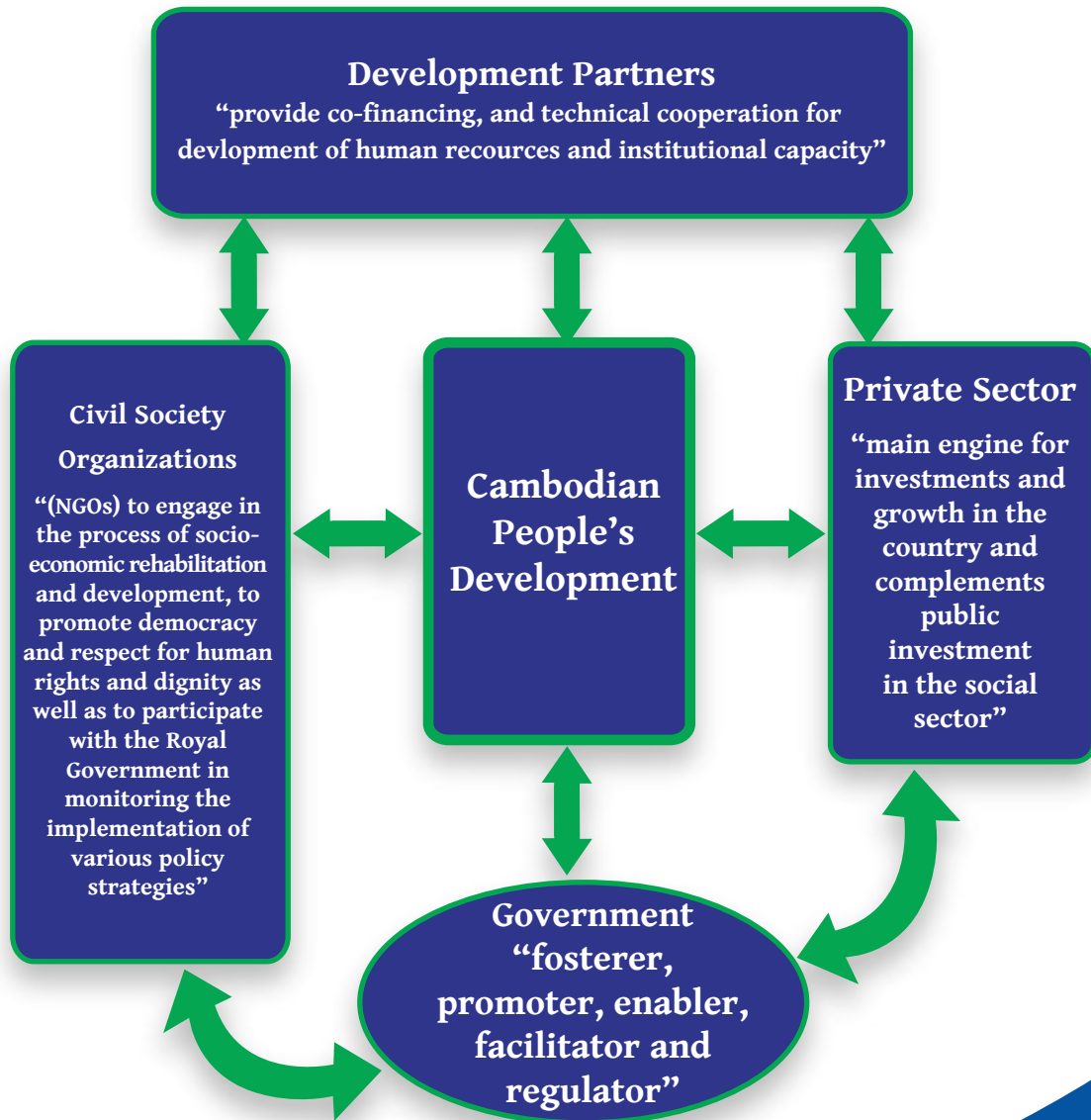




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Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge

2016

OPERATIONAL PLAN



Partnerships for Sustainable Development in Cambodia



FOREWORD

2016 is the third year of implementation of the Governance Hub Program of the Cooperation Committee for Cambodia (CCC, GHP 2014-2018). The GHP was developed with participation of CCC members, funding partners, development partners and others with a common goal to see **civil society in Cambodia becomes strong, capable and more responsive to development challenges toward sustainable development in Cambodia.**

We are pleased to present our 2016 Operational Plan and budget which were adapted from the 5 year GHP program with some adjustment and reflection to the current situation and priorities of development both at national and sub-national levels in the country. This operational plan has gone through the consultation process with staff members, CCC members, the Executive Committee of CCC (EXCOM) and funding partners.

Through the implementation of this operational plan, we will sharpen our efforts toward addressing three critical issues: 1) good governance and quality services of CSOs, 2) fostering enabling environment (legal framework such as LANGO and Cybercrime Law, collaboration among CSOs, financial sustainability and inclusive partnership for sustainable development), and 3) local democratic development through engagement in social accountability framework, Implementation Program of D&D phase 2015-2017, Open Government Partnership (OGP), localization of the Sustainable Development Goals (SDGs). These efforts will lead to achieve key outcomes: improved quality of CSOs services; increased collaboration amongst CSOs; enhanced enabling environment for development actors; and increased capacity of CCC to perform its roles.

CCC remains playing its three important roles as the coordinator, networker and advocate. Our working approaches are **inclusive partnership, human rights based approaches to development, and decentralization** of its key interventions to sub-national level.

CCC will invest US\$987,758 and employ 41 staff members. 1,000 CSOs will directly benefit and hundred thousands of CSOs and individual indirectly benefit from this 2016 operational plan. CCC will work nationwide, but the focus and resources will be prioritized for Phnom Penh, and 15 provinces that have got into the Memorandum of Understanding with CCC.

On the behalf of members, Executive Committee, and staff of CCC, we would like to extend our appreciation to the support and collaboration from all stakeholders and we believe the relationship and partnership become more genuine, inclusive, and mutually supportive for 2016 and onward for sustainable development in Cambodia.

28 December 2015



Chat Sophiep

Chair, CCC ExCom



Soeung Saroeun

Executive Director, CCC

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I. GHP IN SUMMARY

The Cooperation Committee for Cambodia (CCC) is a well-established and deeply respected coalition of more than 160 international (INGOs) and local non-governmental (LNGOs) in Cambodia. As end of November 2015, CCC has more than 160 members who are working on diverse fields across the country, 92 of which are international NGOs.

The Governance Hub Program (GHP 2014-2018) was designed and adopted by CCC as a result from the participatory mid-term review of CCC's strategic direction, called Vision 2015, in late-2012. Since 2014, CCC has started implementing this five year program which contains the following strategic elements as explained in this tree.



Mission: CCC provides high quality services to civil society and influences Cambodia's development actors

Values: CCC promotes and adheres to the following five values: Integrity, Responsiveness, Cooperation, Quality, Inclusiveness

Thematic priorities and approaches:

1. *Enhancing CSO governance and effectiveness:* by promoting application of Istanbul Principles on CSO development effectiveness, Busan Principles for Effective Development Cooperation and good governance principles and standards of good practice, and sustainability within CCC members and civil society.
2. *Fostering enabling environment and partnership:* by coordinating multi-stakeholders to implement and monitor social accountability plan and decentralization and deconcentration program, and to support adaptation of inclusive partnership principles, right based approach, capacity development, and enabling legal frameworks, engagement in beyond 2015 agenda at national and international levels.

The 5 year Governance Hub Program will provide benefits to at least 1,000 direct beneficiaries including the members of CCC, the GPP certified and GPP applicant NGOs, the eight provincial NGO networks and their members, the participants of all CCC capacity development services and other events including meetings, consultations, workshops, advocacy campaign etc. Further than this, the interventions of CCC will serve to other hundreds of thousands indirect beneficiaries including the beneficiaries and partners of CCC's direct beneficiaries, the government, the development partners, the private sector, the youth groups, the academia, and the whole communities.

II. GHP AT A GLANCE IN 2016

<i>Key Points</i>	<i>Descriptions</i>
Number of outcomes	4
Number of indicators	10
Number of key interventions/projects	36
Number of key activities	175
Target groups	CCC members, partners of CCC members, GPP related NGOs, Provincial NGO networks and its members, and community base organizations working at the target provinces.
Target Areas	Nationwide, but priorities are given to Phnom Penh, and 15 provinces (Kampot, Kampong Som, Takeo, Svay Rieng, Prey Veng, Kratie, Rattanakiri, Stung Treng, Kampong Cham, Kampong Thom, Kampong Chhnang, Siem Reap, Banteay Meanchey, Battambang, and Pursat).
Number of required staff	41 staff members: GPP, R&L, CAN, CMD and OOD
Budget required by outcome	Total budget is US\$987,758 in which 92.5% is directly under program cost. It is allocated to: Outcome 1: US\$386,484; Outcome 2: US\$142,713; Outcome 3: US\$220,112; and Outcome 4: US\$238,449
Source of funds	CCC membership and own incomes, DCA/CA, DFAT, DIAKONIA, EU, KEPAP, NPA, OXFAM, PACT, SIDA (ICSC), UN, USAID (DI), and other local and international partners/foundations.

III. KEY PRIORITIES AND INTERVENTIONS BY OUTCOME 2016

<i>Outcome I: Improved Quality Services of CSOs</i>			
Description of priorities	<p>Quality services to citizens are one of the main ultimate aims of civil society organization. However, good governance, transparency and accountability of CSOs remain significant challenges hinder its efforts to the high level of quality services. At the same time, CSOs still have limited capacity to promote their internal good governance, accountability and effectiveness and as well to empower community they serve to own development process and results and to hold their government accountable. In 2016, CCC will continue to promote the application of the voluntary certification system on Governance and Professional Practice (GPP) and enhancing capacity and learning within the civil society at both sub-national and national levels. GPP will focus on improving the code and certification system, assessment of applicant CSOs for certificate, and development of practical guidelines for small and community base organization. The practical guideline will benefits thousands of the small and grassroot organizations throughout the country who work closely with their communities but still have some gaps for improvement in terms of governance, accountability and professionalism within their organizations. The capacity development and learning services of CCC will continue to facilitate community of practice (including learning forum on human resource development, sound financial management, monitoring and evaluation, ICT, board and executive director, certified NGO), training (organizational development, advocacy and leadership, do no harm, and other areas of capacity to cope the demands of Social Accountability Framework, Law on Association and NGO and Sustainable Development Goals), coaching and mentoring, and development of digital tools/system for M&E for the civil society.</p>		
Indicators	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">Indicator1.1: Applicant CSOs received GPP certificates increased from 45 in 2013 to at least 82 by 2016.</td> <td style="width: 50%; padding: 5px;">Indicator1.2: At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.</td> </tr> </table>	Indicator1.1: Applicant CSOs received GPP certificates increased from 45 in 2013 to at least 82 by 2016.	Indicator1.2: At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.
Indicator1.1: Applicant CSOs received GPP certificates increased from 45 in 2013 to at least 82 by 2016.	Indicator1.2: At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.		

<p>Key Interventions</p>	<p>1.1.1. Conduct GPP awareness and orientation to CSOs including GPP Certification Awarding Ceremony.</p> <p>1.1.2. Enhance and maintain GPP Data Management System.</p> <p>1.1.3. Facilitate and conduct organizational assessment of at least 40 applicant CSOs against the GPP standards.</p> <p>1.1.4. Facilitate certified CSOs to maintain their compliance with the GPP standards.</p> <p>1.1.5. Support applicant CSOs (e.g coaching and mentoring) to implement recommendations of GPP.</p> <p>1.1.6. Implement the project on “Culturing good practice and sustainability of Community-Based Organizations in Cambodia”</p> <p>1.1.7. Conduct a stakeholders survey (donors, members, NGOs) on suitability of certificate model and VCS process</p> <p>1.1.8. Participate in development of global reference standards for CSO accountability.</p>	<p>1.2.1 Conduct eight learning forums (2x4 forums) on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E).</p> <p>1.2.2. Conduct training course on GPA (including IP, GPP tool and Right Based Approaches and follow up with participants.</p> <p>1.2.3. Facilitate development of digital M&E and its expansion.</p> <p>1.2.4. Facilitate development and implementation of national and provincial training agenda for CSO capacity development and learning.</p>
<p>Key Target Groups</p>	<p>Civil society organizations, including local and international organizations, and grass-root/community-based organizations</p>	
<p>Budget</p>	<p>386,484USD</p>	
<p>Key Components Involved</p>	<p>Governance & Professional Practice (GPP) component is responsible for key intervention #1.1.1 to 1.1.8, while the Research and Learning (R&L) component is responsible for key intervention #2.1.1 to 2.1.4. The Senior Management Team (SMT), Operations and Organizational Development (OOD) team and Communications and Member Development (CMD) will provide management oversight, technical support and communications and public relationships.</p>	

Outcome II: Improved Enabling Environment for CSOs in Cambodia		
Description of priorities	<p>The enabling environment for civil society is considered as a must-have factor to ensure that civil society have sufficient capacity, space and resources to effectively play their roles as one of development actors towards development effectiveness for the country.</p> <p>In Cambodia, the enabling environment and democratic space for civil society in Cambodia gradually decreased and shrunk. Some of the factors include the recently adopted controversial law on Associations and Non-Governmental Organizations, law on Election of Member of National Assembly and many proposed laws such as Cybercrime, and Trade Union. Financing for development becomes a high concern for CSO sector since 85% of its funding sources are from foreign aid, especially from Europe and United States while now these governments cut their aid significantly. Inclusive partnership between civil society, government, development partners and private sector remain a lot of rooms to improve in terms of trust and quality of partnership.</p> <p>For 2016, CCC will focus on the following key indicators, and interventions which will be significantly enabling it to cope with the challenges mentioned above.</p>	
Indicators	<p>2.1: At least four laws and policies (e.g. Law on Association and NGOs- LANGO, Cyber Law, Sustainable Development Goals, D&D) included recommendations from CSOs.</p>	<p>2.2: Funding and other support for CSOs, especially GPP certified CSOs gradually increased.</p>
Key interventions	<p>2.1.1. Facilitate and consolidate research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.</p> <p>2.1.2. Conduct research studies on Enabling Environment, CSO contributions and performance, and local democratic development (e.g. social accountability and Decentralization and De-concentration- (D&D).</p> <p>2.1.3. Facilitate CSOs participation in laws and policies (e.g LANGO and Cybercrime) development processes, and implementation</p>	<p>2.2.1. Promote profile and work of CCC's members and others CSOs to public.</p> <p>2.2.2. Increase support and recognition of GPP applicant NGOs from Development Partners/Funding Partners.</p> <p>2.2.3. Advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.</p> <p>2.2.4. Initiate Business and Human Rights dialogue.</p>

	<p>monitoring.</p> <p>2.1.4. Play role as secretariat for CSOs in promoting Open Government Partnership for a transparent, accountable, effective, innovative and responsible government.</p>	
Key Target Groups	Civil Society Organizations at both national and sub-national level, Royal Government of Cambodia, Development Partners and private sector.	
Budget	142,713 USD	
Key Components Involved	Coalition building, Advocacy and Networking (CAN) component is responsible for key intervention #2.1.1 to 2.1.4. Research and Learning (R&L) component is responsible for key intervention number 2.2.1 to 2.2.5. The Senior Management Team (SMT), Operations and Organizational Development (OOD) team and Communications and Member Development (CMD) will provide management oversight, technical support and communications and public relationships.	

<i>Outcome III: Increased Collaboration Among CSOs</i>			
Description of priorities	<p>Collaboration/coalition among civil society in Cambodia is increasing, but the depth of cooperation generally remains low. Further, the coalition among civil society is more diverse and firmer at the national level and the extent of collaboration varies considerably by sectors, at all levels.</p> <p>Some sectors enjoy high level of cooperation while other sectors, even though that host multiple coalitions appear to have low level of cooperation. At the same time, collaboration among civil society at the national level works better than the one at sub-national level including the provincial NGO networks, CBOs and others. Cross sectoral cooperation is generally low and umbrella groups have too few mechanisms of performance and evaluation and limited opportunities to receive and address members' demands. There are a lot of demands internally and externally require civil society to think, mobilize resources, and act together and complementary.</p> <p>The interventions of CCC through this outcome, is to bring common voice of civil society in addressing development challenges.</p>		
Indicators	3.1. 15 Memorandum of Understanding (MoUs) between CCC and	3.2. A common premise for CSO office and functions.	3.3. CCC membership increased from 144 in

	<p>provincial NGO networks, informal groups, and national coalitions on cooperative actions.</p>		<p>2013 to 175 in 2016.</p>
<p>Key Interventions</p>	<p>3.1.1. Work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labor forces.</p> <p>3.1.2. Coordinate CSO engagement in the mechanisms of Development Cooperation Partnership Strategy (DCPS 2014-2018: TWGs, GDCC, CDF, and annual government and NGOs meeting...) and ISAF.</p> <p>3.1.3. Facilitate provincial CSO networks to develop and implement their strategic plan (s) (e.g. communities of practice, and people forum on development trends and challenges at provincial level).</p> <p>3.1.4. Facilitate Cambodian CSOs and CSOs of MCLV, especially in Cambodia to the implementation and monitoring of Sustainable Development Goals (SDGs).</p>	<p>3.2.1. Implement the consultant's recommendation from a feasibility study on establishment of a CSOs Center for Sustainable Development.</p>	<p>3.3.1. Expand CCC membership in accordance with new revision of CCC's bylaws.</p> <p>3.3.2. Facilitate and manage up-to-date information on CSOs operating in Cambodia.</p>
<p>Key Target Groups</p>	<p>Civil society organizations, CCC members, provincial NGO networks, CSO umbrella groups etc.</p>		

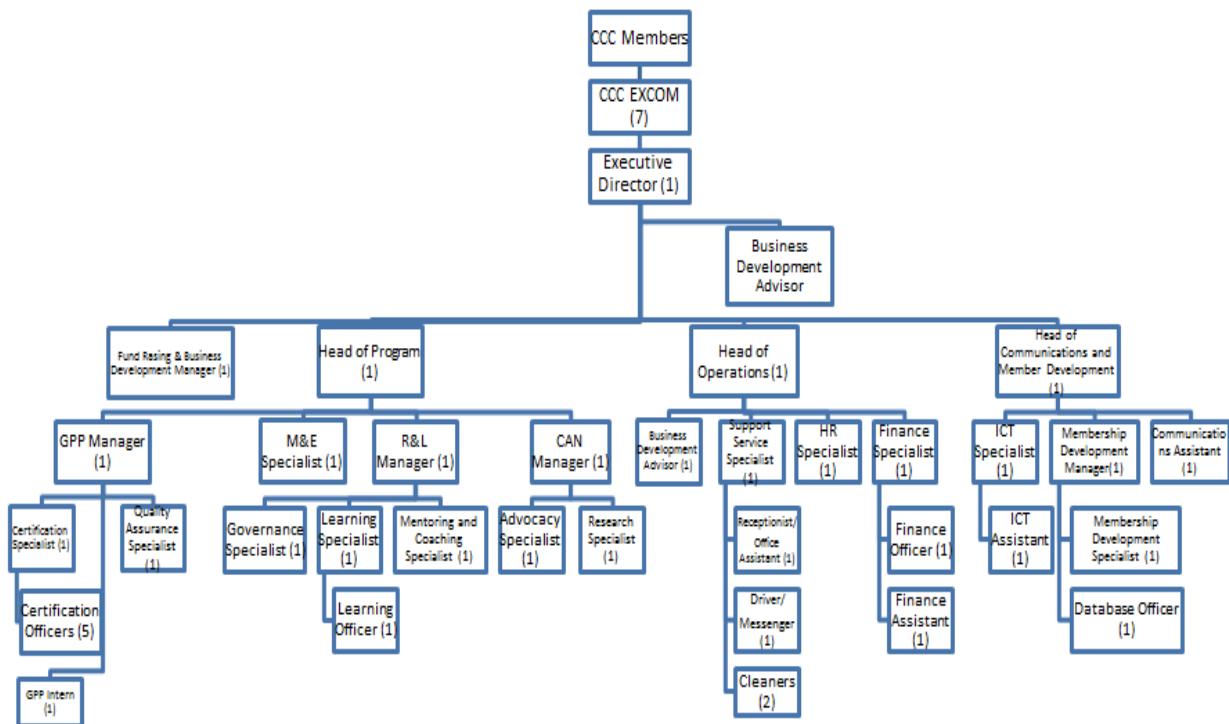
Budget	220,112USD
Key Components Involved	<p>Coalition building, Advocacy and Networking (CAN) component is responsible on key intervention #3.1.1, 3.1.2 and 3.1.4, while key intervention #3.1.3 is under responsibility of Research and Learning component.</p> <p>Key intervention #3.2.1 is under the responsibility of Operations and Organizational Development (OOD) team. The Communications and Member Development (CMD) is responsible for key intervention #3.3.1 and #3.3.2. The Senior Management Team (SMT) will provide management oversight, technical support and communications and public relationships.</p>

<i>Outcome IV: Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker, and Advocate</i>			
Description of priorities	<p>CCC is the main actor in civil society to play role in promoting institutional good governance and effectiveness within civil society sector and fostering enabling environment for the sector to be able to exercise their rights and operate their roles as one of development actors. However, CCC encountered limitation of their staff capacity to respond to development challenges and needs of members and civil society organizations. The needs remain with CCC to promote its capacity to implement their program and as well as to pioneer itself as a role model for the sector. In coping these challenges, CCC will promote the capacity of CCC itself to effectively playing its roles. In general, relevant efforts will be made on continuously improving the human resource management system, sound and sustainable financial management system, proper and professional support services, effective internal governance, and compliances to donors' requirements and procedures and government's laws and regulations.</p> <p>Most of the interventions under this outcome will be carried out by the Senior Management Team, Fund Raising and Business Development Manager, and the whole Operations and Organizational Development Division.</p>		
Indicators	4.1. CCC operational funds from donors reduced from 85% in 2013 to 80% by 2016.	4.2. Adequate and fully functional organizational structure, systems, policies, processes, and human resources and quality assurance are in place.	4.3. CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.

Key Interventions	<p>4.1.1. Develop and implement communications and fund raising unit and strategies for the unit.</p> <p>4.1.2. Facilitate sound financial management.</p> <p>4.1.3. Collect membership fee, GPP application and annual fee, and other initiative fees.</p>	<p>4.2.1. Review and update appropriate and relevant policies, guidelines, procedures, and performance management system.</p> <p>4.2.2. Create a culture of professional practices.</p> <p>4.2.3. Conduct regular monitoring and evaluation including reporting.</p>	<p>4.3.1. Maintain compliance with GPP standards and certificate.</p> <p>4.3.2. Facilitate responses to CCC donor requirements and government regulations.</p>
Key Target Groups	CCC, donors/Development Partners, ministerial departments, and private companies.		
Budget	238,449USD		
Key Components Involved	Key interventions in this outcome are under responsibility of Operations and Organizational Development (OOD), Senior Management Team (SMT), and Fund Raising and Business Development Manager.		

IV. STRUCTURE AND IMPLEMENTATION APPROACHES

CCC is governed by its members and a seven member Executive Committee (EXCOM) who are elected from the members with a two year mandate for each. The operational plan 2016 will be carried out effectively by the executive body which consists of 41 employed staff members including advisors, and interns. The structure below clusters into seven clusters: 1) Senior Management Team, 2) Governance & Professional Practice (GPP) Component, 3) Research and Learning (R&L) Component, 4) Coalition, Advocacy and Networking (CAN) Component, 5) Operations and Organizational Development (OOD) department, and 6) communication and member development (CMD) department. The diagram describes about reporting and supervision line and it also informs that each leader/manager will supervise 3-5 subordinates. Each cluster and staff member has a clear job description, performance plan, and appraisal. Each cluster is responsible for key areas of interventions as listed in section V above. Each staff member is responsible key activities as in annex 1 below.



CCC remains committed to promote the inclusive partnership working approach so that everyone is counted equally within the development process and results.

- The success of CCC is through its members, so that CCC will work hand in hand with four sub-committees, individual members and their affiliates to jointly cope with common challenges faced by CSOs and the success of 2016 operational plan.
- CCC will work with about 100 volunteers as members of the CCC's established working groups such as GPP Working Group, NGO Code Compliance Committee, ICT4D Working Group, Finance Working Group, Human Resource Working Group, Do No Harm Working Group, Governance Interim Working Group, Provincial NGO networks, OGP working group, etc.
- Moreover, CCC continues to work with government at both sub-national and national levels and the National Assembly, by participating in the invited space such as Decentralization and Deconcentration Technical Working Group (D&D TWG), Planning and Poverty Reduction Technical Working Group (PPR TWG), Partnership and Harmonization Technical Working Group (P&H TWG), and Partnership Steering Committee for Implementation of Social Accountability Framework (PSC-ISAF). This would help improve enabling environment for CSOs and build more trust between CSOs and government.
- CCC will work closely with sectoral groups/networks in Phnom Penh and provincial NGO networks that have signed MoUs in order to strengthen their networks and support their members. CCC will engage community base organizations (CBOs) in the target provinces to improve their governance and accountability.
- CCC continue to partner with existing and potential funding partners, UN agencies, and international communities such as ICNL, CIVICUS, IFP, ADA, ADN, GCAP, and Beyond 2015 in order to get both strategic, technical, and financial support for CCC's operational plan.
- Last but not least, CCC expands its partnership with private sector including corporations, foundations and social enterprise in order to increase mutual understanding, relationship, and as well as to get both technical and financial support for CCC operational plan.

V. MONITORING AND EVALUATION

CCC has developed for planning, implementation, monitoring, evaluation and learning (PIMEL) tool and online system – it is available as request. CCC also has M&E Specialist who works closely with the Head of Program and other relevant colleagues to develop and improve policies, tools and framework and ensuring the all aspects of M&E delivered well). The following just name a few on tools will be used to monitor progress against indicators and outcomes of 2016 and beyond:

- Annual organizational financial audits
- Focus group discussions and regular meetings (among members and partners)
- Annual membership survey (new)
- Component/unit reflection and team meetings, semi-annual staff reflection
- SharePoint computerized reporting system for tracking activities to operational plan
- GPP online feedback and database system (application workflow, accreditation, compliance monitoring and reporting)
- Pre-test and post-test/feedback of CCC events
- Learning Forum evaluation form and report templates (new)
- Story of Change questionnaire and video templates (new)
- Online feedback/Complaint mechanism
- Monthly and quarterly staff/management team/EXCOM meetings
- Annual General Meeting (with members)
- Quarterly progress and financial reports for management and EXCOM
- Six monthly progress and financial reports for donors
- Semi-annual reflection meetings with funding partners
- Annual progress and financial report donors and public
- GHP mid-term review by first quarter of 2016)

VI. RISKS AND MITIGATION STRATEGIES

CCC has adapted a tool for conducting risk assessment and developing mitigation strategies. In 2016, CCC has learned that there are many risks for us to be mitigated, three of which are the top risks is presented below.

<i>Brief description</i>	<i>Detailed description</i>	<i>Impact</i>	<i>Likelihood</i>	<i>Priority</i>	<i>Action plan</i>	<i>Action date</i>	<i>Who</i>
Funding issue and financial sustainability	a) Funding shortfall from back donors remained high impact to INGOs and CNGOs in Cambodia.	Critical	Likely	Medium	a) Join and/or merge activities as many as possible according to resource availability. Suggest to have CSO national trust fund where it can be flexible to support any organization who needs modest fund to fulfill their funding gap and/or to complete some standards required by the NGO code.	Throughout a year	MT
	b) Changing of financial landscape from direct funding to NGOs to government and/or CBOs.				b) Work with government and development partners to ensure that they support NGOs as catalyst for empowering CBOs and other grassroots organizations, if possible joint project should be considered.	Continuously	MT
Implications of LANGO and	a) CSOs are accused of being aligned with the opposition	Critical	Likely	High	a) Request and advocate to have the space for CCC and key	First semester	MT

<i>Brief description</i>	<i>Detailed description</i>	<i>Impact</i>	<i>Likelihood</i>	<i>Priority</i>	<i>Action plan</i>	<i>Action date</i>	<i>Who</i>
Cybercrime Law	<p>party, leaving narrow space for their meaningful participation.</p> <p>b) Lack of clarity on the terms used in the laws and miss interpretation by some local authorities could cause some conflicts/interruptions to the operation of CSOs.</p> <p>c) Capacity of some CSOs, especially those located at the sub-national level remain weak to fully comply with the provisions of LANGO.</p>				<p>CSOs to participate in the Implementation Guideline process of LANGO.</p> <p>b) Well prepared initiatives among CSOs for mutual support and improved capacity of CSOs.</p> <p>c) Identify and act on the best strategies to ensure that GPP contain necessary standards which respond to the requirements of LANGO.</p> <p>d) Continue its coordinating role to promote common goal and mutual support within CSOs.</p>	<p>First semester</p> <p>Continuously</p> <p>Continuously</p>	<p>MT</p> <p>GPPM</p> <p>SMT/ CANM</p>
Lack of genuine and inclusive partnership within civil society and with government and other development	<p>a) Participation from civil society is sometimes made just for legitimation.</p> <p>b) Duplication of interventions by some organizations without proper coordination, resulting in some levels of resource waste.</p> <p>c) Change of working approach by some funding partners and</p>	Medium	Likely	High	<p>a) Promote the ownership, coordination and local initiatives.</p> <p>b) Conduct power analysis to identify key actors and have proper interventions through them.</p> <p>c) Identify and promote collaboration with key development partners to seek</p>	<p>Continuously</p> <p>Continuously</p> <p>Continuously</p>	<p>SMT/CANM</p> <p>SMT/ CANM</p> <p>SMT/ CANM</p>

<i>Brief description</i>	<i>Detailed description</i>	<i>Impact</i>	<i>Likelihood</i>	<i>Priority</i>	<i>Action plan</i>	<i>Action date</i>	<i>Who</i>
actors	CSOs which focus too much on dealing with the needs of their respective target groups and ignore the importance of coordination.				for their continuous support to CSOs.		

XII. ANNEXES

Annex 1: Key Highlights of GHP in 2015

2015 marks the second year of implementation of the CCC's Governance Hub Program (GHP 2014-2018) of CCC. As stated in the Operational Plan 2015, the interventions of CCC were made around 4 outcomes, 9 indicators, 42 key activities, and 205 detailed activities.

The following key achievements which were made in 2015, are presented based on their relevant outcomes:

Outcome 1: Improved Quality Services of CSOs

- The applicant NGOs who received GPP certificates increased from 63 in 2014 to 70 in 2015. By end of 2015, 25 NGOs are holding their valid GPP certificate.
- GPP remains widely recognized by all stakeholders in terms of improving the governance and effective organizational development within civil society sector in Cambodia. Remarkably, more collective efforts made by many INGOs who wish to support their local partners to get involved in the system. In 2015, at least 35 NGOs were supported by their funding partners such as Plan International, Oxfam, and NPA to engage within the GPP system.
- CCC is one of the eight project partners for the Global Reference Standards for CSO Accountability Project and the project will allow CCC to further improve the GPP standards/good practices, to reduce transaction costs, and to enhance enabling environment for CSOs in Cambodia.
- GPP Database was successfully constructed, building in multi-function both online and offline which allows the GPP Component and other key bodies to manage and track the progress of certification assessment.
- The eight learning forum in the themes of ICT, FM, HRM and M&E remained well responded to the needs of CCC members. In 2015, the total number of 695 participants (336 females) from 458 organizations participated in the events, and took practical knowledge from the forum to customize within their own organizations.
- Two training courses on Governance, Professionalism and Accountability (GPA) were conducted with 42 participants (11 female) from 37 organizations. Participants confirmed that GPA course serves as a critical asset for them and their organization to reach at a better performance, mainly to stay compliant to the GPP standards. More than 65% of trained NGOs have had a concrete plan to turn GPP standards and Istanbul Principles for CSO effectiveness into their organization and program.
- Mentoring and coaching services remain a powerful assistance mainly for the GPP applicant NGOs to improve their policy development and organizational development. Throughout the year, the services, both offline and online, were delivered to 55 organizations. As a result of these, 6 organizations who received mentoring and coaching supports from CCC become GPP certified in 2015.

- Board and ED workshop conducted with 60 participants (15 female) from 35 NGOs throughout the country.

Outcome 2: Improved Enabling Environment for CSOs

- The collective awareness raising and advocacy campaigns on LANGO have absorbed the attentions and actions from different stakeholders both locally and internationally. Strong and collective voices from critical development partners, international communities, and the publics have been made in favour of civil society's position. As a result, some controversial provisions of the LANGO have been removed or modified and the collective efforts of civil society remain in place to promote mutual supports and their capacity to respond to the law and to advocate for amendment in the future.
- The Stop and Consult facebook page was established as an online advocacy platform for civil societies against the laws/policies which possibly turn into negative impacts for the sector and the people. The platform is now having around 13,600 followers. Additionally, the Twitter campaign was created and became extremely popular, frequently making more than 1,000,000 impressions per week over six weeks in May/June.
- The study on Cambodia Civil Society Sustainability Index (CSOSI) for 2014 was conducted by engaging with experts from civil society and freelance consultants. The report contains key dimensions of sustainability such as legal environment, organizational capacity, advocacy, public image etc. The report on CSOSI was finalized, published in November 2015 and was disseminated in many relevant events. The Index is very beneficial to Cambodia CSOs to reflect the status of their long term sustainability.
- A series of research on enabling environment for civil society at sub national levels have been conducted in Kampong Thom, Kratie, Stung Treng and Rattanakiri. Findings of the study indicate some best practices and challenges faced by CSOs in effectively delivering their operations and they can be used for further advocacy purposes.
- Collective efforts to debate on Sustainable Development Goals (SDGs) agenda and its localization in Cambodia. 11 campaigns and meetings on Sustainable Development Goals (SDGs) have been conducted with participation from at least 880 people from civil society, government, development partners, youth and others. A Research on Analysis of Cambodia's Preparedness for the Implementation of SDGs was conducted informing all stakeholders about the capacity, opportunities and challenges faced by Cambodia in implanting this 15 year universal goals. Findings from the reports have been disseminated to relevant stakeholders and could be used especially for the SDGs localization process into the Cambodia context.
- CCC actively participated in promoting the application of Open Government Partnership (OGP) in Cambodia. CCC also was representing CSOs to sit in various Technical Working Groups (TWG) such as Partnership and Harmonization (P&H), Planning and Poverty Reduction (PPR), and Decentralization and Decentralization

(D&D), and Partnership Steering Committee for Implementation of Social Accountability Framework (PSC- ISAF).

Outcome 3: Increased Collaboration among CSOs

- CCC members increased from 154 in 2014 to 160 in 2015 while 6 NGOs are now standing as the observing members. Most of CCC members actively participated in CCC's key interventions through key events of CCC such as the bi-monthly meeting, annual general meeting, consultations, and many established working groups.
- The initiative of forming the sub-committees among CCC members and partners was made so that everyone could work collectively to promote the capacity and sustainability for CSOs as a whole. These include the sub-committee on good governance, enabling environment, partnership, and financial sustainability. The Terms of References for the committees have been developed and shared to relevant stakeholders. It is expected that all of these sub-committees will fully function by early next year.
- 15 MoUs have been signed and jointly implemented with the provincial NGO networks and other organizations to address different development issues. Through these MoUs, the provincial NGO networks would be able to promote their institutional effectiveness, improve their coordination capacity, promote their financial sustainability, and to join forces in advocacy efforts.
- Six training courses on Advocacy and Leadership were conducted for seven provincial NGO networks with 136 participants (35 female). From these training sessions, 7 advocacy plans were developed and 7 more were drafted with continual support from CCC team.
- The Communication, Advocacy and Partnership Strategy (CAPS) was finalized and being used by CCC as a tool to promote its partnership engagement, credibility and visibility to the stakeholders and public.
- The survey on Salary and Benefits 2014 for Cambodian NGO staff was finalized, published and disseminated to key stakeholders. This research provided an important piece of information for NGO sector in the country to treat their staff fairly as expected by the NGO labor market.

Outcome 4: Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate

- CCC successfully complied with the requirements of GPP system making it the first organization who received the GPP certificate for the third time.
- A two day fund raising training was conducted for the management team of CCC, allowing them to understand more about the trends and sources of financial support potentially accessible by CCC and civil society. The fund raising course has also paved the way for CCC to turn its plans of having a CSO Center and Fund Raising Unit into reality. It is expected that these services will contribute significantly towards financial sustainability for CCC and its members.

- Many positions under the CCC's organizational structure such as M&E Specialist, Member Development Manager, Certification Officer, Advocacy Specialist, Finance Officer, Database Officer were recruited as required by its organizational structure. Having all qualified staff onboard has enabled CCC to become a strong and capable organization to carry out its strategic plan.
- Capacity development opportunities were made available to CCC staff through different forms including both local and international trainings/workshops, reflections and retreat. Additionally, 11 Friday Learning were conducted covering different topics such as report writing, graph development, conflict resolution, financial management etc. this peer learning platform allowed CCC staff to share and learn practical skills and knowledge in an effective manner.

Annex 3: Detailed Activities and Timeframe

Outcome 1: Improved quality of CSO services

Two indicators were developed to measure and report the performance against the expected outcome.

Indicator 1.1: Applicant CSOs received GPP certificates increased from 45 in 2013 to at least 82 by 2016.

Indicator 1.2: At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
1.1.1. Conduct GPP awareness and orientation to CSOs including GPP Certification Awarding Ceremony.	1.1.1.1. Develop a year-round calendar and share publicly for registration.	1 plan	X														GPPM
	1.1.1.2. Promote GPP through key CCC's events and other means including review marketing materials.	20 events 2 set of booklets GPP online	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GPPM
	1.1.1.3. Conduct regional/provincial orientation and reflection with CSOs about GPP Certification System.	4 sessions			X				X			X			X		GPPM and Team
	1.1.1.4. Approach potential donors to get their support on GPP system and their partners to join GPP.	4 meetings	X			X			X			X					GPPM
	1.1.1.5. Develop various proposals for GPP-interested donors.	2 proposals		X						X							GPPM and CS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team			
			J	F	M	A	M	J	J	A	S	O	N	D				
	1.1.1.6. Celebrate Certification Awarding Ceremony to Certified CSOs.	1 event									X							QAS
1.1.2. Enhance and maintain GPP Data Management System.	1.1.2.1. Upgrade GPP online database.	1 database	X	X	X	X												GPPM and designated CO
	1.1.2.2. Maintain and perform regular backup.	9 backups				X	X	X	X	X	X	X	X	X	X	X	X	CS
	1.1.2.3. Manage data entry and organize applications.	3 periodic reviews					X				X					X		CS and GPP Intern
	1.1.2.4. Perform quarterly reporting and follow up.	3 follow up sessions				X				X				X				GPPM
1.1.3. Facilitate and conduct organizational assessment of at least 40 applicant CSOs against the GPP standards.	1.1.3.1. Pre-meet and orient applicant NGO about GPP application and the system.	40 sessions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CS and CO
	1.1.3.2. Facilitate online application and screening process.	40 applications screened	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CO
	1.1.3.3. Facilitate meetings with VCS Working Group.	6 WG meetings	X		X		X			X		X			X			CS
	1.1.3.4. Work with Voluntary Field Assessment Team (VFA) and the GPP team to conduct field assessment with 40 applicant organizations.	40 field assessments	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CO, CS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	1.1.3.5. Produce 40 assessment reports and share them to applicant organizations.	40 reports	X	X	X	X	X	X	X	X	X	X	X	X	X	CO and CS
	1.1.3.6. Conduct internal review (team debate) before submission to committee discussion.	6 debate sessions		X	X	X	X	X	X	X	X	X	X	X	X	CO and CS
	1.1.3.7. Facilitate meetings with VCS NGO Code Compliance Committee (NCCC).	4 NCCC meetings		X			X			X			X		GPPM and CS	
1.1.4. Facilitate certified CSOs to maintain their compliance with the GPP standards.	1.1.4.1. Develop a framework for remote follow-up and monitoring the certified CSO's practice.	1 framework	X	X											QAS and GPPM	
	1.1.4.2. Perform regular basis review the check-point of certified CSOs through the framework and follow up.	25 CNGOs	X	X	X	X	X	X	X	X	X	X	X	X	QAS	
	1.1.4.3. Conduct GPP compliance monitoring with certified 8 certified CSOs.	8 field follow up sessions	X		X		X	X		X	X		X	X	QAS	
	1.1.4.4. Review relevant policies such as compliant mechanism, decertification principle and voluntary certification system and annual accountability report of CNGOs.	3 review sessions	X		X						X				GPPM	
	1.1.4.5. Promote compliant mechanism and policy among the CSOs, and stakeholders of the certified CSOs.	4 sessions		X			X			X			X		GPPM, QAS, CS, CO	
	1.1.4.6. Conduct one learning forum with certified organizations in order to maintain their	1 forum						X							QAS	

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	compliance with the standards, and to have joint initiatives and to share their best practices to other organizations.															
	1.1.4.7. Document the change (story of change, case study, quotation).	2 story of changes 2 case studies 4 quotations	X			X			X			X				GPPM, CS, QAS, CO
1.1.5. Support applicant CSOs (e.g coaching and mentoring) to implement recommendations of GPP.	1.1.5.1. Meet and follow up with applicant NGO to clarify findings and recommendations for further fulfillments.	40 applicant NGOs	X	X	X	X	X	X	X	X	X	X	X	X	X	CS, CO
	1.1.5.2. Conduct coaching & mentoring to individual applicant NGOs to fulfill recommendations from GPP.	15 AP re-apply/re-submit	X	X	X	X	X	X	X	X	X	X	X	X	X	M&C specialist
	1.1.5.3. Conduct five in class coaching & mentoring to develop governing documents and organizational tools and systems with at least 30 interested NGOs and ANGOs (follow up support if requested).	30 NGOs		X		X		X		X		X				M&CS
	1.1.5.4. Work with component II, especially Mentoring and Coaching Specialist, to monitor quality and progress of supporting ANGOs and/or CNGOs to implement recommendations.	2 meetings			X						X					CS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
1.1.6. Implement the project on “Culturing good practice and sustainability of Community-Based Organizations in Cambodia”	1.1.6.1. Conduct a series of wider consultations develop the CBO Guideline	13 meetings/w orkshop	X	X	X	X	X	X	X	X	X	X					QAS
	1.1.6.2. Publish the CBO Guideline and distribute 1500 copies to each of the five provinces	1 guideline developed										X	X	X			QAS
	1.1.6.3. Conduct mentoring/ coaching and learning forum in the five provinces	1 learning forum in five provinces											X	X	X		QAS, CO, Intern
	1.1.6.4. Produce an online support platform for CBOs	1 online platform					X	X	X	X	X	X	X	X	X		QAS, Intern
1.1.7. Conduct a stakeholders survey (donors, members, NGOs) on suitability of certificate model and VCS process.	1.1.7.1. Exchange learning online with 2 similar systems of Asia Region.	2 learning sessions	X	X													GPPM, CS
	1.1.7.2. Exchange learning visit with a familiar certification system in Asia country.	1 visit			X												CO, CS, GPPM
	1.1.7.3. Conduct a survey/workshop on suitability of certificate model and VCS processes with stakeholders (Development Partners, NGOs including applicant and certified NGOs, CCC Members, and other NGOs) and produce recommendation.	1 survey report			X	X	X	X									CS, GPPM
1.1.8. Participate in development of	1.1.8.1. Implement the project on Global Reference Standards at the country level.	1	X	X	X	X	X	X	X	X	X	X	X	X			CO&GPPM

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
global reference standards for CSO accountability.	1.1.8.2. Participate in debates both online and physical with global project partners on Global Reference Standards.	10	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GPPM &SMT
1.2.1. Conduct eight learning forums (2x4 forums) on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E).	1.2.1.1. Conduct two Learning forums on HR to at least 80 participants per forum	160P					X					X					LO
	1.2.1.2. Conduct two Learning forums on ICT to at least 80 participants per forum.	160P		X					X								LO
	1.2.1.3. Conduct two Learning forums on FM to at least 80 participants per forum (the topic on fund raising and finance sustainability will be included).	160P			X					X							LO
	1.2.1.4. Conduct two Learning forums on M&E to at least 80 participants per forum (the topic on fund raising and finance sustainability will be included).	160P				X					X						LO
	1.2.1.5. Assessment on the knowledge retention, application and change of forum's participants from learning forum on HR, ICT, FM and M&E.	60P												X			LO

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	1.2.1.6. Create e-learning forum (webinar) (start preparation from March and testing in November).	1time			X								X			LS and LO
	1.2.1.7. Conduct one meeting among members of four working group on HR, ICT, FM and M&E to discuss on challenge, lesson learnt and way forward.	40P											X			LS and LO
	1.2.1.8. Facilitate to promote and use of the ICT, HR, M&E and FM practical guidelines and if necessary update them.	4 guidelines				X		X		X		X	X			LS and LO
1.2.2. Conduct training course on GPA (including IP, GPP tool and Right Based Approaches and follow up with participants.	1.2.2.1. Conduct 1 GPA training course per year.	15P							X							LS
	1.2.2.2. Provide ongoing support to the trained organizations to prepare them to participate in VCS process and apply IPs and right based approaches to development.	20P				X	X	X			X	X	X			LS
	1.2.2.3. Produce story of change for 1 GPA trained applicant NGO.	1story						X								MCS
1.2.3. Facilitate development of digital M&E	1.2.3.1. Conduct one learning forum for provincial coordination network in Siem Reap province on mobile data collection and reporting from	50P	X													LS and LO

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
and its expansion	DI project.															
	1.2.3.2. Conduct two training courses for four pilot NGOs on mobile data collection tool and reports.	32 P	X	X												LS
	1.2.3.3. Host and maintain the reliable technical/infrastructure package and capacity building support package.	Regular	X	X	X	X										RLM
	1.2.3.4. Provide mentoring and coaching to four pilot NGOs (DI).	16P	X	X	X											RLM
	1.2.3.5. Review project cost/efficiency and sustainability and report to DI.	1 report				X										RLM
	1.2.3.6. Develop a set of strategic plan with using the lesson learnt from this project to extend/sustain the pilot project.	1 set of plan				X										RLM
1.2.4. Facilitate development and implementation of national and provincial	1.2.4.1. Coordinate with interim working group (IWG) to implement the project on improving LNGO governance.	4 times	X	X	X	X	X	X	X	X	X	X	X	X	X	MCS
	1.2.4.2. Facilitate two board workshops per year (one for general and one for new contract applicant) for 35 participants each.	2times					X						X		MCS	

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
training agenda for CSO capacity development and learning.	1.2.4.3. Facilitate the implementation of Do No Harm initiative.	Satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
	1.2.4.4. Facilitate the implementation of EU funded consortium proposal with VSO for strengthening provincial NGO networks.	8 provinces	X	X	X	X	X	X	X	X	X	X	X	X	X	RLM
	1.2.4.5. Provide M&E capacity development service to NPA partners and other various consultancy services to CCC members, Applicant NGOs and interested NGOs in Cambodia on Organizational Development.	At least 10 NGOs	X	X	X	X	X	X	X	X	X	X	X	X	X	LS

Outcome 2: Improved enabling environment for CSOs

Two indicators were developed at the outcome level to measure and report the performance against the expected outcome.

- Indicator 2.1: At least four laws and policies (e.g. Law on Association and NGOs-LANGO, Cyber Law, National Strategic Development Plan -NSDP, D&D) to be proposed by the government included recommendations from CSOs.
- Indicator 2.2: Funding and other support for CSOs, especially GPP certified CSOs gradually increased.

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team
			J	F	M	A	M	J	J	A	S	O	N	D	
2.1.1 Facilitate and consolidate research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.	2.1.1.1 Facilitate Research Advisory Board (RAB) meetings to develop a research agenda related to CSOs and their development works and facilitate to implement research agenda.	4		X			X			X			X		CAN-R&CS
	2.1.1.2 Collect/update research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.	30	X	X	X	X	X	X	X	X	X	X	X	X	CAN-R&CS
	2.1.1.3 Work with CMD to develop and maintain database of research studies.	4		X			X			X			X		CAN-R&CS
2.1.2. Conduct research studies on Enabling Environment, CSO	2.1.2.1. Develop research report on CSO contribution and their performances index in 2016 (extract from CCC database).	1			X	X	X	X							CAN-R&CS
	2.1.2.2. Conduct a research on NGO performance at national level.	1							X	X	X				CAN-R&CS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
contributions and performance, and local democratic development (e.g. social accountability and Decentralization and De-concentration-(D&D).	2.1.2.3. Collaborate with API and provincial coordination network in 3 provinces to conduct a research on Enabling Environment for sub-national level (commune and NGO and other stakeholder).	1										X	X	X	X	CAN-R&CS
	2.1.2.4. Work with CMD team to print at least 200 copies of each research report, launch the publication and make them available online.	200	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
	2.1.2.5. Conduct semiannual issue briefing workshops to share findings from the research conducted by CCC and consolidated research with relevant stakeholders including policy and decision makers.	2						X						X		CAN-R&CS
2.1.3. Facilitate CSOs participation in laws and policies (e.g LANGO and Cybercrime) development processes, and implementation monitoring.	2.1.3.1. Facilitate monitoring the implementation of LANGO (incl: online feedback, conflicts resolution/remedy...) and its amendment.	Satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
	2.1.3.2. Engage citizens and key stakeholders in advocating on Cybercrime and law on Law Making.	2 laws		X			X				X			X		CAN-AS
	2.1.3.3. Work in partnership with key CSOs and other institutions in advocating for improving national policies such as DCPS, NSDP, IP3, etc.	3 policies	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
2.1.4. Play role as secretariat for CSOs in	2.1.4.1. Facilitate CSO OGP working group to have joint proposals and actions.	1 proposal	X	X												HOO

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
promoting the Open Government Partnership for a transparent, accountable, effective, innovative and responsible government.	2.1.4.2. Generate funds/resources for implementation of OGP joint proposal.	Sufficient fund		X	X	X											HOO
	2.1.4.3. Facilitate the implementation of activities as per agreement and in the funded proposal.	Successfully			X	X	X	X	X	X	X	X	X	X	X	X	HOO
	2.1.4.4. Monitor and report the progress and make improvements as needed.	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	HOO
2.2.1. Promote profile and work of CCC's members and others CSOs to public.	2.2.1.1. Promote the events and achievements of CCC, GPP, and CSOs through multimedia including CCC's website, Facebook, Twitter, printed media, and airs.	30	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ICTA, CA
	2.2.1.2. Participate and facilitate a joint working group on information communication technology for development (ICT4D working group).	10	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ICTS
2.2.2. Increase support and recognition from Development Partners/Funding Partners.	2.2.2.1. Develop a concept note on CSO and Development Partners Dialogue Initiative.	1	X	X													SMT
	2.2.2.2. Facilitate CSO and Development Partners dialogues.	1								X							SMT
	2.2.2.3. Monitor the progress of the initiative and prepare for continuation.	1													X		SMT
2.2.3. Advocate the National	2.2.3.1. Facilitate formation of sub-committee on CSO	1 commit	X	X													CAN-AS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.	Fund Raising and Financial Sustainability.	tee														
	2.2.3.2. Facilitate meetings with the committee, other related ministries and parliamentarians to lobby to allocate national budget for CSOs.	12	X	X	X	X	X	X	X	X	X	X	X	X	X	CAN-AS
	2.2.3.3. Monitor the progress and develop plan for continuation of the initiative.	3				X			X				X			CAN-AS
2.2.4. Initiate Business and Human Rights dialogue.	2.2.4.1. Set up a CSOs working group to work on Business and Human rights.	1	X	X												BDS
	2.2.4.2. Facilitate meetings with the working group to develop plan of engagement on Business and Human Rights.	10		X	X	X		X	X	X	X	X	X	X	X	BDS
	2.2.4.3. Conduct CSR mapping and distribute to members.	1				X	X									BDS
	2.2.4.4. Conduct a dialogue between private sector and civil society.	1					X									BDS

Outcome 3: Increased collaboration among CSOs

Three indicators were developed to measure and report the performance against the expected outcome.

- Indicator 3.1: 15 Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative actions.
- Indicator 3.2: A common premise for CSO office and functions.

- Indicator 3.3. CCC membership increased from 144 in 2013 to 175 in 2016.

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
3.1.1. Work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labor forces.	3.1.1.1. Facilitate LNGO and INGO debate.	1					X										HoC, CA, ICTA, ICTS
	3.1.1.2. Facilitate online survey on key achievements made by CSOs in 2016, and key priorities and approaches for 2017.	1									X	X	X	X			SMT, CA, ICTA
	3.1.1.3. Facilitate CSO festival (congress).	1					X										MDS, MDM
	3.1.1.4. Engage in the development of strategies for strengthening CSOs (incl: facilitate core group, and think tank).	15 meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.1.2. Coordinate CSO engagement in the mechanisms of Development Cooperation Partnership Strategy (DCPS 2014-2018: TWGs, GDCC, CDF, and annual government and NGOs meeting...) and	3.1.2.1. Support key CCC members and other NGOs leaders in existing TWGs to have better representation of CSOs in each TWG.	8 TWGs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	MDM and SMT
	3.1.2.2. Continue to be a member of Partnership Steering Committee for Implementation of Social Accountability Framework, D&D TWG, PPR TWG and P&H TWG.	4 TWGs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	SMT
	3.1.2.3. Advocate for NGO and Government Annual Meeting as stated in DCPS 2014-2018.	1									X				X		SMT and CANM
	3.1.2.4. Advocate government to conduct Cooperation Development Forum (CDF) as per defined in DCPS 2014-2018.	1													X		SMT and CANM

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
ISAF.	3.1.2.5. Facilitate CSOs to monitor the progress of DCPS, NSDP and IP3.	3 policies	X										X			CANM
3.1.3. Facilitate provincial CSO networks to develop and implement their strategic plan (s) (e.g. communities of practice, and people forum on development trends and challenges at provincial level).	3.1.3.1. Facilitate provincial NGO network to develop and implement their strategic and advocacy plan.	15 provinces	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
	3.1.3.2. Engage provincial NGO networks in advocacy on sub-national/national agenda.	Satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
	3.1.3.3. Conduct monitoring the progress made by the networks.	4	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM
3.1.4. Facilitate Cambodian CSOs and CSOs of MCLV to the implementation and monitoring of Sustainable Development Goals (SDGs)	3.1.4.1. Facilitate CSOs in Cambodia to mainstream SDGs in their program and build their capacity as needed.	2		X			X									CANM
	3.1.4.2. Work with government of Cambodia and development partners to localize SDGs into Cambodian context.	Satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	CANM & SMT
	3.1.4.3. Conduct monitoring the implementation of SDGs in Cambodia.	1											X		CANM & SMT	

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team
			J	F	M	A	M	J	J	A	S	O	N	D	
	3.1.4.4. Engage with regional and international alliances (e.g. ADA, GCAP, CDPE, UN agencies, etc.) to gain support in addressing emerging and/or re-emerging issues affecting CSOs in Cambodia.	5	X			X			X			X		X	CANM & SMT
	3.1.4.5. Facilitate CSOs in MCLV to implement and monitor the implementation of SDGs in their respective countries.	2				X				X					CANM & SMT
3.2.1. Implement a consultant's recommendation from a feasibility study on establishment of a CSOs Center for Sustainable Development.	3.2.1.1. Develop a concept note / business plan for fund raising with clear objectives aligned with potential donors' criteria.	3 business plans	X	X	X	X	X	X							BDS/OOD
	3.2.1.2. Approach potential donors (International/national governments, Embassies, DPs, social investors, millionaires, private sectors, loan institutions, foundations...) for financial, technical, market, networking and partnership support.	Fund confirmed	X	X	X	X	X	X	X	X	X	X	X	X	BDS/OOD
	3.2.1.3. Look for/procure an appropriate plot of land aligned with the committed fund availability.	1 plot of land	X	X	X	X	X	X	X	X	X	X	X	X	BDS/OOD
3.3.1. Expand CCC membership.	3.3.1.1. Conduct bi-monthly meetings with members on hi-time agenda.	5				X		X		X		X		X	MDS
	3.3.1.2. Conduct annual general meeting (AGM) with members.	1			X										HoC/MDM
	3.3.1.3. Facilitate meetings with four sub-committees to be established to support members of CCC in a more professional and effective manner	4 committees	X	X	X	X	X	X	X	X	X	X	X	X	HoC/CANM /SMT

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	3.3.1.4. Review membership promotion materials (leaflet, benefit grid, video) to advertisement on social media and relevant events.	2	X	X	X	X	X	X	X	X	X	X	X	X	X	ICTA, CA
	3.3.1.5. Develop online application for CCC membership which available for both Khmer and English language.	1	X	X	X	X	X	X	X	X	X	X	X	X	X	ICTS, DBO
	3.3.1.6. Ongoing collect and share the information on funding/ grant and resource opportunities to members and other services which required by members.	Satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	BDS
	3.3.1.7. Facilitate and manage the emerging issues affecting by CCC members.	12 cases	X	X	X	X	X	X	X	X	X	X	X	X	X	MDM
	3.3.1.8. Conduct member visits and encourage them to motivate their partners and peers to be a member of CCC.	10 visits	X	X	X	X	X	X	X	X	X	X	X	X	X	MDM
3.3.2. Facilitate and manage up-to-date information on CSOs operating in Cambodia.	3.3.2.1. Update member's profile and their detailed information into CCC's online database.	160	X	X	X	X	X	X	X	X	X	X	X	X	X	MDM, MDS, DBO
	3.3.2.2. Update and maintain CSO database that contain information and make it available online.	1	X	X	X	X	X	X	X	X	X	X	X	X	X	MDS, DBO, ICTS
	3.3.2.3. Produce e-NGO directories (International NGOs Directory, Cambodian NGOs Directory, Agency Contact Listing and NGO Networking & Partnership).	4	X	X	X	X	X	X	X	X	X	X	X	X	X	MDS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	3.3.2.4. Update and produce community based organizations (CBOs) profile/database.	1		X	X	X	X	X	X	X	X	X	X			MDM, MDS, DOB
	3.3.2.5. Update and produce online library including research reports.	1	X	X	X	X	X	X	X	X	X	X	X	X	X	SSS and RS
	3.3.2.6. Upgrade and maintain NGO database from Microsoft (ASP.net) to Open source (PHP + OOP) that might reduce the hosting cost from 600\$ to 150\$ per/year and develop app offline for collect NGO information.	1								X	X	X				ICTS, DBO, HoC

Outcome 4: Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate

Three indicators were developed to measure and report the performance against the expected outcome.

- Indicator 4.1: CCC operational funds from donors reduced from 85% in 2013 to 80% by 2016.
- Indicator 4.2: Adequate and fully functional organizational structure, systems, policies, processes, and human resources and quality assurance are in place.
- Indicator 4.3: CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team
			J	F	M	A	M	J	J	A	S	O	N	D	
4.1.1. Develop and implement communication s and fund raising unit and strategies for the unit.	4.1.1.1. Review and revise communication and fund raising strategies and guidelines.	1				X	X	X	X	X	X				HoC
	4.1.1.2. Provide ICT help desk support and solution to all units within CCC.	24	X	X	X	X	X	X	X	X	X	X	X	X	HoC, ICTS
	4.1.1.3. Monitor effective use of the CCC's communication strategies and guidelines within the organization.	1				X	X	X							HoC, CA
	4.1.1.4. Keep CCC members informed the update and debate on policies of government and development partners relating NGOs at national, regional and international levels.	satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	MDM, DOB, MDS
	4.1.1.5. Re-design and update on CCC's website and layout every two years.	1 time			X	X	X	X							ICTS
	4.1.1.6. Facilitate development and functioning of fund raising and financial sustainability unit.	1 unit with at least 3 service	X	X	X	X	X	X	X	X	X	X	X	X	BDS/SMT

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
		s														
4.1.2. Facilitate sound financial management.	4.1.2.1. Develop annual and quarterly budget for CCC and donors.	20 budget plans			X			X			X		X			PS/HoO/OOD
	4.1.2.2. Produce monthly, quarterly, six monthly and annual financial reports and get approval from SMT and EXCOM, and share to MT members.	17 reports	X	X	X	X	X	X	X	X	X	X	X	X	X	FS/FO/OOD
	4.1.2.3. Conduct regular internal control and audit by management and assigned staff members.	12 times	X	X	X	X	X	X	X	X	X	X	X	X	X	SMT/FS/MT
	4.1.2.4. Perform global annual audit report for CCC.	1 report	X													FS/HoO/OOD
	4.1.2.5. Conduct financial audit for specific donors (as required).	2 audit reports for BfdW	X						X							FS/HoO/OOD
	4.1.2.6. Implement the recommendations from auditors and donors.	95%	X	X	X	X	X	X	X	X	X	X	X	X	X	All staff members
	4.1.2.7. Ensure sound grant management and financial management.	90%	X	X	X	X	X	X	X	X	X	X	X	X	X	All staff members
4.1.3. Collect membership fee, GPP	4.1.3.1. Review service fee (e.g. membership fee, GPP application fee and certification annual fee, training fee, etc).	1 time	X	X	X											MT

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
application and annual fee, and other initiative fees.	4.1.3.2. Fee-charging scheme for announcement on CCC network, bill board and website.	US\$2,000+ per year	X	X	X	X	X	X	X	X	X	X	X	X	X	SSS / IT Specialist
	4.1.3.3. Sale of CCC publications and information.	US\$5,000+ per year	X	X	X	X	X	X	X	X	X	X	X	X	X	SSS/Receptionist
	4.1.3.4. Facilitate sponsorship to specific events, workshops, publications, etc.	6 private companies/DPs/NGOs	X	X	X	X	X	X	X	X	X	X	X	X	X	Fund Raising Manager / HoC/HoO/SMTP
	4.1.3.5. Collect membership and GPP application and annual fee from all CCC members/certified NGOs.	US\$90K+ per year	X	X	X	X	X	X	X	X	X	X	X	X	X	FS/MDS
	4.1.3.6. Implement provision of management oversight and support services (including cost sharing) to the GHP charged at 13% of the funders' total budget.	7 Donors/Funding partner	X	X	X	X	X	X	X	X	X	X	X	X	X	FS /HoO
	4.1.3.7. Facilitate effective cost control and accountable spending (apply green office principles).	5% reduced from the operation	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO /SSS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
		onal cost 2015															
4.2.1. Review and update appropriate and relevant policies, guidelines, procedures, and performance management system.	4.2.1.1. Revise/update an efficient organizational structure to accommodate the functions and roles required by CCC Vision.	1 time										X	X	X			SMT/HRS
	4.2.1.2. Review existing job description (JDs) and develop/update new JDs clearly defining staff's roles and responsibilities to avoid overlapping and overloading to effectively achieve CCC's goals and to increase result.	41 positions	X												X		All staff members
	4.2.1.3. Recruit all vacant positions as needed.	7 positions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/MT
	4.2.1.4. Renew relevant contracts/agreements (office rental, security guard, translation service, stationery, garage, pure drinking water, meeting venue...).	7 contracts	X	X	X	X	X	X	X	X	X	X	X	X	X	X	SSS/HoO
	4.2.1.5. Provide timely and quality procurement arrangement/ support services to all units of CCC.	100%	X	X	X	X	X	X	X	X	X	X	X	X	X	X	SSS/Receptionist/HoO
	4.2.1.6. Manage all fixed assets and up-to-date record them in inventory list.	2 times						X							X		SSS/Receptionist/HoO
	4.2.1.7. Review and update HR, Finance, Procurement and IT policies including customer charter, by-laws and implementing guidelines and procedures.	2 policies	X	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/HRS/HoC/ICTS

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
	4.2.1.8. Provide orientations and inductions on policies, guidelines and procedures to ensure that all staff members are fully complied.	3 times			X						X				X	HoO/HRS
4.2.2. Create a culture of professional practices	4.2.2.1. Maintain and review E-Systems to manage HR, finance and other related issues.	satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	M&ES/ICT S/HoO
	4.2.2.2. Implement/Review 360 degree performance management system within CCC.	41 staff											X	X	X	HRS/HoO
	4.2.2.3. Create an organizational culture welcoming of gender diversity (50% female) and people with disabilities (2staff).	100%	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/HoO
	4.2.2.4. Implement recruitment policy, guidelines and procedures.	90%	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/HoO
	4.2.2.5. Enhance/promote team work spirit, rewarding, and lessen turnover rate.	<15%	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/HoO/ MT
	4.2.2.6. Conduct annual staff satisfaction survey.	1 time										X	X			HRS/HoO
	4.2.2.7. Identify and support individual staff with potential to take on greater responsibilities.	3 staff	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/HoO/ MT
	4.2.2.8. Provide capacity development and training for all staff members based on training plan and budget availability.	80%	X	X	X	X	X	X	X	X	X	X	X	X	X	HRS/HoO

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team		
			J	F	M	A	M	J	J	A	S	O	N	D			
4.2.3. Conduct regular monitoring and evaluation including reporting.	4.2.3.1. Update digital M&E framework and system, and reporting system for CCC (six monthly).	2 times	X	X	X												M&ES/ICTS /HoO
	4.2.3.2. Regularly manage and update information based on digital M&E framework and system.	100%	X	X	X	X	X	X	X	X	X	X	X	X	X	X	All staff members
	4.2.3.3. Produce progress reports (monthly, quarterly, six monthly and annually) and donor reports.	25 reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X	All staff members
	4.2.3.4. Conduct mid-term reviews on the progresses and challenges of GHP and revisit GHP as necessary.	1 time	X	X	X												SMT/M&ES
	4.2.3.5. Develop next operational plan and budget for 2017 based on the (revisited) GHP.	1 time									X	X	X				All staff members
4.3.1. Maintain compliance with GPP standards and certificate.	4.3.1.1. Revisit composition of compliance committee.	1 time	X														MT
	4.3.1.2. Monitor compliance with GPP standards and maintain GPP certification (check list and produce compliance reports).	2 compliance reports				X						X					MT
	4.3.1.3. Take managerial actions to stay compliance with the GPP.	95%				X	X	X	X	X	X	X	X	X	X	X	HoO/HRS/MT
4.3.2. Facilitate responses to CCC donor requirements	4.3.2.1. Facilitate EXCOM election and 4 regular meetings of EXCOM, 12 Senior Management Team (SMT), 6 Management Team (MT), and 6 staff meetings/reflection/retreat.	28 meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/SMT

Strategic Activities	Detailed Activities	Target (%/#)	Timeframe												Responsible Person/Team	
			J	F	M	A	M	J	J	A	S	O	N	D		
and government regulations.	4.3.2.2. Practice sharing information on CCC progress and financial statement to public and other stakeholders.	90%	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/FS/MT
	4.3.2.3. Keep track performance based on the contracts between donors and CCC, and CCC with other stakeholders.	90%	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/SMT
	4.3.2.4. Conduct reflection meetings with CCC's donors in every six months.	2 times		X							X					HoO/SMT
	4.3.2.5. Develop policies and/or forms/systems to facilitate laws compliance.	satisfactory	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/HRS
	4.3.2.6. Keep MoI and/or other relevant ministries of any changes within the organization informed	2 times	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/HRS
	4.3.2.7. Facilitate valid registration documents, certification and legal documents available.	1 time	X	X	X	X	X	X	X	X	X	X	X	X	X	HoO/HRS

Annex 4: Proposed Budget for 2016

**Cooperation Committee for Cambodia
Governance Hub Program (GHP) 2016**

Program Code	Program Cost	Team Responsible	Unit	Frequency	Quantity	Time/day	Unit Cost	Total Cost
1	Improved quality of CSO services							386,484
1.1	Applicant CSOs received GPP certificates increased from 45 in 2013 to at least 82 by 2016							
1.1.1.	Conduct GPP awareness and orientation to CSOs including GPP Certification Awarding Ceremony.							
1.1.1.3.	Conduct regional/provincial orientation and reflection with CSOs about GPP Certification System	GPP						4,000
	Stationary & Supplies		lump sum	4	1	1	20	80
	Meeting room fee		room	4	1	1	235	940
	Meeting lunch		person	4	20	1	7	560
	Accommodation		room	4	10	1	15	600
	Transport go & back province for participants		person	4	20	1	10	800
	Transport go & back province for organizer		time	4	1	1	200	800
	Transport in Phnom Penh		person	4	1	1	20	80
	Printing materials		lump sum	4	1	1	15	60
	Communication (phone)		lump sum	4	1	1	20	80
1.1.1.6.	Celebrate Certification Awarding Ceremony to Certified CSOs	GPP						2,490
	Meeting room fee		room	1	1	1	100	100
	Snacks and Lunch for participants		person	1	40	2	12	960
	Accommodation		person	1	15	3	10	450
	Per-diem		person	1	15	3	10	450
	Transportation for participants		person	1	15	2	6	180
	Guest speaker		person	1	3	1	50	150
	Stationary & supply		lump sum	1	1	1	200	200
1.1.2.	Enhance and maintain GPP Data Management System							
1.1.2.1.	Upgrade Online database	GPP						1,500
	Upgrade Online database		lump sum	1	1	1	1,500	1,500

1.1.2.2	Maintain and perform regular backup	GPP						900
	Maintain and perform regular backup		lump sum	9	1	1	100	900
1.1.2.4	Perform quarterly reporting and follow up	GPP						300
	Perform quarterly reporting and follow up		lump sum	3	1	1	100	300
1.1.3.	Facilitate and conduct organizational assessment of at least 40 applicant CSOs against the GPP standards.							
1.1.3.3	Facilitate meetings with VCS Working Group	GPP						2,700
	Meeting room fee		room	6	1	1	40	240
	Meeting lunch		person	6	40	1	10	2,400
	Transportation		time	6	1	1	10	60
1.1.3.4.	Work with Voluntary Field Assessment Team (VFA) and the GPP team to conduct field assessment with 40 applicant organizations	GPP						17,800
	Transportation		time	40	1	1	200	8,000
	Per-diem		person	40	2	5	12	4,800
	Accommodation		night	40	2	4	15	4,800
	Communication		time	40	1	1	5	200
1.1.3.7	Facilitate meetings with VCS NGO Code Compliance Committee (NCCC)	GPP						1,700
	Meeting room fee		room	4	1	1	55	220
	Meeting lunch		person	4	36	1	10	1,440
	Transportation		time	4	1	1	10	40
1.1.4.	Facilitate certified CSOs to maintain their compliance with the GPP standards.							-
1.1.4.3	Conduct GPP compliance monitoring with certified 8 certified CSOs	GPP						3,628
	Transportation		time	8	1	1	293	2,340
	Per-diem		person	8	2	4	12	768
	Communication		time	8	1	1	5	40
	Accommodation		night	8	2	2	15	480
	Miscellaneous for inspiring certified NGOs (e.g. champion cup)		set	20	1	1	50	1,000
1.1.4.4	Review relevant policies such as compliant mechanism, decertification principle and voluntary certification system.	GPP						180
	Printing Report		lump sum	8	1	1	4	32
	Burn CD		lump sum	8	1	1	1	8
	Delivery Service		lump sum	8	1	1	5	40

	Other		lump sum	3	1	1	33	100
1.1.4.5.	Promote compliant mechanism and policy among the CSOs, and stakeholders of the certified CSOs	GPP						400
	Meeting room fee		room	4	1	1	20	80
	Meeting lunch		person	4	10	1	7	280
	transpiration		lump sum	4	10	1	1	40
1.1.4.6.	Conduct learning forum with certified organization in order to maintain their compliance with the standards, and to have joint initiatives and to share their best practices to other organizations	GPP						2,800
	Meeting room fee		room	1	1	1	500	500
	Meeting lunch		person	1	55	1	10	550
	Transportation go & back province		person	1	35	1	15	525
	Per-diem for participants		time	1	40	1	10	400
	Accommodation for participants		room	1	35	1	10	350
	Printing Material		time	1	1	1	30	30
	Meeting Package		time	1	60	1	5	300
	Gift for quest speaker		time	1	5	1	25	125
	Communication		time	1	1	1	20	20
1.1.4.7	Document the change (story of change, case study, quotation)	GPP						1,000
	Document the change (story of change, case study, quotation)		lump sum	4	1	1	250	1,000
1.1.5	Support applicant CSOs (e.g. coaching and mentoring) to implement recommendations of GPP.							
1.1.5.1	Meet and follow up with applicant NGO to clarify findings and recommendations for further fulfillments.	GPP						600
	Meet and clarify findings with applicant NGO required further fulfillment of application		lump sum	40	1	1	15	600
1.1.5.2	Conduct coaching & mentoring to individual applicant NGOs to fulfill recommendations from GPP.	R&L						1,810
	Stationery and supply		Lump sum	1	30	1	2	60
	Perdiem for staffs		Person	1	20	3	10	600
	Accommodation for staffs		Person	1	20	2	15	600
	Transport for staffs		Person	1	20	1	20	400
	Communication and other		Phone card	1	30	1	5	150

1.1.5.3	Conduct five in class coaching & mentoring to develop governing documents and Organizational tools and systems with at least 30 interested NGOs and ANGOs (follow up support if requested)	R&L						3,080
	Stationery, supply and printing		Lump sum	5	12	1	1	60
	Perdiem for participants		Person	5	5	3	7	525
	Accommodation for participants		Night	5	5	2	10	500
	Transport for participants		Person	5	5	2	15	750
	Snack for staffs and participants		Person	5	15	1	4	270
	Meal for staffs and participants		Person	5	15	1	7	525
	communication for organizer		Time	5	1	1	10	50
	Auditorium		Time	5	1	1	80	400
1.1.6.	Implement the project on “Culturing good practice and sustainability of Community-Based Organizations in Cambodia”							
1.1.6.1	Conduct a series of wider consultations develop the CBO Guideline	GPP						17,149
	Meetings with established working group		time	5	1	1	255	1,275
	Provincial based consultations		time	5	1	1	1575	7,875
	Meeting with key NGOs and other stakeholder		time	2	1	1	500	1,000
	Multi-stakeholders consultation		time	1	1	1	6999	6,999
1.1.6.2	Publish the CBO Guideline and distribute 1500 copies to each of the five provinces	GPP						6,560
	Translation of CBO guideline		page	1	70	1	8	560
	Printing		booklet	1	1500	1	4	6,000
1.1.6.3	Conduct mentoring/ coaching and learning forum in the five provinces	GPP						26,625
	Training need assessment		time	1	1	1	3,000	3,000
	Development of training and coaching material		set	1	1	1	5,000	5,000
	Learning forum		time	5	1	1	2,000	10,000
	Coaching and mentoring		time	5	1	1	1,725	8,625
1.1.6.4	Produce an online support platform for CBOs	GPP						8,150
	Consultant fee for CBO online platform		person	1	1	1	6,500	6,500
	WG meeting		time	4	1	1	150	600
	Hosting fee (annual payment)		time	3	1	1	350	1,050
1.1.7	Conduct a stakeholders survey (donors, members, NGOs) on suitability of certificate model and VCS process							

1.1.7.1	Exchange learning online with 2 similar systems of Asia Region.	GPP						3,500
	Air-Ticket		person	1	5	1	300	1,500
	Accommodation		room	1	3	3	70	630
	Local Travel		person	1	5	1	60	300
	Per-diem		person	1	5	4	50	1,000
	Other		lump sum	1	1	1	70	70
1.1.7.3	Conduct a survey/workshop on suitability of certificate model and VCS processes with stakeholders (Development Partners, NGOs including applicant and certified NGOs, CCC Members, and other NGOs) and produce recommendation.	GPP						500
	Printing Material		time	4	1	1	10	40
	Transportation		time	4	1	1	20	80
	Per-diem		person	4	2	3	10	240
	Accommodation		night	4	1	2	15	120
	Communication		time	4	1	1	5	20
1.1.8	Participate in development of global reference standards for CSO accountability.							
1.1.8.1.	Implement the project on Global Reference Standards at the country level.	GPP						7,000
	Implement the project on Global Reference Standards at the country level.		lump sum	1	1	1	7,000	7,000
1.2	At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.							
1.2.1.	Conduct eight learning forums (2x4 forums) on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E).							
1.2.1.1	Conduct two Learning forums on HR to at least 80 participants per forum	R&L						3,269
	Stationery and supply		Lump sum	2	1	1	25	50
	Transportation for staff		Lump sum	2	1	1	10	20
	Perdiem for participants		Person	1	3	3	7	63
	Accommodation for participants		Night	1	3	2	10	60
	Transport for participants		Person	1	3	2	10	60
	Snack for staffs and participants		Person	2	80	1	3.6	576
	Meal for staffs and participants		Person	2	80	1	7	1,120

	Auditorium for learning forum		Time	2	1	1	300	600
	Working group meeting		Time	2.5	1	1	200	500
	Others (honorarium fee/gift)		Item	2	1	1	70	140
	Communication		Item	2	1	1	10	20
	ICT support cost		Item	2	1	1	30	60
1.2.1.2	Conduct two Learning forums on ICT to at least 80 participants per forum	R&L						3,269
	Stationery and supply		Lump sum	2	1	1	25	50
	Transportation for staff		Lump sum	2	1	1	10	20
	Perdiem for participants		Person	1	3	3	7	63
	Accommodation for participants		Night	1	3	2	10	60
	Transport for participants		Person	1	3	2	10	60
	Snack for staffs and participants		Person	2	80	1	3.6	576
	Meal for staffs and participants		Person	2	80	1	7	1,120
	Auditorium for learning forum		Time	2	1	1	300	600
	Working group meeting		Time	2.5	1	1	200	500
	Others (honorarium fee/gift)		Item	2	1	1	70	140
	Communication		Item	2	1	1	10	20
	ICT support cost		Item	2	1	1	30	60
1.2.1.3.	Conduct two Learning forums on FM to at least 80 participants per forum (the topic on fund raising and finance sustainability will be included)	R&L						3,269
	Stationery and supply		Lump sum	2	1	1	25	50
	Transportation for staff		Lump sum	2	1	1	10	20
	Perdiem for participants		Person	1	3	3	7	63
	Accommodation for participants		Night	1	3	2	10	60
	Transport for participants		Person	1	3	2	10	60
	Snack for staffs and participants		Person	2	80	1	3.6	576
	Meal for staffs and participants		Person	2	80	1	7	1,120
	Auditorium for learning forum		Time	2	1	1	300	600
	Working group meeting		Time	2.5	1	1	200	500
	Others (honorarium fee/gift)		Item	2	1	1	70	140
	Communication		Item	2	1	1	10	20
	ICT support cost		Item	2	1	1	30	60
1.2.1.4.	Conduct two Learning forums on M&E to at least 80 participants per forum (the topic on mobile data collection tool and reporting from DI project will be integrated)	R&L						3,269

	Stationery and supply		Lump sum	2	1	1	25	50
	Transportation for staff		Lump sum	2	1	1	10	20
	Perdiem for participants		Person	1	3	3	7	63
	Accommodation for participants		Night	1	3	2	10	60
	Transport for participants		Person	1	3	2	10	60
	Snack for staffs and participants		Person	2	80	1	3.6	576
	Meal for staffs and participants		Person	2	80	1	7	1,120
	Auditorium for learning forum		Time	2	1	1	300	600
	Working group meeting		Time	2.5	1	1	200	500
	Others (honorarium fee/gift)		Item	2	1	1	70	140
	Communication		Item	2	1	1	10	20
	ICT support cost		Item	2	1	1	30	60
1.2.1.7	Conduct one meeting among members of four working group on HR, ICT, FM and M&E to discuss on challenge, lesson learnt and way forward.	R&L						1,655
	Stationery and supply		Lump sum	1	1	1	25	25
	Transportation for staff		Lump sum	1	1	1	20	20
	Lunch and Snack		Lump sum	1	45	1	22	990
	Letter of appreciation		Lump sum	1	38	1	5	190
	Gift		Lump sum	1	38	1	10	380
	Other		Lump sum	1	1	1	50	50
1.2.1.8	Facilitate to promote and use of the ICT, HR, M&E and FM practical guidelines and if necessary update them.	R&L						2,775
	Stationery and supply		Lump sum	3	1	1	25	75
	Fee for hiring consultant to update guideline		Lump sum	3	1	1	600	1,800
	Transportation for staff		Lump sum	3	1	1	20	60
	Lunch and Snack		Lump sum	3	10	1	22	660
	Communication		Lump sum	3	1	1	10	30
	Letter of appreciation		Lump sum	3	10	1	5	150
1.2.2.	Conduct training courses on GPA (including IP, GPP tool and Right Based Approaches for 15-20 participants follow up with participants.							
1.2.2.1	Conduct 1 GPA training course per year.	R&L						3,510
	Stationery and supply		Lump sum	1	20	1	2	40
	Perdiem for participants		Person	1	10	7	7	490
	Accommodation for participants		Night	1	10	6	10	600
	Transport for participants		Person	1	10	2	15	300

	Snack for staffs and participants		Person	1	20	5	4	400
	Meal for staffs and participants		Person	1	20	5	7	700
	communication for organizer		Time	1	1	1	20	20
	Auditorium		Time	1	1	5	100	500
	Others and honorarium fee/gift		Item	1	2	1	200	400
	Printing		Lump sum	1	40	1	1	40
	Others		Item	1	1	1	20	20
1.2.2.3.	Produce story of change for 1 GPA trained applicant NGO.	R&L						200
	Produce one story of change		Lump sum	1	1	1	200	200
1.2.3.	Facilitate development of digital M&E and its expansion							
1.2.3.1	Conduct one learning forum for provincial coordination network in Siem Reap province on mobile data collection and reporting from DI project.	R&L						2,087
	Lunch		Person	1	80	1	8	640
	Snack and Drink		Person	1	80	2	5	800
	Communication for organizer and Provincial Coordinator		Item	1	1	1	40	40
	Transportation for organizer		Lump sum	1	2	1	150	300
	Accommodations for Organizer		Night	1	4	2	15	120
	Per-diem for Organizer		Person	1	7	3	7	147
	Material Support and Printing		Lump sum	1	1	1	40	40
1.2.3.2.	Conduct two training courses for four pilot NGOs on mobile data collection tool and reports	R&L						2,964
	Stationery and supply		Lump sum	2	16	1	1	32
	Perdiem for participants		Person	2	8	5	7	560
	Accommodation for participants		Night	2	8	4	10	640
	Transport for participants		Person	2	8	2	10	320
	Snack for staffs and participants		Person	2	20	3	2	240
	Meal for staffs and participants		Person	2	20	3	7	840
	Auditorium		Time	2	1	1	150	300
	Printing		Lump sum	2	16	1	1	32
1.2.3.4.	Provide mentoring and coaching to four pilot NGOs (DI).	R&L						756
	Stationery and supply		Lump sum	2	4	1	2	16
	Perdiem for staffs		Person	2	4	3	10	240
	Accommodation for staffs		Person	2	2	2	15	120
	Transport for staffs		Person	2	1	2	50	200
	Communication		Lump sum	2	1	1	10	20
	Others		Time	2	4	1	20	160

1.2.3.5.	Review project cost/efficiency and sustainability and report to DI.	R&L						458
	Perdiem for participants		Day	1	4	3	7	84
	Transportation for participants		r/trip	1	4	2	8	64
	Accommodation for participants		Night	1	4	2	10	80
	Logistic and communication		Lump sum	1	1	1	20	20
	Refreshment		Person	1	20	2	1.5	60
	Lunch		Person	1	20	1	7.5	150
1.2.4.	Facilitate development and implementation of national agenda for CSO capacity development and learning including Board and ED seminar							
1.2.4.1	Coordinate with interim working group (IWG) to implement the project on improving LNGO governance.	R&L						2,672
	Conduct meeting with interim working group		Lump sum	1	1	1	\$ 200.00	2,672
1.2.4.2	Facilitate two board workshops per year (one for general and one for new contract applicant).	R&L						3,328
	Stationery and supply		Lump sum	2	40	1	1	80
	Perdiem for participants		Person	2	15	2	7	420
	Accommodation for participants		Night	2	15	2	10	600
	Transport for participants		Person	2	15	1	20	600
	Snack for staffs and participants		Person	2	40	1	3.6	288
	Meal for staffs and participants		Person	2	40	1	7	560
	Auditorium		Time	2	1	1	280	560
	Communication		Lump sum	2	1	1	10	20
	Others plus honorarium fee/gift		Item	2	1	1	100	200
1.2.4.3	Facilitate the implementation of Do No Harm initiative	CAN						47,620
	Training/workshops		Lump sum	1	4	1	5500	22,000
	Consultants/facilitators fee		Lump sum	1	6	8	500	24,000
	Logistics and materials support		Lump sum	1	1	12	135	1,620
1.2.4.4	Facilitate the implementation of EU funded consortium proposal with VSO for strengthening provincial NGO networks.	CAN						26,000
	Conduct capacity assessments of provincial NGOs and manual development		Lump sum	1	1	1	6000	6,000
	Provide capacity development to provincial NGOs		Lump sum	5	1	1	3000	15,000
	Facilitate online learning/community of practices		Lump sum	1	1	1	5000	5,000

1.2.4.5	Provide M&E capacity development service to NPA partners and other various consultancy services to CCC members, Applicant NGOs and interested NGOs in Cambodia on Organizational Development	R&L						26,700
	Coaching and mentoring sessions with partners/members		Lump sum	1	20	1	735	14,700
	Facilitation/coaching service charge		Person	12	1	1	1000	12,000
	National Staff Salary &Benefit	GPP						138,311
	Program Staff Salary		Year					113,454.00
	Pension fund		Month					11,112.00
	13 Month Salary		Month					9,260.00
	Insurance & NSSF		Month					1,487.00
	Medical		Staff					1,499.00
	COLA		Year					1,499.00
2	Improved enabling environment for CSOs							\$142,713.00
2.1.	At least four laws and policies (e.g. Law on Association and NGOs-LANGO, Cyber Law, National Strategic Development Plan -NSDP, D&D) to be proposed by the government included recommendations from CSOs.							
2.1.1	Facilitate and consolidate research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.							
2.1.1.1.	Facilitate Research Advisory Board (RAB) to develop a research agenda related to CSOs and their development works and facilitate to implement research agenda.	CAN						820
	Stationary and supply		Lump sum	4	10	1	1	40
	Transport for staffs		Person	4	1	1	10	40
	Snack for staffs and participants		Person	4	10	1	4	160
	Meal for staffs and participants		Person	4	10	1	7	280
	Auditorium		Time	4	1	1	50	200
	Others		Item	4	1	1	25	100
2.1.1.2.	Collect/update research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.	CAN						130
	Information gathering and printout		Lump sum	1	13	1	10	130
2.1.2	Conduct research studies on Enabling Environment, CSO contributions and performance, and local democratic development (e.g. social accountability and Decentralization and De-concentration- (D&D)							

2.1.2.1.	Develop research report on CSO contribution and their performances index in 2015 (extract from CCC database).	CAN						500
	Publication 50 unites		Lump sum	2	50	1	3	300
	Translate		Lump sum	1	20	1	10	200
2.1.2.2.	Conduct one research on NGO performance at national level	CAN						3,200
	Consultation for qualitative study		Lump Sum	1	1	1	700	700
	Perdiem for staffs		Person	6	2	5	10	600
	Accommodation for staffs		Person	6	2	4	15	720
	Transport for staffs		Person	6	1	1	100	600
	Snack for staffs and participants		Person	6	1	1	30	180
	Printing publication		Lump sum	1	100	1	3	300
	Others		Item	1	1	1	100	100
2.1.2.3.	Collaboration with API and provincial coordination network to conduct one research on Enabling Environment for sub-national level (commune and NGO and other stakeholder)	CAN						3,200
	Consultation for qualitative study		Lump Sum	1	1	1	700	700
	Perdiem for staffs		Person	6	2	5	10	600
	Accommodation for staffs		Person	6	2	4	15	720
	Transport for staffs		Person	6	1	1	100	600
	Snack for staffs and participants		Person	6	1	1	30	180
	Printing publication		Lump sum	1	100	1	3	300
	Others		Item	1	1	1	100	100
2.1.2.5	Conduct semiannual issue briefing workshops to share findings from the research conducted by CCC and consolidated research with relevant stakeholders including policy and decision makers.	CAN						3,148
	Stationery and supply		Lump sum	2	30	1	1	60
	Perdiem for participants		Person	2	10	3	7	420
	Accommodation for participants		Person	2	10	2	15	600
	Transport for participants		Person	2	10	1	25	500
	Snack for staffs and participants		Person	2	30	2	3.4	408
	Meal for staffs and participants		Person	2	30	1	7	420
	Auditorium		Time	2	1	1	270	540
	Others		Item	2	1	1	100	200
2.1.3	Facilitate CSOs participation in laws and policies development processes, and implementation monitoring.							
2.1.3.1.	Facilitate monitoring the implementation of LANGO (incl: online feedback...) and its amendment.	CAN						9,900

	Meeting with core groups/CSO leaders		Time	5	1	1	250	1,250
	Set up online feedback/assessment		Person	1	1	1	2500	2,500
	Facilitate conflict resolutions/mediations between CSOs and government		Person	10	1	1	250	2,500
	Documentation for amendment (consultant)		Person	2	1	5	300	3,000
	Stationary and supply		Lump sum	5	1	1	30	150
	Others		Lump sum	5	1	1	100	500
2.1.3.2.	Engage citizens and key stakeholders in advocating on Cybercrime and law on Law making.	CAN						11,500
	Facilitate using "Stop and Consult Campaign"		Lump sum	2	1	1	1000	2,000
	Conduct series of consultations with citizens and CSOs		Lump sum	15	1	1	500	7,500
	Conduct legal analysis to support advocacy campaign		Lump sum	2	1	1	1000	2,000
2.1.3.3.	Work in partnership with key CSOs and other institutions in advocating for improving national policies such as DCPS, NSDP, IP3, etc.	CAN						1,580
	Perdiem for participants		Person	1	20	1	10	200
	Accommodation for participants		Person	1	20	1	10	200
	Transport for participants		Person	1	20	1	20	400
	Snack for staffs and participants		Person	1	40	1	3	120
	Meals for staffs and participants		Person	1	40	1	8	320
	Stationary and supply		Lump sum	1	20	1	2	40
	Auditorium		Time	1	1	1	250	250
	Others		Item	1	1	1	50	50
2.1.5.	Play role as secretariat for CSOs in promoting the Open Government Partnership for a transparent, accountable, effective, innovative and responsible							
2.1.5.1.	Facilitate CSO OGP working group to have joint proposals and actions.	CAN						500
	Facilitate CSO OGP working group to have joint proposals and actions.		Lump sum	1	1	1	500	500
2.2.	Funding and other support for CSOs, especially GPP certified CSOs gradually increased.							
2.2.2	Increase support and recognition from Development Partners/Funding Partners							
2.2.2.2	Facilitate CSO and development partners dialogues	SMT	Lump Sum	1	1	1	1,500	1,500

2.2.3.	Advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.							
2.2.3.1.	Facilitate formation of sub-committee on CSO Fund Raising and Financial Sustainability.	CAN						1,000
	Facilitate formation of sub-committee on CSO Fund Raising and Financial Sustainability.		Time	5	1	1	200	1,000
2.2.3.2.	Facilitate meetings with the committee, other related ministries and parliamentarians to lobby to allocate national budget for CSOs.	CAN						1,000
	Facilitate meetings with the committee, other related ministries and parliamentarians to lobby to allocate national budget for CSOs.		Time	5	1	1	200	1,000
2.2.4	Advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.							
2.2.4.1	Set up a CSOs working group to work on human rights and business.	SMT						1,100
	Snacks and meals for staffs and participants		Person	5	10	1	20	1,000
	Stationary and supply		Lump sum	5	10	1	2	100
	Auditorium		Time	5	10	1	0	-
2.2.4.2	Facilitate meetings with the working group to develop plan of engagement on Business and Human Rights.	SMT						1,320
	Snacks/meals for staffs and participants		Person	2	30	1	20	1,200
	Stationary and supply		Lump sum	2	30	1	2	120
	Auditorium		Time	2	1	1	-	-
	National Staff Salary &Benefit	R&L						102,315
	Program Staff Salary		Month					84,083
	Pension fund		Month					8,355
	13 Month Salary		Month					6,962
	Insurance & NSSF		Month					867
	Medical		Staff					1,149
	COLA		Year					899
3	Increased collaboration among CSOs							\$ 220,112

3.1	Number of Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative actions.							
3.1.1.	Work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labor forces.							
3.1.1.1.	Facilitate LNGO and INGO debate, every six months.	CMD						3,000
	Facilitate LNGO and INGO debate, every six months.		Time	2	1	1	1500	3,000
3.1.1.2.	Facilitate online survey on key achievements made by CSOs in 2016, and key priorities and approaches for 2017	SMT						5,000
	Conduct online survey on key achievements in 2016 and produce key priority for 2017		Time	1	1	1	5000	5,000
3.1.1.3.	Facilitate CSO festival (congress).	CMD						2,500
	Facilitate CSO festival (congress).		Time	1	1	1	2500	2,500
3.1.1.4.	Engage in the development of strategies for strengthening CSOs (incl: facilitate core group, and think tank).	SMT						2,000
	Engage in the development of strategies for strengthening CSOs (incl: facilitate core group, and think tank).		Time	10	1	1	200	2,000
3.1.2.	Coordinate CSO engagement in the mechanisms of Development Cooperation Partnership Strategy (DCPS 2014-2018: TWGs, GDCC, CDF, and annual government and NGOs meeting...) and ISAF.							
3.1.2.3.	Advocate for NGO and Government Annual Meeting.	CAN						4,500
	Support NGOs to participate in Annual Government and NGOs meeting		Time	1	30	1	150	4,500
3.1.2.5.	Facilitate CSOs to monitor the progress of DCPS, NSDP and IP3.	CAN						1,000
	Facilitate CSO to monitor the progress of SDGs (NSDP) and other priorities implementation.		Lump sum	1	1	1	1000	1,000
3.1.3.	Facilitate provincial CSO networks to develop and implement their strategic plan (s) (e.g. communities of practice, and people forum on development trends and challenges at provincial level).							
3.1.3.1.	Facilitate provincial NGO network to develop and implement their strategic and advocacy plan.	R&L						5,430
	Venue		Room	15	1	1	70	1,050
	Perdiem for staffs		Person	15	2	3	12	1,080
	Accommodation for staffs		Night	15	2	2	15	900

	Transport for staffs		Person	15	1	1	30	450
	Communication		Lump sum	15	1	1	10	150
	Meal for participants		Person	15	15	1	5	1,125
	Snack for staffs and participants		Person	15	15	1	3	675
3.1.4.	Facilitate Cambodian CSOs and CSOs of MCLV to the implementation and monitoring of Sustainable Development Goals (SDGs)							
3.1.4.1.	Facilitate CSOs in Cambodia to mainstream SDGs in their program and build their capacity as needed.	CAN						7,500
	Perdiem for participants		Person	2	30	2	10	1,200
	Accommodation for participants		Person	2	30	2	10	1,200
	Transport for participants		Person	2	30	2	20	2,400
	Snack for staffs and participants		Person	2	50	1	3	300
	Meals for staffs and participants		Person	2	50	1	20	2,000
	Stationary and supply		Lump sum	2	50	1	2	200
	Others		Lump sum	2	2	1	50	200
3.1.4.2.	Work with government of Cambodia and development partners to localize SDGs into Cambodian context.	CAN						1,500
	Facilitate CSO TWG meetings		Time	3	1	1	500	1,500
3.1.4.4.	Engage with regional and international alliances (e.g. ADA, GCAP, CDPE, UN agencies, etc.) to gain support in addressing emerging and/or re-emerging issues affecting CSOs in Cambodia.	CAN						6,120
	Perdiem for staffs		Person	2	2	4	40	640
	Accommodation for staffs		Person	2	2	4	80	1,280
	Transport for staffs		Person	2	2	1	1000	4,000
	Others		Lump sum	2	2	1	50	200
3.2.1	Implement a consultant's recommendation from a feasibility study on establishment of a CSOs Center for Sustainable Development.							
3.2.1.2.	Approach potential donors (International/national governments, Embassies, DPs, social investors, millionaires, private sectors, loan institutions, foundations...) for financial, technical, market, networking and partnership support.	SMT						900
	Refreshment		Lump sum	3	1	1	200	600
	Travelling		Lump sum	3	1	1	100	300
3.2.1.3	Look for/procure an appropriate plot of land aligned with the committed fund availability.	SMT						200

	Travelling		Lump sum	1	1	1	100	100
	Meal		Lump sum	1	1	1	100	100
3.3	CCC membership increased from 144 in 2013 to 175 in 2016							
3.3.1	Expand CCC membership							
3.3.1.1	Conduct bi-monthly meetings with members on hi-time agenda.	CMD						3,888
	Meeting room (size 120-160 participants)		set	5	1	1	200	1,000
	Translator		person	5	1	1	130	650
	Head Sets		set	5	20	1	2	150
	Tea/Coffee break		person	5	120	1	2	1,200
	Extra water		set	5	5	1	4	88
	Gifts/fee for speakers/presenters and/or moderator		Lump sum	5	2	1	50	500
	Event Kits		set	5	120	1	1	300
3.3.1.2.	Conduct annual general meeting (AGM) with members.	CMD						4,865
	Meeting room (size 120 -160 participants)		Set	1	1	1	550	550
	Translator		Set	1	1	1	350	350
	Head Sets		Set	1	20	1	2	30
	Tea/Coffee break		person	1	160	1	3	480
	Extra water		Set	1	10	1	4	35
	Gifts/fee for speakers/presenters and/or moderator		Lump sum	1	10	1	50	500
	Event Kits		Set	1	160	1	5	800
	Meals (lunch)		person	1	160	1	12	1,920
	Backdrop		Set	1	1	1	200	200
3.3.1.3.	Facilitate meetings with four sub-committees to be established to support members of CCC in a more professional and effective manner	CMD						3,200
	Facilitate meetings with four sub-committees to be established to support members of CCC in a more professional and effective manner		Time	4	4	1	200	3,200
3.3.1.4.	Review membership promotion materials (leaflet, benefit grid, video) to advertisement on social media and relevant events.	CMD						3,000
	Review membership promotion materials (leaflet, benefit grid, video) to advertisement on social media and relevant events.		Set	2	1	1	1,500	3,000
3.3.1.7.	Facilitate and manage the emerging issues affecting by CCC members.	CMD						2,400
	Facilitate cases management		Case	12	1	1	200	2,400

3.3.1.8.	Conduct member visits and encourage them to motivate their partners and peers to be a member of CCC.	CMD						500
	Transportation to visit members in province		person	5	1	1	20	100
	Accommodation to visit members in province		night	5	1	1	15	75
	Perdiem for staff to visit members in province		person	5	1	1	10	50
	Local transportation to visit members in province		person	5	1	1	15	75
	Transportation in Phnom Penh		person	20	1	1	10	200
3.3.2.	Facilitate and manage up-to-date information on CSOs operating in Cambodia.							
3.3.2.1.	Update member's profile and their detailed information into CCC's online database.	CMD						2,500
	Collect data for updating members' profiles in CCC's online database		Lump sum	1	1	1	2,500	2,500
3.3.2.2.	Update and maintain CSO database that contain information and make it available online.	CMD						600
	Hosting the upgrade database		Lump sum	1	1	1	600	600
3.3.2.3.	Produce e-NGO directories (International NGOs Directory, Cambodian NGOs Directory, Agency Contact Listing and NGO Networking & Partnership).	CMD						3,000
	INGO Directory		Lump sum	1	1	1	500	500.00
	LNGO directory		Lump sum	1	1	1	1,000	1,000
	Contact Listing directory		Lump sum	1	1	1	500	500
	Provincial NGO directory		Lump sum	1	1	1	1,000	1,000
3.3.2.4	Update and produce community based organizations (CBOs).	CMD						5,000
	CBO directory		Lump sum	1	1	1	5,000	5,000.00
3.3.2.6.	Upgrade and maintain NGO database from Microsoft (ASP.net) to Open source (PHP + OOP) that might reduce the hosting cost from 600\$ to 150\$ per/year and develop app offline for collect NGO information.	CMD						600
	Software/tablet		set	1	1	1	600	600
	National Staff Salary & Benefit	CAN/CMD						150,909
	Program Staff Salary		Month					123,167
	Pension fund		Month					12,311
	13 Month Salary		Month					10,259
	Insurance & NSSF		Month					1,366
	Medical		Staff					2,153
	COLA		Year					1,653

4	Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate								238,449
4.1.	CCC operational funds from donors reduced from 85% in 2013 to 80% by 2018.								
4.1.1.	Develop and implement communications and fund raising unit and strategies for the unit.								
4.1.1.5.	Re-design and update on CCC's website and layout every two years.	CMD							3,500
	Re-design and update on CCC's website and layout every two years.		Time	1	1	1	3500		3500
4.1.1.6	Facilitate development and functioning of fund raising and financial sustainability unit.	OD							15,000
	Facilitate development and functioning of fund raising and financial sustainability unit.		Services	1	3	1	5000		15000
4.1.2.	Facilitate sound financial management.								
4.1.2.4.	Perform global annual audit report for CCC.	OD	Time	1	1	1	1,300		1,300
4.1.2.5.	Conduct financial audit for specific donors (as required).	OD	Time	1	2	1	2,300		4,600
4.2	Adequate and fully functional organizational structure, systems, policies, processes, and human resources and quality assurance are in place.								
4.2.1.	Review and update appropriate and relevant policies, guidelines, procedures, and performance management system.								
4.2.1.3.	Recruit all vacant positions as needed.	OD	Post	1	5	1	150.00		750
4.2.2.	Create a culture of professional practices								
4.2.2.1.	Maintain and review E-Systems to manage HR, finance and other related issues.	OD	Lump sum	1	1	1	1,000		1,000
4.2.2.8.	Provide capacity development and training for all staff members based on training plan and budget availability.	OD	Training	3	1	1	1,000		3,000
4.2.3.	Conduct regular monitoring and evaluation including reporting.								
4.2.3.4	Conduct mid-term reviews on the progresses and challenges of GHP and revisit GHP as necessary	OD	Lump sum	1	1	1	9,500		9,500
4.3	CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.								
4.3.2	Facilitate responses to CCC donor								

4.3.2.1.	Facilitate regular meetings of EXCOM, Senior Management Team (SMT), Management Team (MT), and staff meetings/reflections/retreats.	OD						8,966
	Staff Meeting		time	2	1	1	50	100
	MT Meeting		time	6	1	1	25	150
	EXCOM Meeting		time	4	1	1	80	320
	Staff reflection		time	1	1	1	3,000	3,000
	Staff Retreat		time	1	1	1	4,500	4,500
	Staff welcome/farewell		person	4	1	1	224	896
4.3.2.4	Conduct reflection meetings with CCC's donors in every six months.	OD						800
	CCC donors meeting		time	2	1	1	400	800
4.3.2.7.	Facilitate valid registration documents, certification and legal documents available	OD						200
	Registration documents		time	1	1	1	200	200
	National Staff Salary & Benefit	OP						94,385
	Operation Staff Salary		Month					76,248
	Pension fund		Month					7,580
	13 Month Salary		Month					6,317
	Insurance/NSSF		Month					1,240
	Medical		Staff					1,500
	COLA		Year					1,500
	Operational Costs							
	Transportation Costs	OP						2,800
	Fuel/Gasoline		year	1	1	1	1,800	1,800
	Travel		year	1	1	1	1,000	1,000
	Office stationery/supplies	OP						4,020
	Office stationery/supplies		month	1	12	1	335.00	4,020
	Translation/Interpretation	OP						480
	Translation/Interpretation		month	1	12	1	40.00	480
	Bank charge	OP						960
	Bank charge		month	1	12	1	80.00	960
	Communication expense	OP						3,900
	Telephone charges		month	1	1	12	170.00	2,040
	Email/internet charge		month	1	1	12	130.00	1,560
	Postage and courier		year	1	1	1	300.00	300
	Office Rental and Support	OP						20,998

	Office Rental		month	1	1	12	866	10,395
	Cleaner & Security		month	1	1	12	194	2,323
	Utilities		month	1	1	12	640	7,680
	Office Repair/Maintenance		month	1	1	12	50	600
	Equipment Repair and Maintenance	OP						1,700
	Vehicle repair and maintenance		month	1	1	12	100	1,200
	Insurance for vehicle		year	1	1	1	320	320
	Office equipment/furniture/fixtures repair and maintenance		month	1	1	12	15	180
	Office equipment	OP						5,470
	Email hosting (Cloud server)		user	1	40	12	4	1,920
	Anti-virus		user	1	50	1	22	1,100
	NGO Database hosting (cloud server)		set	1	1	1	550	550
	Computer Laptop / Desktop set (monitor, keyboard, CPU, UPS)		set	1	2	1	750	1,500
	Printer		set	1	1	1	400	400
	Representation							4,200
	Representation in key events		Time	12	1	1	100	1,200
	Khmer New Year day celebration		year	1	1	40	25	1,000
	Human Rights day celebration		year	1	1	1	1,000	1,000
	Women day celebration		year	1	1	40	25	1,000
	Office furniture and fixtures	OP						720
	Air conditioners		set	1	1	1	420	420
	Filing cabinets and built in cabinets		set	1	2	1	150	300
	Vehicle unit	OP						25,000
	Purchase new car		set	1	1	1	25,000	25,000
	Management oversights		Lump sum	1	1	12	2,100.00	25,200
	Total Governance Hub Program (GHP) 2016							987,758



Vision:

Sustainable development for Cambodia.

Mission:

We provide high quality services to civil society and influence Cambodia's development actors.

Values:

- ★ Integrity
- ★ Cooperation
- ★ Responsiveness
- ★ Quality
- ★ Inclusiveness

Goal:

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

House #9-11, Street 476, Toul Tompoung 1, Chamkamorn
P.O. Box 885, Phnom Penh, Cambodia
T : +855 (0)23 214 152
F : +855 (0)23 216 009
E : info@ccc-cambodia.org
www.ccc-cambodia.org
www.facebook.com/CCCsince1990
www.youtube.com/CCCambodia

