resilience to small and grassroots organizations;</p> <p>3.1.3. Advocate for national budget allocation for CSOs;</p> <p>3.1.4. Mobilize DP, Private sector and local philanthropy for the establishment of CSO Trust Fund;</p> <p>3.1.5. Facilitate CSOs to have knowledge and capacity on CSR and RBC.</p>
	<p>ER3.2: Technical and human resources mobilized and facilitated to serve CSO demands</p>	<p>3.2.1. Facilitate/establish CSO working group(s) by expertise (e.g. organizational development, program management, monitoring and evaluation, resource mobilization, business development, App development, etc.);</p> <p>3.2.2. Create pool of resources within CCC where key staff members provide service with professionalism and expertise;</p> <p>3.2.3. Facilitate reference services for CSOs which are not under expertise of CCC Resource Hub and CSO working group(s).</p>
	<p>ER3.3: Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands</p>	<p>3.3.1. Develop resource mapping by sector, region and donors and share with CCC members, NGO networks and CBOs;</p> <p>3.3.2. Develop and maintain CSO Database (CCC members, PNGOs, and CBOs...);</p> <p>3.3.3. Promote visibilities of CSOs (CCC members, PNGOs, and CBOs) to public via social media platforms, CCC websites and newsletters;</p>

		3.3.4. Promote ICT innovative packages in response to the needs of CSOs.
	ER3.4: Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia	3.4.1. Promote multi-stakeholder partnership guidelines to different actors; 3.4.2. Pilot the multi-stakeholder partnership guidelines in selected districts; 3.4.3. Document and disseminate the best practices on multi-stakeholder partnership to other districts.
SO4: CCC become a Sustainable CSO Resource Hub	ER4.1: Quantity and quality of CCC membership improved	4.1.1. Update and promote the benefits and uniqueness of CCC membership; 4.1.2. Conduct CCC member satisfaction survey; 4.1.3. Conduct members visit and expansion; 4.1.4. Promote joint efforts/complementarity among CCC members; 4.1.5. Conduct meetings (including Annual General Meeting) with members.
	ER4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub secretariat	4.2.1. Regularly review and update CCC governance policies and structure to meet the need of its members and development trends; 4.2.2. Diversify and manage income generation/revenue streams through membership fee, social enterprises and other services; 4.2.3. Provide ongoing staff capacity development including staff reflection and retreat; 4.2.4. Conduct staff meetings, MT meetings, ExCom meeting, donor meeting etc.; 4.2.5. Update M&E system and conduct M&E activities and produce six month and annual progress reports; 4.2.6. Conduct program/project review and evaluation; 4.2.7. Conduct project and global financial audits.

Table 1: Proposed Interventions of the GHP 2022

B. Program Approaches and Strategies

The GHP employs seven approaches/strategies in order to address the problems described earlier. The seven approaches have been categorized to thoroughly cover those significant problems including problems related to the capacity and representation of CSOs, problems related to the enabling environment and civic space for CSOs; and problems related to the resources for CSOs in Cambodia. These seven approaches are also mapped out to ease the implementation of program's Theory of Change. These approaches /strategies are:

1. **Governance system and tools:** the new modality GPP has been implemented since mid of 2021. This certification system has already integrated the best practices from the other well-known best practices standards for CSOs (including the Global Reference Standards) from all around the world. The new GPP system will compose two different levels of deliverables (Award and Certification).
2. **Learning and capacity development:** there will range of capacity development services to be counted throughout this approach including: the learning forum, practical training course on Holistic Institutional Development (HID), training workshop on resource mobilization, training workshop on legal compliance, training workshop on mobilizing supports, training workshop on video production, training workshop for CBOs etc. Those capacity development sessions will employ innovative interaction modality that the resource person and participants can stay engaged during the follow up period.
3. **CSO Resource Hub:** CCC will calibrate its function to be the CSO Resource Hub at the national level. Three important resource pillars will be equipped into those functions including financial resource, technical and human resource, and information resource. Civil Society Fund (CSF) plays a critical role in mobilizing financial resources, making small grant to CSOs in needs, and providing capacity development on financial sustainability.
4. **Research:** to inform advocacy and other decision making, a number of research will be conducted to generate realistic and appropriate information. Some routine researches to be conducted by CCC including the Enabling environment for CSOs in Cambodia; Member satisfaction survey; Salary and benefits for CSOs in Cambodia; Stakeholder mapping for CSOs in Cambodia etc. Findings from these research studies will be used to develop strategies for CSOs to act in common and to obtain collective interests.
5. **Multi-stakeholder engagement and inclusive partnership:** the program will promote effective development cooperation and ensure inclusive space for all stakeholders. The principle of "Leave No-one Behind" of the SDGs will be enforced at all times. From this, the multi-stakeholder partnership agenda will be developed and activated at all levels. CCC will push all existing mechanisms such as the Technical Working Group (TWGs), Development Cooperation and Partnership Strategies (DCPS), Implementation of Social Accountability Framework (ISAF), Corporate Social Responsibility (CSR), SDGs related platforms, government-CSO partnership dialogues into function.
6. **Campaign and advocacy:** the program will facilitate some advocacy/campaigns related to the enabling environment for CSOs in Cambodia and other campaigns based on the framework of Sustainable Development Goals (SDGs). An evidence based "light touch" and professional

advocacy approach will be used and encouraged to promote the attainment of these advocacy objectives. Human rights based advocacy will be used in combination with other strategies, such as media campaign, public forums, public debates, meeting, social media...etc.

7. **ICT and innovation:** information resource hub will be treated as one element of the CSO resource hub, that will become the complete function of CCC. CCC will use ICT as a key approach to ensure that contents and process of the program are well managed and delivered effectively. A number of innovative products/services will be developed and managed by CCC including CSO database, research database, video documentation, knowledge management system, online learning, online advocacy, and other virtual platforms.

C. Target Location and Beneficiaries

a. Target Location

Target location for the GHP 2022 covers 19 provinces and the capital city of Phnom Penh. These 19 provinces include Kratie, Stung Treng, Rattanakiri, Monduliri, Prey Veng, Svay Rieng, Kampong Thom, Siem Reap, Kampot, Sihanouk Ville, Kampong Chnang, Pursat, Battambang, Takeo, Kampong Cham, Banteay Meanchey, Preah Vihear, Oddar Meanchey and Koh Kong. However, the GHP will prioritize its intervention in the 15 existing provinces and expand to other 4 provinces based on available resources.



Target Location for GHP 2022

b. Target Beneficiaries

For 2022, the Governance Hub Program identifies their beneficiaries at two levels: primary beneficiary and secondary beneficiary. Interventions through this program will be made possible for both types of beneficiaries to participate and derive benefits from its interventions. Additionally, interventions of this program will generate benefits for both the institutions and individual persons.

1. **Primary Beneficiary:** refer to the organizations and/or the individual person who take direct advantages (mostly at the output level) from this GHP through its immediate engagement. Soon after their engagement, they apply those best practices/outputs to promote change related to their works and disseminate those advantages to others. In general, they are the organizations or individual person who directly attend CCC's events at least two times a year, with other follow up interactions such as mentoring and coaching, information sharing, feedback sharing happens subsequently. The primary beneficiaries of this program are:
 - All NGO members of CCC and 500 people of their staff members (200 women).
 - 400 NGOs of the 19 provincial NGO Networks and 500 people of their staff members (200 women).
 - 50 CBOs from the 19 provinces and 100 staff members of those CBOs (30 women).
 - 25 youth ambassadors whose capacity are carefully developed through the SDG Youth Ambassador project of CCC.
 - 50 NGOs who are engaged in the GPP certification system as the Applicant NGOs and Interested NGOs. Note: (These target groups may be counted from 2022 if the full implementation of the new GPP modality cannot be made in 2021).
 - 30 representatives from the Government – the Ministry of Interior (NCDD, ISAF, etc.), the Ministry of Economy and Finance (NAC, GDT), CDC, the MoLVT, Arbitration Council, NSSF, MoP, the Ministry of Justice.
 - 20 representatives from Development Partners – UNDP, UNV, E.U, USAID, NPA, DCA, UNRC, JICA, KOICA, Indonesia Aids, Diakonia, and Embassies.

2. **Secondary Beneficiary:** refer to the organizations and/or individual person who may not have direct engagement with CCC's event or who may participate in the CCC's events less than two times a year. In general, they take advantages (mostly beyond the output level) from CCC's interventions via the interaction with the primary beneficiaries. The secondary beneficiaries of this program are:
 - 300 NGOs including members of the 19 provincial NGOs networks and partners of CCC members and around 500 people of their staff members (200 women).
 - 100 (30 women) commune/district/provincial councilors.
 - 50 members from the National Assembly and authorities (local governors and line ministries) from 19 target provinces and Phnom Penh.
 - 10 companies/corporations from private sector who will be engaged through the interventions related to Corporate Social Responsibility (CSR), inclusive partnership dialogue, financing for development dialogues, SDGs dialogues etc.
 - 300 CBOs from all target provinces and Phnom Penh.
 - 200,000 community people as members and beneficiaries of the target CBOs and NGOs from the 19 target provinces and Phnom Penh including the women, youth, disabled people, LGBTIQ, IP, and other marginalized groups.

D. Assumption and Risk

The following table outlines the risks that could impact on the program. Risks associated with the implementation of this program are relevant to financial, political and legal factors. The table also proposes mitigation strategies against those risk items.

#	Risk	Impact (a) (1-5)	Likelihood (b) (1-5)	Risk Rating (a*b)	Mitigation Plan
A. Financial Risks					
1	Financial resource is very important for the function of CSO Resource Hub. CCC might face big challenges in mobilizing resources for this resource hub since most of the funding partners, the private sector, and their back donors are also facing the same challenge.	4	3	12	<ul style="list-style-type: none"> • Advocate with funding partners/donors/private sector to understand about this situation and provide funding flexibility. • Act on the behalf and for the sake of civil society common resource center. • Promote innovative actions to its interventions. • Boost domestic resource mobilization such social enterprise, government funding, individual donation (local and international), private sector
2	It would be impossible for CCC to generate its own income from the existing services such as membership fee, GPP fee, training fee, consultancy fee...since CSO beneficiaries are now having financial constraints. Self-reliance capacity of the organization would be affected.	4	3	12	<ul style="list-style-type: none"> • Minimize the services that consume a lot of resources, but instead, promotes shared cost options with others. • Assign separate unit for CCC to promote self-income generation.
B. Legal and Political Risks					
1	More and more CSOs in Cambodia, including CCC members and partners will still face legal compliance obligation especially on taxation. The existence of Covid-19 will make their	3	3	9	<ul style="list-style-type: none"> • Advocate with the government to have legal framework which motivates CSOs during this critical time. • Conduct research on the effect of Covid-19 on CSOs and use the findings

#	Risk	Impact (a) (1-5)	Likelihood (b) (1-5)	Risk Rating (a*b)	Mitigation Plan
	financial capacity even worst. CCC who is standing as a co-chair of the taxation committee will need to put extra efforts to support itself and other CSOs.				to support this advocacy purposes.
2	The growing presence of Civil Society Alliance Forum (CSAF), specifically in the partnership dialogue platforms between the government and CSOs, affects the visibility, legitimacy, representation and potential co-optation on the overall civil society sector. This implies that the true voices from CSOs are less enabled at the formal dialogue platforms.	4	3	12	<ul style="list-style-type: none"> • Promote the legitimacy of CSO Resource Center at both the national and sub-national levels. • Strengthen harmonization within the civil society sector. • Regularly update the development context with multi-stakeholders.
3	There may have repression on CSOs, particularly during the next election period. This also causes reluctance for other stakeholders to work in partnership with civil society. The government White Paper may be used again to get rid of vocal civil society organizations.	3	3	9	<ul style="list-style-type: none"> • Promote professionalism and neutrality of civil society. • Use existing mechanisms to address such issues. • Look for legal supports and other supports from stakeholders.

Table 2: Risk and Mitigation Plans of the Governance Hub Program for Year 2022

E. Monitoring and Evaluation

CCC has made great investment on its M&E system. CCC has an M&E Specialist who takes overall responsibility for generating timely donor reports and be responsible for systematizing collection of case studies and recording of best practices.

The M&E framework of CCC is normally updated every year. For 2022, the M&E framework will be specifically updated to accommodate the new Theory of Change logical framework. The baseline study will be conducted and findings from this study will be input into CCC's M&E (SRI) system for progress tracking purpose. Methods/exercises to be used to monitor and analyze the process and progress in achieving GHP objectives in 2022 include:

- M&E framework update and synchronization with the SRI system
- Baseline study of the GHP logframe
- Internal staff reflection event (twice a year, including one time of staff retreat)
- Focus group discussions with members and other partners
- Component/unit team workshops
- Members satisfaction survey and member visit
- Monthly and quarterly staff/management team/EXCOM meetings
- Annual General Meeting (with members)
- Quarterly progress and financial reports for management and EXCOM
- Six monthly reports for donors
- Annual report for donors and authorities
- Online Feedback/Complaint Mechanism
- Monitoring and evaluation matrices

F. Management and Structure

As the membership based organization, CCC is governed by its members and the elected Executive Committee (ExCom). By the end of 2021, CCC had 180 NGOs as its members who are working in various sectors such as education, health, natural resource management, democracy, human rights, advocacy, gender, women and children, youth, people with disabilities, etc. CCC conducts Annual General Meeting with its members to keep them updated about any governance arrangement, to celebrate the annual achievements as well as to discuss priorities for the next years. The Executive Committee which comprises of seven members, selected from CCC members, will provide general strategic and leadership support to the executive body. The executive body comprises of four senior managers (Executive Director, Head of Program, Head of Operations and Members Development, and Head of Communications and Resource Mobilization), component managers, specialists, officers and support staff. Additionally, for 2022, CCC will be supported by two part-time positions: Management Coach/Advisor and Legal Advisor.

CCC will need 34 staff to ensure the effective implementation of all proposed interventions in the operational plan 2022 of the three-year GHP. They will take different roles and responsibilities under

the three proposed objectives. In general, apart from their educational qualification, CCC staff has long and practical experiences in the jobs.

For the GHP 2022, CCC introduce its management structure in terms of three divisions:

1. Program Development Division: This is led by the Head of Program. This division is divided into four key components, which take different responsibilities on the program aspects of GHP, and one M&E Unit. The three components include:

1.1. Governance and Professional Practice Component (GPP): This is led by the GPP Manager and is supported by one GPP Specialist, two GPP Officers and one Capacity Development Officer. This component takes care specifically on the Expected Result 1.1: NGOs enhanced their system and practice through the engagement with NGO Governance and Professional Practice (GPP); and Expected Result 1.2: Knowledge and skills for CSOs improved through the capacity development package of CCC.

1.2. Community Based Organization Component (CBO): This is led by the CBO Manager and supported by a CBO Specialist. This component is responsible for the Expected Result 1.4 of the GHP: CBOs enhanced their capacity for resiliency and sustainability based on strategic framework (e.g. 2020-2024).

1.3. Policy, Legal and Advocacy Component (PLA): This component is led by the PLA Manager and is supported by the Legal Specialist and SDG Assistant/Intern. It actively contributes to three Expected Results of the GHP which include Expected Result 2.1: CSOs facilitated to have collective advocacy on legal framework compliances and reforms; Expected Result 2.2: CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies; and Expected Result 2.3: CSO enabled to implement, monitor and influence SDGs and CSDGs process.

1.4. Do No Harm and Conflict Sensitivity Unit (DNH): This Unit is responsible by the Do No Harm Specialist (DNHS) who works closely with Head of Program to manage and implement the Do No Harm and Conflict Sensitivity Project. This unit is responsible for the Expected Result 1.2 of the GHP: Knowledge and skills for CSOs improved through the capacity development package of CCC.

1.5. M&E Unit: This Unit is responsible by the M&E and Reporting Specialist (MERS) who works closely with the Head of Program and all component of CCC to develop, monitor, input and update the M&E framework/tools and facilitate to have all program/project reports produced as per the compliance to the funding partner requirement. The M&E Unit contributes to the Expected Result 4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub Secretariat.

2. Operations and Members Development Division: This is led by the Head of Operations and Members Development, who strategically lead relevant units towards quality and responsiveness to the needs and expectation of CCC members, funding partners and other stakeholders. This division has four reporting units:

2.1. Members Development Unit: This Unit is led by the Members and Networks Strengthening Manager and supported by the Network Strengthening Specialist, Impact and Communication Specialist, and Members Development Officer. This Unit is responsible for the Expected Result 4.1: Quantity and quality of CCC membership improved; and Expected Result 1.3: Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub.

2.2.: Administration Unit: This Unit includes one Admin and Procurement Specialist, one Admin Assistant / Driver & Messenger, one Admin Intern, and two Janitors. This Unit is contributing to the Expected Result 4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub Secretariat.

2.3: Financial Management Unit: This Unit is led by the Finance Specialist and supported by two Finance Officers and one Finance Assistance. This Unit contributes to the Expected Result 4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub Secretariat.

2.4: Human Resource Management Unit: This Unit has one Human Resource Specialist. This Unit contributes to the achievement of the Expected Result 4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub Secretariat.

3. Communications and Resource Mobilization Division: This Division is led by the Head of Communications and Resource Mobilization (HoCRM). The HoCRM is responsible for strategic interventions and overall performance to enhance communication and resource mobilization initiatives of CCC. This division has four subordinating units including Communications Unit, Civil Society Fund Unit, ICT and Database Unit, and IT Unit.

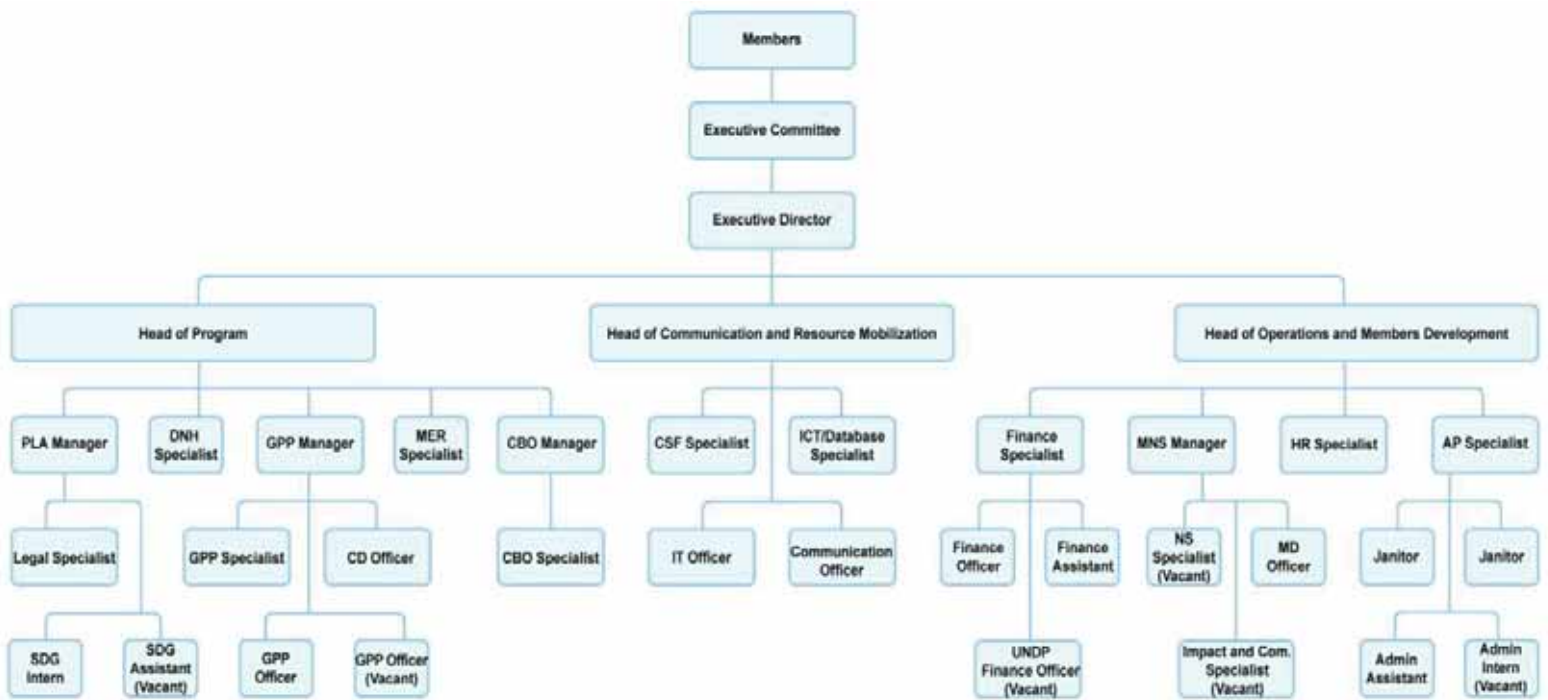
3.1: Communications Unit: This Unit has a Communications Officer. This Unit contributes to the Expected Result 3.3: Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands.

3.2: Civil Society Fund Unit: This Unit is facilitated by a Civil Society Fund Specialist who oversees the overall functionality of the Civil Society Fund (CSF) and manages the small grants released by the CSF. This Unit contributes to the Expected Results: 3.1. Financial resources mobilized and used in accordance to the agenda of Civil Society Fund; 3.2: Technical and human resources mobilized and facilitated to serve CSOs demands; and 3.4: Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia.

3.3: ICT and Database Unit: This Unit is facilitated by an ICT and Database Specialist. This Unit contributes to the Expected Result 3.3: Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands.

3.4: IT Unit: This Unit has one IT Officer. This Unit contributes to the achievement of the Expected Result 4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub Secretariat.

Additionally, the human assets of CCC are expanded by the skill-based voluntary participation from around 100 experts in various working groups of CCC will also promote the professional strengths of CCC and civil society as a whole in addressing their common development challenge.



Organizational Structure 2022

G. Logical Framework

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
Impact: Resourceful, cooperative and capable development actors, particularly civil society, to accountably respond to development challenges in Cambodia.	Impact: Improvement in the Civil Society Sustainability Index for Cambodia	Civil Society Sustainability Index report	N/A	4.5	<p>The main precondition for the continuation of GHP is that the political-security situation in the country will not deteriorate</p> <p>Support from CCC members to the overall plan and their willingness to participation in GHP activities are also the critical pre-conditions.</p>
Goal/Overall Objective (OO): <ul style="list-style-type: none"> Improved enabling environment for CSOs Sustainability and functionality of CSO Resource Hub attained at the national and sub national level 	OO1. Improvement in the enabling environment element index OO2. Services offered by the Resource Hub responded to the needs of CSOs	Report on the enabling environment for civil society in Cambodia Annual report and narrative reports of the 3 years GHP Reports of the provincial NGO networks	4 for relevant elements (legal framework, access to resource, collaboration within CSOs, multi-stakeholder collaboration, constituency of the sector) 0%	5 for relevant elements (legal framework, access to resource, collaboration within CSOs, multi-stakeholder collaboration, constituency of the sector) 60% of CSOs accessed to the services	CSOs obtain sufficient spaces for engagement with the government and other stakeholders. LANGO, Taxation Law, and other legal framework do not cause major interference to the program activities. National and local authorities have the political will and commitment to treat CSOs as partners and to open up/deepen multi-stakeholder spaces for dialogue. Cambodian CSOs committed to promote the solidarity and effective governance of the sector. Cambodian CSOs remain committed to working collectively.

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
					<p>Openness of the government to engage with NGOs/ CSOs on working towards CSDGs despite polarization/tensions.</p> <p>Openness of private sector to engage with CSOs in achieving CSDGs.</p> <p>The private sector is committed to promoting a human rights based approach and to working closer with CSOs.</p> <p>The private sector and other stakeholders are interested in the setting up of a CSO trust fund.</p> <p>CSOs willing and able to trust and work with each other.</p> <p>CCC has the capacity and legitimacy (amongst NGOs) to implement the program.</p> <p>ICT tools and apps are available to respond to the needs of CSOs.</p> <p>Donors will continue to support CSO advocacy campaigns</p> <p>Bilateral, multilateral and non-governmental donors will support process of strengthening various forms of CSOs.</p>

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
					<p>CSOs have flexibility to absorb and adapt new approaches to improve governance and programming.</p> <p>All the services packages provided by CCC fully responded to the needs of CSOs</p> <p>CCC maintain quality of program implementation (staff, system, resources...)</p> <p>Issues related to the Covid-19 pandemic becomes under control</p>
Specific Objectives (SO):					
SO1: CSOs empowered with enhanced capacity, resiliency and representation	SO1.A. % of NGO's programs effectively implemented/ responded to community needs	GHP annual indicator tracking survey GHP annual reports and narrative reports	20%	30% of direct beneficiary CSOs	
	SO1. B. CSO Resource Center established and functioned at the national and sub-national levels	Case study/ documentation compiled with GHP beneficiaries Reports from the provincial NGO networks	0	CSO Resource Center available at the national and sub-national levels, so as their representation	
	SO1.C. Representation and inputs from the provincial NGO Networks promoted	Compilation of relevant news/articles	20%	30% of inputs	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	through relevant platforms				
SO2: Enabling environment and democratic space enhanced for CSOs	SO2. Inputs from CSOs reflected within the contents and process of three laws (LANGO, Taxation Law, Accounting and Auditing Law)	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events	20%	25%	
SO3: Resource made supportive to CSOs at the national and sub-national levels	SO3. Number of NGOs and CBOs enhanced their performance through the engagement with CSO Resource Hub	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries	0%	25%	
SO4: CCC become a sustainable CSO Resource Hub	SO4.A. CCC become the CSO Resource Hub at the national level	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries	Not yet established	CCC prepared some capacity to become CSO Resource Hub	
	SO4.B. CCC recognized as the largest membership platform for NGOs	CCC member database system	180	190 (10 new members)	
Use of Output (UP)					

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
UP1.1: NGOs apply system on Governance and professional practice	UP1.1. % NGOs apply system on Governance and professional practice	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries	4 NGOs	40% of 75 NGOs engaged in GPP Community	
UP1.2: CSOs use capacity development package to readjust/review their organizational development	UP1.2. % CSOs apply learning from CCC's capacity development agenda for their organizational development	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries Minutes of the events	70%	80%	
PU1.3: Provincial NGO network implement collective provincial network strategy and become CSO Resource Center at the sub-national level	UP1.3. Number of provincial NGO network establish CSO Resource Center at the sub-national level	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries	0	7	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
		Report of the provincial NGO networks Minutes of the events			
UP1.4: CBO facilitators provide replicated training to CBO members	UP1.4. Number of CBO facilitators provide replicated training to CBO members	GHP annual indicator tracking survey GHP annual and narrative report Case study/ documentation compiled with GHP beneficiaries Minutes of the events	1 New (Total 31)	39 New (Total 70)	
UP2.1: CSOs actively provide inputs on legal framework through existing/relevant mechanisms	UP2.1. % of CSOs provide inputs on legal framework	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events	30%	25%	
UP2.2: CSOs actively provided inputs on key relevant national and sub-national policies	UP2.2: Number of consolidated CSOs inputs on relevant national and sub-national policies	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events	20%	25% of key asks	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
UP2.3: Government agencies/ relevant stakeholders accept and address CSOs Recommendations/ Key asks on SDGs, and integrate into the VNR's report	UP2.3A: number of the government agencies integrated number of inputs from CSOs into the SDGs and SDGs agenda	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events Reports from relevant government ministries	8 (MoSVY, Ministry of Info, MoLVT, Mol, MoFA, GDT, MoP, NCDD) 20%	10 (MoLVT, Mol, MoFA, GDT, Mol, Ministry of Information, ACU, MoJ, MoP) 25% of key asks	
UP3.1: CSOs develop and apply tools to generate income from charitable event, resource mobilization, social enterprise, etc.	UP3.1. % of participating CSOs develop and apply tools to mobilize resources	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events Reports of the Civil Society Fund (CSF)	0	25% of CSOs accessed to the services	
UP3.2: CSOs request and use technical and human resources to improve their organization	UP3.2. % of participating CSOs request and use technical and human resources to improve their organization	GHP annual indicator tracking survey GHP annual and narrative report Feasibility study on the technical/human resource service portal	0	25% of CSOs accessed to the services	
UP3.3: The public (DP, Government, CSOs, Private sector) access to information channels.	UP3.3. Number the public (DP, Government, CSOs,	GHP annual indicator tracking survey	46,088	40,000	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	Private sector) access to information channels	GHP annual and narrative report Report on the accessibility to CCC's knowledge management portal			
UP3.4: CSOs apply Multi-stakeholder partnership guideline in selected communes	UP3.4. Number of CSOs apply multi-stakeholder partnership guideline in their relevant communes	GHP annual indicator tracking survey GHP annual and narrative report Minutes of the events	0	2	
UP4.1: CCC members apply best practices from CCC services	UP4.1. % of CCC members apply best practices from CCC service	GHP annual indicator tracking survey GHP annual and narrative report	60%	65%	
UP 4.2: CCC members and clients seek income generated services	UP4.2. % of CCC member and clients seek income generated services	GHP annual indicator tracking survey GHP annual and narrative report	0%	25%	
UP 4.3 Donors establish strategic collaboration with CCC	U4.3. Number of donors establish strategic collaboration with CCC	GHP annual indicator tracking survey GHP annual and narrative report Collaboration agreement between	7 (NPA, DCA, Diakonia, EU, Oxfam, ADD, AFSC)	9	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
		CCC and funding partners			
Expected Results/Output (OP)					
OP1.1: NGOs enhanced their system and practice through the engagement with NGO Governance and Professional Practice (GPP)	OP1.1. Number of NGOs engaged with NGO Governance and Professional Practice (GPP) system	GPP database system	34	75 (New 41)	
OP1.2: Knowledge and skills for CSOs improved through the capacity development package of CCC	OP1.2.A. Number of CSOs and their staffs participated in CCC learning platform	Data from System for Result and Impact (SRI) Minutes of the events	786	650	
	OP1.2.B. % of participating CSO staffs increased knowledge		90%	85%	
	OP1.2.C. % of participating CSO increased knowledge on Do No Harm (DNH)		95%	85%	
OP1.3: Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub	OP1.3.A. Number of MoUs signed between CCC with the provincial NGO networks	MoU documents Data from SRI	15 provincial NGO networks	19 provincial NGO networks	
	OP1.3.B. Number of strategic and operational plans produced by the	Minutes of the events Report of the provincial NGO networks	15	16	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	provincial NGO networks OO1.3.C. Number of sub national partnership dialogues engaged by the provincial NGO networks		Once/year/ network	Once/year/ network	
OP1.4: CBOs enhanced their capacity for resiliency and sustainability based on strategic framework (e.g.2020-2024).	OP1.4.A. Number of CBO facilitators completed the CBO training courses OP1.4.B. Number of CBO leaders received replicated trainings from CBO facilitators	MoU documents Data from SRI Minutes of the events Case study/ documentation compiled with GHP beneficiaries	48 15	32 new (total 80) 785 new (total 800)	
OP2.1: CSOs facilitated to have collective advocacy on legal framework compliances and reforms	OP2.1.A. Number of documents/ research studies conducted related to the enabling environment for civil society in Cambodia OP2.1.B. Number of events organized by CCC related to CSO compliance with legal framework such LANGO, Taxation,	Data from SRI Minutes of the events Case study/ documentation compiled with GHP beneficiaries	2 10 events in 2021	6 (new 3) 8 (new 4)	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	Accounting and Auditing law and other related issues				
OP2.2: CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies	OP2.2. Number of events and inputs communicated by CSOs on relevant national and sub national polies (e.g. CSDGs, NSDP, IP3-D&D, and ISAF)	Data from SRI Minutes of the events Case study/ documentation compiled with GHP beneficiaries News/articles related to the topics	8 events in 2021	4 (4 events per year) Total 8	
OP2.3: CSOs enabled to implement, monitor and influence SDGs and CSDGs process	OP2.3.A. Number of events and inputs communicated by CSOs on SDGs and CSDGs process OP2.3.B. % of participants gained knowledge on SDGs OP2.3.C. Number of events/initiatives conducted by SDGs Youth Ambassadors	Data from SRI Minutes of the events Case study/ documentation compiled with GHP beneficiaries News/articles related to the topics	4 event per year 50% 16 activities per year	2 (2 events per year) Total = 4 45% 6 (6 activities per year) Total = 12	
OP3.1: Financial resources mobilized and used in accordance to the agenda of Civil Society Fund	OP3.1.A. Number of small grants provided to support to small and grassroots organization	Small grant procedure documents Data from SRI	0	7 (new small grant) Total = 10	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	OP3.1.B. Number of trainings conducted on CSR and RBC	Minutes of the events Case study/ documentation compiled with GHP beneficiaries	0	3 training per year Total = 6	
OP3.2: Technical and human resources mobilized and facilitated to serve CSO demands	OP3.2.A. Pool of CSO experts facilitated to provide services to CSOs	Data from SRI Satisfaction survey with the clients of the services	0	1	
	OP3.2.B. Number of services provided by the pool of CSO's experts		0	5	
OP3.3: Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands	OP3.1.A. Number of CCC's publication and knowledge management platforms	Data from SRI Report on the accessibility to CCC's knowledge management portal	5	10	
	OP3.1.B. Number of people accessed to CCC and CSO publications and other information dissemination portals/tools	Database of CCC	34,591	40,000	
OP3.4: Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia	OP3.4.A. Number of events and initiatives related to multi-stakeholder partnership.	Data from SRI	0	3 new Total = 4	
		Minutes of the events Case study/ documentation	0	3	

Operational Plan, Governance Hub Program (GHP 2022)

Result Chain	Indicator	Sources and Means of Verification (MoV)	Baseline (Dec 2021)	Target (Dec. 2022)	Assumption
	OP3.4.B. Number of district/ communes conducted pilot initiatives on multi-stakeholder partnership	compiled with GHP beneficiaries			
ER4.1: Quantity and quality of CCC membership improved	OP4.1.A. % of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform...	Data from SRI Minutes of the events Member satisfaction survey	60%	75%	
	OP4.1.B. Number of CCC members		180	200	
ER4.2: Capacity and functionality of CCC strengthened as CSO Resource Hub secretariat	OP4.2.A. Amount of fund is generated by CCC both from donors and self-income generation	Data from SRI CCC income statement CCC financial report CCC GPP report	USD 1,073,041.31	USD 1,578,112.00	
	OP4.2.B. CCC fully complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.		The fourth GPP certificate of CCC will be expired on 04 October 2021	CCC prepared its capacity for the 5 th GPP certificate	

Table 3: Logframe of the Governance Hub Program 2022

Operational Plan, Governance Hub Program (GHP 2022)

H. Target and Team Responsibility for the Operational Plan 2022

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
1	CSOs empowered with enhanced capacity, resiliency and representation										
1.1	NGOs enhanced their system and practice through engagement with NGO Governance and Professional Practice (GPP)										
1.1.1	Enhance NGO system and practice through engagement with NGO Governance and Professional Practice (GPP)										
1.1.1.1	Promote new GPP standard and modality	10	16	2		1	1	4	Event	GPP	GPPM, GPPO
1.1.1.2	Facilitate the formation and implementation of GPP community of practice	10	2	1	1	1	1	4	Event	GPP	GPPM, GPPS, GPPO
1.1.1.3	Conduct assessment of applicant NGOs toward GPP capacity development	0	0	0	0	0	0	0	Assessment	GPP	GPPM, GPPS, GPPO
1.1.1.4	Conduct capacity development to applicant NGOs	30	0	2	4	5	4	15	Event	GPP	GPPM, GPPS
1.1.1.5	Conduct assessment of applicant NGOs toward GPP certificates	100	12	11	15	14	4	44	Assessment	GPP	GPPM, GPPS, GPPO
1.1.1.6	Conduct NCCC meeting to make final evaluation on the assessment results	12	5	1	1	1	1	4	Event	GPP	GPPM, GPPS, GPPO
1.1.1.7	Celebrate GPP Awarding Ceremony	3	0	0	0	0	1	1	Event	GPP	GPPM, GPPO
1.1.1.8	Conduct compliance monitoring to certified NGOs and reinforce complaint mechanism	100	5	2	7	8	8	25	Compliance of each award	GPP	GPPM, GPPS, GPPO
1.1.1.9	Maintain GPP online database and manage the statistics and analysis for performance	3	in progress	0	0	1	0	1	Database system	GPP	GPPM, GPPO
1.1.1.10	Implement Global Standard for CSO Accountability	3	1	0	0	0	0	0	Project	GPP	GPPM
1.2	Knowledge and skills for CSOs improved through the capacity development package of CCC										
1.2.1	Improve the knowledge and skills for CSOs through the capacity development package of CCC										

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
1.2.1.1	Convene WG meeting (HR, Finance, M&E, and ICT)	24	12	2	4	2	0	8	Meeting	GPP	CDO
1.2.1.2	Conduct Learning Forum (HR, Finance, M&E, local fundraising, and ICT)	27	10	1	3	3	2	9	Forum	GPP	CDO
1.2.1.3	Conduct HID training series	12	0	1	1	1	1	4	Training	GPP	CDO/GPPM
1.2.1.4	Conduct DNH training series	67	19	12	7	6	4	29	Training	DNH	DNHS
1.2.1.5	Conduct Annual WG reflection	3	1	0	0	0	1	1	Workshop	GPP	CDO/GPPM
1.2.1.6	Update the practical guideline (HR, Finance, M&E, Social media, and DNH)	5	1	0	0	0	1	1	Guideline	GPP	CDO
1.3	Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub										
1.3.1	Strengthen the capacity and empower provincial NGO network to be the sub-national CSO Resource Hub										
1.3.1.1	Formalize relationship (MoU) with the provincial NGO networks and strengthen their database	19	15	0	1	0	0	1	MoU	OMD	MNSM
1.3.1.2	Provide/facilitate the capacity development to provincial NGO networks on organizational development, resource mobilization, advocacy and other priorities (based on their capacity assessment results)	9	9	0	2	0	2	4	Training	OMD	MNSM
1.3.1.3	Support provincial NGO networks to inclusively engage in the sub-national partnership dialogue with local authorities and to collectively voice their concerns to national level	30	16	2	3	2	3	10	Event	OMD	MNSM
1.3.1.4	Facilitate to have small grants and diversification of resources for provincial NGO networks and their members to respond to their target community needs	18	0	3	4	2	1	10	Grant	Grant	MNSM & CSF
1.4	CBOs enhanced their capacity for resiliency and sustainability based on strategic plan (e.g. 2020-2024)										

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
1.4.1	Enhance CBO capacity for resiliency and sustainability based on strategic framework (e.g. 2020-2024)										
1.4.1.1	Facilitate to have capacity development on good governance, Community Holistic Development approach (NRM, Livelihood, Agriculture and SMEs) and resiliency and sustainability framework	72	15	8	9	9	8	34	Trainings, workshops, refresher training	CBO	CBOM
1.4.1.2	Activate multi-stakeholder initiatives with regards to business development for CBOs	21	9	3	3	3	3	12	Meeting	CBO	CBOS
1.4.1.3	Promote CBOs networking and collective advocacy	9	5	1	1	1	1	4	Meeting	CBO	CBOS
1.4.1.4	Promote synergy between regional CBO networks and the central CBO Hub	12	0	1	1	1	1	4	Meeting, learning forum	CBO	CBOS
1.4.1.5	Strengthen the capacity of regional CBOs networks with focus on their internal regulation, annual work plan, budget and membership	12	0	1	1	1	1	4	Meeting	CBO	CBOS
2	Enabling environment and democratic space enhanced for CSOs										
2.1	CSOs facilitated to have collective advocacy on legal framework compliances and reforms										
2.1.1	Facilitate to have collective CSO advocacy on legal framework compliances and reforms										
2.1.1.1	Conduct various research studies related to the enabling environment of civil society in Cambodia	4	3	1	2	0	1	4	Report	PLA	PLA.M
2.1.1.2	Facilitate development and implementation of strategies for CSOs to address significant gaps related to the enabling environment	6	2	0	1	0	1	2	Set of CSOs Strategies/Event/ Pilot Activities	PLA	PLA.M
2.1.1.3	Facilitate CSOs to have better compliance with legal frameworks such as LANGO, Taxation, Accounting and Auditing Law, Cyber Law, and other related issues	60	15	4	4	4	4	16	Events/Case	PLA	LS
2.1.1.4	Facilitate CSOs to monitor and document the implementation of legal frameworks such as LANGO, Taxation, Cyber Law, Accounting and Auditing Law, and many other related	40	13	2	4	4	4	14	Cases/Report	PLA	LS

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
2.1.1.5	Promote collective efforts among CSOs, government, development partners to reform the key legal frameworks	20	9	2	3	3	1	9	Events/Reports/ Documents/Advocacy Letter/Technical Discussion	PLA	LS
2.2	CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies										
2.2.1	Promote CSOs' space for inclusive participation in development, implementation and reform of key relevant national and sub-national policies										
2.2.1.1	Facilitate, participate, and monitor the implementation of Development Cooperation and Partnership Strategies (DCPS 2019-2023), especially strengthening the Technical Working Groups (TWGs) platforms, and Government-CSOs Partnership Forum at both national and sub-national levels	25	9	1	2	2	2	7	Events/Reports/ Documents/Advocacy Letter/Technical Discussion	PLA	PLA.M
2.2.1.2	Facilitate to disseminate and capacitate CSOs on key national and sub-national policies (e.g. CSDGs, NSDP, IP3-D&D, and ISAF) so that they can inform their program development and implementation	30	10	2	2	2	2	8	Events/Reports/ Documents/Advocacy Letter/Technical Discussion	PLA	PLA.M
2.2.1.3	Facilitate to have collective inputs from CSOs to advocate and reform the key national and sub-national policies	20	9	3	3	2	1	9	Events/Reports/ Documents/Advocacy Letter/Technical Discussion	PLA	PLA.M
2.3	CSOs enabled to implement, monitor and influence SDGs and CSDGs process										
2.3.1	Enable CSOs to implement, monitor, an influence SDGs and CSDGs process										
2.3.1.1	Conduct awareness raising and public sensitization program on SDGs with young people, civil servants, private sectors, and the public	9	3	0	1	1	1	3	Project	PLA	PLA.M/SDGs Assist.
2.3.1.2	Facilitate to have capacity development and collective efforts among CSOs to align SDGs agenda into their program and to have joint resource mobilization	4	4	0	0	0	0	0	Training	PLA	PLA.M/SDGs Assist.

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
2.3.1.3	Coordinate CSOs for the implementation and monitoring of SDGs and CSDGs	20	5	1	2	1	2	6	Events/Cases/Report	PLA	PLA.M/SDGs Assist.
2.3.1.4	Facilitate the implementation of SDGs Youth Ambassador initiatives	30	10	1	2	2	2	7	Events/Cases/Report	PLA	PLA.M/SDGs Assist.
3	Resources made supportive to the CSOs at the national and sub-national levels										
3.1	Financial resources mobilized and used in accordance to the agenda of Civil Society Fund										
3.1.1	Mobilize financial resource and use this in accordance to the agenda of Civil Society Fund										
3.1.1.1	Facilitate and manage civil society funds for CSOs in Cambodia, e.g.: Provide sub-grants to small and grassroots organizations to support their initiatives	9	0	6	8	0	0	14	Project	CRM	HCRM, CSFS
3.1.1.2	Provide capacity building on financial resilience to small and grass root organizations	4	3	0	1	2	1	4	Training	CRM	HCRM, CSFS, CBOM
3.1.1.3	Advocate for national budget allocation for CSOs	3	0	0	0	1	0	1	Workshop	CRM, PLA	HCRM, PLAM
3.1.1.4	Mobilize DP, Private sector and local philanthropy for the establishment of CSO Trust Fund	3	0	0	0	0	1	1	Event	CRM	CSFS, HCRM
3.1.1.5	Facilitate CSOs to have knowledge and capacity on CSR and RBC	3	0	0	0	1	1	2	Workshop	CRM	CSFS, HCRM
3.2	Technical and human resources mobilized and facilitated to serve CSO demands										
3.2.1	Mobilize and facilitate technical and human resources to serve CSO demands										
3.2.1.1	Facilitate/establish CSO working groups(s) by expertise (e.g. organizational development, program management, monitoring and evaluation, resource mobilization, business development, App development etc.)	3	0	0	0	2	0	2	Resource Group	CRM	HCRM, CSFS
3.2.1.2	Create pool of resources within CCC where key staff members provide service with professionalism and expertise	3	0	0	0	0	2	2	Resource Team	CRM	HCRM, CSFS

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
3.2.1.3	Facilitate reference services for CSOs which are not under expertise of CCC Resource Hub and CSO Working Group(s)	3	0	0	0	1	1	2	Service	CRM	HCRM, CSFS
3.3	Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands										
3.3.1	Mobilize and facilitate information/ knowledge bank to serve CSO demands										
3.3.1.1	Develop resource mapping by sector, region and donors and share with CCC members, NGO networks and CBOs	3	0	0	0	1	2	3	Data set/ regular update	CRM	HCRM, CSFS
3.3.1.2	Develop and maintain CSO Database (CCC, members, PNGOs, and CBOs...)	2 system /1500	0	0	0	2	0	2	System & organization update	CRM	ICT-DBS, HCRM
3.3.1.3	Promote visibilities of CSOs (CCC members, PNGOs, and CBOs) to public via social media platforms, CCC websites and newsletters	750	0	150	200	200	200	750	Events/post/ upload and contents	CRM	CO, HCRM
3.3.1.4	Promote ICT innovative packages in response to the needs of CSOs	15	0	0	1	1	1	3	Training	CRM	ICT-DBS, HCRM
3.4	Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia										
3.4.1	Promote multi-stakeholder partnership and initiatives for sustainable development in Cambodia										
3.4.1.1	Promote multi-stakeholder partnership guidelines to different actors	6	0	0	1	1	0	2	Event	CRM	
3.4.1.2	Pilot the multi-stakeholder partnership guidelines in selected districts	6	0	0	0	1	1	2	Project	CRM	
3.4.1.3	Document and disseminate the best practices on multi-stakeholder partnership to other districts	2	0	0	0	1	1	2	Case study/ video doc	CRM	
4	CCC become a sustainable resource hub										
4.1	Quantity and quality of CCC membership improved										
4.1.1	Expand CCC membership with diversified services										

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Program Description	Target 3 Years (2021-2023)	Achievements In 2021	Target 2022					Unit	Responsible Team	Responsible Person
				Q1	Q2	Q3	Q4	Total			
4.1.1.1	Update and promote the benefits and uniqueness of CCC membership	1500	160	250	250	250	250	1000	Leaflet/IEC materials	OMD	MDO
4.1.1.2	Conduct CCC member satisfaction survey	3	0	1	0	0	0	1	Report	OMD	MDO
4.1.1.3	Conduct members visit and expansion	100	22	5	10	7	8	30	Organization	OMD	MDO
4.1.1.4	Promote joint efforts/complementarity among CCC members	21	1	2	2	3	3	10	joint initiatives& statements	OMD	MDO& SMT
4.1.1.5	Conduct meetings (including Annual General Meeting) with members	12	7	1	2	1	1	5	Meeting	OMD	MDO
4.2	Capacity and functionality of CCC strengthened as CSO Resource Hub secretariat										
4.2.1	Strengthen the capacity and functionality of CCC to become CSO Resource Hub secretariat										
4.2.1.1	Regularly review and update CCC governance policies and structure to meet the needs of its members and development trends	6	1	1	1	1		3	Review documents	OMD	HoOMD
4.2.1.2	Diverse and manage income generation/ revenue streams through membership fee, social enterprises and other services	12	4	1	1	1	1	4	Report	OMD	HoOMD/FTs
4.2.1.3	Provide ongoing staff capacity development including staff reflection and retreat	6	2			1	1	2	Meeting	OMD	HoOMD/HRS
4.2.1.4	Conduct staff meetings, MT meetings, ExCom meeting, donor meeting, etc.	78	43	6	7	6	6	25	Meeting (Donor=2, Excom=4, SMT=8, MT=6, Staff=5)	OMD	HoOMD/HRS
4.2.1.5	Update M&E system and conduct M&E activities and produce six month and annual progress reports	36	12	6	2	3	1	12	Report, training, field visit	M&E	MERS, HoP
4.2.1.6	Conduct program/project review and evaluation	3	1	0	0	0	1	1	Report	Program/M&E	HoP, MERS
4.2.1.7	Conduct project and global financial audits	6	2	1		1		2	Audit Report	OMD	HoOMD/FTs

Table 4: Target and Team Responsibility for the Governance Hub Program 2022

I. Proposed Budget for the Operational Plan 2022

A. Summary Budget of the Operational Plan 2022 (USD)

Budget Items	2022
▪ Project activities	908,316
▪ Personnel	561,517
▪ Operation and Administration	83,279
▪ Financial audit	10,000
▪ Contingency	15,000
Total	1,578,112

Table 5: Summarized Budget of the Operational Plan 2022

Operational Plan, Governance Hub Program (GHP 2022)

B. Detail Budget of the Operational Plan 2022 (USD)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
1		Project activities		
		Total Program Cost		908,316
1	510000	CSOs empowered with enhanced capacity, resiliency and representation		302,766
1.1	511000	NGOs enhanced their system and practice through engagement with NGO Governance and Professional Practice (GPP)		52,200
1.1.1	511100	Enhance NGO system and practice through engagement with NGO Governance and Professional Practice (GPP)	GPP	52,200
1.1.1.1	511101	Promote new GPP standard and modality	GPP	500
1.1.1.2	511102	Facilitate the formation and implementation of GPP community of practice	GPP	10,000
1.1.1.3	511103	Conduct assessment of applicant NGOs toward GPP capacity development	GPP	1700
1.1.1.4	511104	Conduct capacity development to applicant NGOs	GPP	13,000
1.1.1.5	511105	Conduct assessment of applicant NGOs toward GPP certificates	GPP	15,000
1.1.1.6	511106	Conduct NCCC meeting to make final evaluation on the assessment results	GPP	2,000
1.1.1.7	511107	Celebrate GPP Awarding Ceremony	GPP	3,000
1.1.1.8	511108	Conduct compliance monitoring to certified NGOs and reinforce complaint mechanism	GPP	3,000
1.1.1.9	511109	Maintain GPP online database and manage the statistics and analysis for performance	GPP	4,000
1.1.1.10	511110	Implement Global Standard for CSO Accountability	GPP	0
1.2	512000	Knowledge and skills for CSOs improved through the capacity development package of CCC		144,148

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
1.2.1	512100	Improve the knowledge and skills for CSOs through the capacity development package of CCC	GPP	144,148
1.2.1.1	512101	Convene WG meeting (HR, Finance, M&E, and ICT)	GPP	1,200
1.2.1.2	512102	Conduct Learning Forum (HR, Finance, M&E, local fundraising, and ICT)	GPP	10,000
1.2.1.3	512103	Conduct HID training series	GPP	7,650
1.2.1.4	512104	Conduct DNH training series	DNH	116,123
1.2.1.5	512105	Conduct Annual WG reflection	GPP	5,175
1.2.1.6	512106	Update the practical guideline (HR, Finance, M&E, and Social media)	GPP	4,000
1.3	513000	Provincial NGO networks strengthened with capacity and empowerment to be the sub-national CSO Resource Hub		44,400
1.3.1	513100	Strengthen the capacity and empower provincial NGO network to be the sub-national CSO Resource Hub	OMD	44,400
1.3.1.1	513101	Formalize relationship (MoU) with the provincial NGO networks and strengthen their database	OMD	1,000
1.3.1.2	513102	Provide/facilitate the capacity development to provincial NGO networks on organizational development, resource mobilization, advocacy and other priorities (based on their capacity assessment results)	OMD	12,000
1.3.1.3	513103	Support provincial NGO networks to inclusively engage in the sub-national partnership dialogue with local authorities and to collectively voice their concerns to national level	OMD	16,400
1.3.1.4	513104	Facilitate to have small grants and diversification of resources for provincial NGO networks and their members to respond to their target community needs	OMD	15,000
1.4	514000	CBOs enhanced their capacity for resiliency and sustainability based on strategic plan (e.g. 2020-2024)		62,018
1.4.1	514100	Enhance CBO capacity for resiliency and sustainability based on strategic framework (e.g. 2020-2024)	CBO	62,018
1.4.1.1	514101	Facilitate to have capacity development on good governance, Community Holistic Development approach (NRM, Livelihood, Agriculture and SMEs) and resiliency and sustainability framework	CBO	29,000

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
1.4.1.2	514102	Activate multi-stakeholder initiatives with regards to business development for CBOs	CBO	12,898
1.4.1.3	514103	Promote CBOs networking and collective advocacy	CBO	4,395
1.4.1.4	514104	Promote synergy between regional CBO networks and the central CBO Hub	CBO	10,000
1.4.1.5	514105	Strengthen the capacity of regional CBOs networks with focus on their internal regulation, annual work plan, budget and membership	CBO	5,725
2	520000	Enabling environment and democratic space enhanced for CSOs		174,383
2.1	521000	CSOs facilitated to have collective advocacy on legal framework compliances and reforms		105,531
2.1.1	521100	Facilitate to have collective CSO advocacy on legal framework compliances and reforms	PLA	105,531
2.1.1.1	521101	Conduct various research studies related to the enabling environment of civil society in Cambodia	PLA and OMD	42,801
2.1.1.2	521102	Facilitate development and implementation of strategies for CSOs to address significant gaps related to the enabling environment	PLA	16,417
2.1.1.3	521103	Facilitate CSOs to have better compliance with legal frameworks such as LANGO, Taxation, Accounting and Auditing Law, Cyber Law, and other related issues	PLA	16,887
2.1.1.4	521104	Facilitate CSOs to monitor and document the implementation of legal frameworks such as LANGO, Taxation, Cyber Law, Accounting and Auditing Law, and many other related	PLA	14,067
2.1.1.5	521105	Promote collective efforts among CSOs, government, development partners to reform the key legal frameworks	PLA	15,360
2.2	522000	CSOs space promoted for inclusive participation in development, implementation and reform of key relevant national and sub-national policies		31,229
2.2.1	522100	Promote CSOs' space for inclusive participation in development, implementation and reform of key relevant national and sub-national policies	PLA	31,229
2.2.1.1	522101	Facilitate, participate, and monitor the implementation of Development Cooperation and Partnership Strategies (DCPS 2019-2023), especially strengthening the Technical Working Groups (TWGs) platforms, and Government-CSOs Partnership Forum at both national and sub-national levels	PLA	8,500

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
2.2.1.2	522102	Facilitate to disseminate and capacitate CSOs on key national and sub-national policies (e.g. CSDGs, NSDP, IP3-D&D, and ISAF) so that they can inform their program development and implementation	PLA	12,502
2.2.1.3	522103	Facilitate to have collective inputs from CSOs to advocate and reform the key national and sub-national policies	PLA	10,227
2.3	523000	CSOs enabled to implement, monitor and influence SDGs and CSDGs process		37,623
2.3.1	523100	Enable CSOs to implement, monitor, an influence SDGs and CSDGs process	PLA	37,623
2.3.1.1	523101	Conduct awareness raising and public sensitization program on SDGs with young people, civil servants, private sectors, and the public	PLA	14,623
2.3.1.2	523102	Facilitate to have capacity development and collective efforts among CSOs to align SDGs agenda into their program and to have joint resource mobilization	PLA	5,000
2.3.1.3	523103	Coordinate CSOs for the implementation and monitoring of SDGs and CSDGs	PLA	8,000
2.3.1.4	523104	Facilitate the implementation of SDGs Youth Ambassador initiatives	PLA	10,000
3	530000	Resources made supportive to the CSOs at the national and sub-national levels		366,928
3.1	531000	Financial resources mobilized and used in accordance to the agenda of Civil Society Fund		304,428
3.1.1	531100	Mobilize financial resource and use this in accordance to the agenda of Civil Society Fund	CRM	304,428
3.1.1.1	531101	Facilitate and manage civil society funds for CSOs in Cambodia, e.g.: Provide sub-grants to small and grassroots organizations to support their initiatives	CRM	246,049
3.1.1.2	531102	Provide capacity building on financial resilience to small and grass root organizations	CRM	34,806
3.1.1.3	531103	Advocate for national budget allocation for CSOs	CRM	3,500
3.1.1.4	531104	Mobilize DP, Private sector and local philanthropy for the establishment of CSO Trust Fund	CRM	16,573
3.1.1.5	531105	Facilitate CSOs to have knowledge and capacity on CSR and RBC	CRM	3,500

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
3.2	532000	Technical and human resources mobilized and facilitated to serve CSO demands		12,000
3.2.1	532100	Mobilize and facilitate technical and human resources to serve CSO demands	CRM	12,000
3.2.1.1	532101	Facilitate/establish CSO working groups(s) by expertise (e.g. organizational development, program management, monitoring and evaluation, resource mobilization, business development, App development etc.)	CRM	2,000
3.2.1.2	532102	Create pool of resources within CCC where key staff members provide service with professionalism and expertise	CRM	2,000
3.2.1.3	532103	Facilitate reference services for CSOs which are not under expertise of CCC Resource Hub and CSO Working Group(s)	CRM	8,000
3.3	533000	Information/knowledge bank with multi-dimensional elements mobilized and facilitated for CSOs in demands		35,000
3.3.1	533100	Mobilize and facilitate information/ knowledge bank to serve CSO demands	CRM	35,000
3.3.1.1	533101	Develop resource mapping by sector, region and donors and share with CCC members, NGO networks and CBOs	CRM	9,000
3.3.1.2	533102	Develop and maintain CSO Database (CCC, members, PNGOs, and CBOs...)	CRM	15,000
3.3.1.3	533103	Promote visibilities of CSOs (CCC members, PNGOs, and CBOs) to public via social media platforms, CCC websites and newsletters	CRM	10,000
3.3.1.4	533104	Promote ICT innovative packages in response to the needs of CSOs	CRM	1,000
3.4	534000	Multi-stakeholder partnership and initiatives promoted in the context of sustainable development in Cambodia		15,500
3.4.1	534000	Promote multi-stakeholder partnership and initiatives for sustainable development in Cambodia	CBD	15,500
3.4.1.1	534101	Promote multi-stakeholder partnership guidelines to different actors	CRM	5,500
3.4.1.2	534102	Pilot the multi-stakeholder partnership guidelines in selected districts	CRM	10,000
3.4.1.3	534103	Document and disseminate the best practices on multi-stakeholder partnership to other districts	CRM	0

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
4	540000	CCC become a sustainable resource hub		64,239
4.1	541000	Quantity and quality of CCC membership improved		28,059
4.1.1	541100	Expand CCC membership with diversified services	OMD	28,059
4.1.1.1	541101	Update and promote the benefits and uniqueness of CCC membership	OMD	5,000
4.1.1.2	541102	Conduct CCC member satisfaction survey	OMD	1000.1
4.1.1.3	541103	Conduct members visit and expansion	OMD	5,000
4.1.1.4	541104	Promote joint efforts/complementarity among CCC members	OMD	6,000
4.1.1.5	541105	Conduct meetings (including Annual General Meeting) with members	OMD	11,060
4.2	542000	Capacity and functionality of CCC strengthened as CSO Resource Hub secretariat		36,179
4.2.1	542100	Strengthen the capacity and functionality of CCC to become CSO Resource Hub secretariat	OMD	36,179
4.2.1.1	542101	Regularly review and update CCC governance policies and structure to meet the needs of its members and development trends	OMD	3,000
4.2.1.2	542102	Diverse and manage income generation/ revenue streams through membership fee, social enterprises and other services	OMD	0
4.2.1.3	542103	Provide ongoing staff capacity development including staff reflection and retreat	OMD	17,239
4.2.1.4	542104	Conduct staff meetings, MT meetings, ExCom meeting, donor meeting, etc.	OMD, SMT	6,000
4.2.1.5	542105	Update M&E system and conduct M&E activities and produce six month and annual progress reports	Program/M&E	6,150
4.2.1.6	542106	Conduct program/project review and evaluation	M&E	3,790
4.2.1.7	542107	Conduct project and global financial audits	OMD	0
2		Personnel		561,517

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
2.1		Salary & benefits for program staff		314,079
2.2		Salary & benefits for support staff		247,438
3		Operation and Administration		83,279
3.1	550000	Operational cost		83,279
	551000	Transportation Costs		20,748
	551001	Fuel/Gasoline	OP	5,500
	551002	Travel	OP	15,248
	551100	Office stationary/supplies		3,600
	551101	Office stationary/supplies	OP	3,000
	551102	Photocopy paper	OP	600
	551200	Translation/Interpretation		1,680
	551201	Translation/Interpretation	OP	1,680
	551301	Bank Charge		1,320
	551301	Bank Charge	OP	1,320
	551400	Communication Expense		2,100
	551401	Telephone charges	OP	840
	551402	Email/internet charge	OP	960
	551403	Postage and courier	OP	300
	551500	Office Rental and Support		26,260
	551501	Office rental	OP	12,600
	551502	Cleaner & security	OP	2,940

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
	551503	Utilities	OP	6,300
	551504	Office repair/Maintenance	OP	4,420
	551600	Equipment Repair and Maintenance		2,700
	551601	Vehicle repair and maintenance	OP	1,680
	551602	Insurance for vehicle	OP	420
	551603	Office equipment/furniture/fixtures repair and maintenance	OP	600
	551604	Do No Harm operation cost	OP	0
	551700	Office equipment/ICT		20,583
	551701	Email hosting (cloud server)	OP	2,280
	551702	Anti-virus	OP	1,080
	551703	NGO Database hosting (cloud server)	OP	1,200
	551704	Computer Laptop / Desktop set (monitor, keyboard, CPU, UPS)	OP	10,533
	551705	Printer	OP	400
	551706	Air-Conditioners	OP	1,200
	551707	Filing cabinets and built-in cabinets	OP	1470
	551708	QuickBooks annual subscription	OP	2,420
	551800	Representation		4,288
	551801	Representation in key events	OP	600
	551802	Khmer New Year Day celebration	OP	1246
	551803	Human Rights Day celebration	OP	500
	551804	Staff farewell party	OP	342

Operational Plan, Governance Hub Program (GHP 2022)

Activity Code	Budget Code	Program Description	Team Responsible	Budget for 2022
	551805	1,000	OP	1,000
	551806	600	OP	600
	551900	10,000		10,000
	551901	0	M&E	0
	551902	0	M&E	0
	551903	10,000	OP	10,000
Subtotal				1,563,112
7		15,000	15,000	15,000
Total expenditure				1,578,112

Table 6: Detail Budget of the Operational Plan 2022



About CCC

The Cooperation Committee for Cambodia (CCC) is a leading membership based organization for NGOs in Cambodia with nearly 180 members working on various development sectors. CCC has been playing unique roles as the Governance Champion, Coordinator and Advocate to realize enabling environment for CSOs and sustained CSO Resource Hub at the national and sub-national levels.

Vision

Sustainable and democratic 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

- Improved enabling environment for CSOs
- Sustained functionality of CSO Resource Hub at the national and sub-national levels.

Values

- Integrity
- Responsiveness
- Quality
- Cooperation
- Inclusiveness

Cooperation Committee for Cambodia (CCC)



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