



# 2011 Annual Report

	<b>អង្គការសហប្រតិបត្តិការអឺរ៉ុបកម្ពុជា</b> Cooperation Committee for Cambodia
	<b>Comité de Coopération Pour le Cambodge</b>
	<b>អង្គការសហប្រតិបត្តិការអឺរ៉ុបកម្ពុជា</b> អង្គការសហប្រតិបត្តិការអឺរ៉ុបកម្ពុជា

# Our Values



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## CCC EXCOM Chair and Executive Director Message

- It's our great pleasure to say a few words, perhaps more than a few words as it is impossible to describe the achievements of CCC during the last 12 months in a couple of paragraphs.



Through several internal reflections and external assessments, most recently a mid-term strategy review, CCC recognised, firstly, that by re-engineering the organization by aligning existing projects into an integrated programmatic approach would enable it to be more proactive, relevant and responsive to the development challenges of Cambodia.

Secondly, CCC learned that governance has become one of the most critical challenges for development in Cambodia. Particularly to the NGO Sector, where CCC recognises that low adherence to ethics of accountability and transparency undermines and compromises the sector's capacity to demonstrate its full potential as agents of change and as powerful development actors. The internal re-engineering saw the development of two key strategic documents: The Governance Hub Program and the CCC Vision 2015.

In order to achieve greater coherence and impact, CCC is now realigning all of its existing projects into an integrated and contiguous multi-year program (Governance Hub Program, or GHP) with three closely interconnected components: Voluntary Certification; Capacity Development and Learning; and Knowledge Management, Advice, Referral and Linkages. The GHP is the programming instrument of CCC for a five year period (2011-2015). The GHP is strategically guided by a revised strategic plan - Vision 2015 - and includes clear enabling goals to aid the delivery of the GHP.

Despite heavy investment in time and energy deployed by both EXCOM and CCC management in full consultations with staff and its members to shape up needed internal restructuring, CCC hasn't slowed down on program delivery and its institutional advocacy both nationally and internationally. On the contrary, all planned project activities were successfully and timely delivered. Specifically, NGO Governance & Professional Practice (NGOGPP), continued to gain increased acceptance and buy-in locally, and is frequently cited regionally and internationally. Likewise, the CCC-managed Analyzing Development Issues Project (ADI) also delivered its final year commitments satisfactorily.

On the institutional advocacy front, since 2008, CCC has been leading the advocacy to ensure that the planned enactment of the Law on Associations and NGOs (LANGO) does not restrict CSOs' democratic space for the entire CSO community to exist and operate as development actors in their own right. 2011 saw the government pushing hard on this issue. CCC working along with national and global CSO platforms and individual partners orchestrated a well-coordinated campaign to reach out to key politicians in Europe, the US and Australia, embassy representatives, and UN political channels, to inform about CSOs' concerns from Cambodia and sought their support to influence political decisions of leading politicians in Cambodia. Additionally, CCC hosted many rounds of consultations in-country with CSO leaders

and development partners to strategize on collective actions and submission of key recommendations to the Ministry of Interior. Partly due to these continued efforts, the LANGO development processes were more consultative and inclusive of CSOs' recommendations than normally expected. Eventually in December 2011, the government agreed to slow down the process and allow further consultations with the CSO community for as long as takes until both sides reach consensus on the LANGO to be an enabling rather than a restrictive law. This is impressive and rather unprecedented in Cambodia that the CSO voice and concerns were heard and listened to on such a sensitive issue. One other key achievement of CCC during 2011 is its ability to engage with the CSO global movement on Development Effectiveness. CCC bid for and won the opportunity to host the 2nd Global Assembly of the Open Forum for CSO Development Effectiveness, held in Siem Reap in June in partnership with the Open Forum. The event attracted 231 participants from 67 countries around the globe and the event gave birth to the Siem Reap Consensus

on the International Framework for CSO Development Effectiveness. A finale of this journey with CSO global partners, CCC led a six-person delegation to the Fourth High Level Forum on Aid Effectiveness, held in Busan, South Korea. All the 2011 achievements would not have been possible without full and inclusive participation of other Executive Committee members, CCC's active members, all CCC management and staff, advisors, and other skilled consultants. We greatly value and appreciate your dedicated commitment and full cooperation for the realization of CCC's vision and mission, and for the prosperity of Cambodia.

Finally, on behalf of the Executive Committee, CCC management and staff, we would like to warmly and deeply extend our thanks to all members, donors and partners, who have contributed to support the work and mandate of CCC to become a more responsive and dynamic membership organization.



KEP Kannaro  
Chair, CCC Executive Committee



LUN Borithy  
Executive Director

Our vision is for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

## Our goals

Strengthen the shared voice of civil society

Enhance effective cooperation across civil society

Influence the thinking and practice of Cambodia's development partners



As a professional association of non-governmental organizations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our shared voices.

Deliver high quality services appropriately responding to the true needs of non-governmental organizations

A well respected and highly recognised organization able to achieve the greatest impacts with the fewest resources



## CCC - Promoting NGO Solidarity and Cooperation Since 1990

While the development of Cambodia continues to face numerous challenges, one of the most critical is the challenge posed by Cambodia's lack of inherent and pervasive good governance. This includes the NGO sector, where CCC recognizes that low adherence to the ethics of accountability and transparency undermines and compromises the sector's capacity to demonstrate its full potential as a powerful development actor.

As the leading and longest-established membership organization for local and international NGOs in Cambodia, CCC has played a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the civil society organizations (CSOs) that are working across diverse sectors in Cambodia. While Cambodia makes positive steps forward, the role of both international and local NGOs remains significant for the reduction of poverty and overall development of Cambodia.

CCC is currently shifting from a multi-project approach to that of a singular, cohesive program - the Governance Hub Program, or GHP, which will enable CCC to be a more effective and efficient organization, with greater capacity to support NGOs in their efforts to meaningfully and strategically contribute to the development of Cambodia.

The GHP is comprised of three closely interconnected components (Voluntary Certification; Capacity Development and Learning; Knowledge Management, Advice, and Referral and Linkages), which will each contribute to the GHP's identified strategic outcomes. By supporting NGOs to model good governance; to build their capacity to participate in and contribute to the development of Cambodia; and to generate knowledge and disseminate learning related to good governance, CCC will continue to gain ground on achieving its goals.

As it has over the past 21 years, CCC will keep delivering on its mission, through active liaison on NGO matters with the Royal Government of Cambodia; through building strong and effective relationships with international and local NGOs, NGO networks, and donor agencies; through representation of NGOs at consultative group meetings; conducting members' information meetings; housing and managing its resource centre; publishing information directories; and by providing support services for the NGO community in Cambodia.



*Some of 500-Strong Participants of the Busan Civil Society Forum*



*NGO representatives receive their NGO GPP certificate in September*

# 2011 Significant Achievements

## Quarter 1

- ✓ EXCOM approved GHP
- ✓ Mid review completed
- ✓ Vision 2015 approved

## Quarter 2

- ✓ Co-hosted CSO Global Assembly

## Quarter 3

- ✓ CCC led campaign on LANGO claimed 1st u-turn by government
- ✓ CCC re-certified by GPP VCS

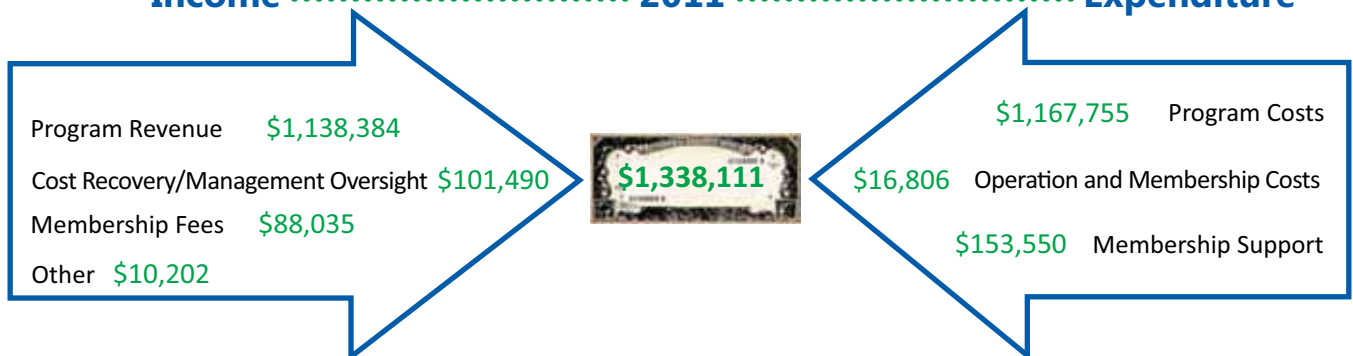
## Quarter 4

- ✓ CCC-led campaign on LANGO claimed 2nd u-turn by government
- ✓ Cambodian CSO voice heard in Busan HLF-4
- ✓ CCC registered as local NGO with MOI

## Major Events Summary

Type of Activities	Frequency of Strategic Interface					
	No. of Events	Total Participants	NGO Representatives	Members	Non-Members	Government/ Development Partners
Consultation/Dialogue	47	4072	3017	822	1695	259
Issue Briefing Workshop	3	234	50	7	23	32
Learning Event	22	846	651	507	138	0
Members' Meeting	6	464	426	425	61	4
<b>Total</b>	<b>78</b>	<b>5616</b>	<b>4144</b>	<b>1761</b>	<b>1917</b>	<b>295</b>

## Income ..... 2011 ..... Expenditure



# G H P >>>

**Voluntary Certification**  
 NGOs complying with minimum standards of good practice.

**Capacity Development and Learning**  
 NGOs collaborating to effectively contribute to the development of Cambodia.

**Knowledge Management, Advice, Referrals and Linkages**  
 NGOs generate knowledge and disseminate learning related to good governance.

## Glossary

AAA	Accra Agenda for Action
ACFID	Australian Council for International Development
ADI	Analyzing Development Issues
CCC	Cooperation Committee for Cambodia
CCIS	Community Course with Institutional Support
CDC	Council for the Development of Cambodia
CSO	Civil society organization
DFGG	Demand for Good Governance
EAGER	Enhancing Awareness on Governance and Effective Regulation
EXCOM	Executive Committee
FIDR	Foundation for International Development/Relief
GHP	Governance Hub Program
GPP	Governance & Professional Practice
HA	Highlander Association
HLF-4	Fourth High-Level Forum on Aid Effectiveness
HRM	Human resources management
ICFO	International Committee on Fundraising Organizations
ICT	Information and communications technology
KCOC	Korea NGO Council for Overseas Cooperation
LANGO	Law on Associations and NGOs
M&E	Monitoring and evaluation
MOFA/IC	Ministry of Foreign Affairs and International Cooperation
MSU	Member Services Unit
NCCC	NGO Code Compliance Committee
NGO	Non-governmental organization
PAR	Participatory Action Research
PCNC	Philippine Council for NGOs Certification
PD	Paris Declaration on Aid Effectiveness
RGC	Royal Government of Cambodia
VANI	Voluntary Action Network India
VCS	Voluntary Certification System
VFA	Voluntary Field Assessor
WG	Working Group

In 2010 just 58 of the 125 member organizations of CCC that share financial reports to the Council for the Development of Cambodia (CDC) provided aid of US\$152,132,086 to Cambodia's development (CDC Database 2010) - equivalent to 7.6 percent of the Cambodian national budget in Budget Law 2010. As well as directly employing 6,691 Cambodians, these funds were spent developing sectors such as agriculture, education, health care, and social protection. This is a trend of sustainability of poverty reduction through local capacity building, empowerment, and employment. Where do these organizations go for advice and information?

These NGOs come to the Member Services Unit (MSU) of CCC when they need to know the general situation of NGOs in Cambodia, or to keep fully informed about the Royal Government of Cambodia's (RGC) latest regulations, guidelines and directives affecting the entire NGO community in Cambodia.

They come to MSU events to network with each other and cooperate in policy development among the NGO community from the national to the grassroots level. This coordination through MSU events helps to avoid duplication of project implementation and identify areas for intervention, as well as aiding in dissemination of information on NGO best practices amongst CCC members and the NGO community.

CCC members, government, donors, and the private sector ask MSU for advice on the most accurate contact details of NGOs, or individuals working for NGOs, or advice on potential partners in regional or sectoral networks.

Membership of CCC continues to expand, with 136 national and international member organizations in 2011 - an 8 percent increase from 2010. Through this expanded number of members, CCC and its members have a greater contribution to development in Cambodia.

In 2011 the Aid Effectiveness project conducted a literature review to ascertain the progress of national efforts in applying the principles of the Paris Declaration (PD) on Aid Effectiveness and the Accra Agenda for Action (AAA). The review serves as a knowledge base for NGOs to shape their discussions and actions in moving from aid effectiveness to development effectiveness. The review has been shared with development partners, government ministries and CSOs, as well as with participants of the 2nd Global Assembly of the Open Forum for CSO Development Effectiveness in Siem Reap on 26-28 June 2011.

Five case studies developed in 2011 on modalities of engagement between local and international NGOs and multi-stakeholders, analyzed the enabling environment for CSOs in the education, health, and natural resource management sectors in Cambodia. The case studies were consolidated into a report, *The Enabling Environment for CSOs in Cambodia*, and also shared at the 2nd Global CSO Assembly in Siem Reap.

As a member of the Cambodian Partnership and Harmonization Technical Working Group (P&H TWG), CCC has played a role in representing CSOs to discuss and debate with government and development partners to ensure that Cambodia's commitments to the PD and AAA are effectively implemented.

As a result of these debates, and through continuous advocacy efforts of CCC, The NGO Forum on Cambodia and MEDICAM were invited to become full members of P&H TWG.

In partnership with these NGO coalitions/umbrella groups, a National Multi-Stakeholders Consultation was held in June and attracted 132 attendees - 76 from Phnom Penh and 56 representatives of provincial NGOs in 22 provinces. The participants welcomed this workshop as an important opportunity for CSOs and the RGC to come together to strengthen partnerships, share their positions on development effectiveness, and to gain endorsement of the Cambodian CSO report for 2nd Global Assembly in Siem Reap.

A two-day pre-HLF-4 (Fourth High Level Forum on Aid Effectiveness) Consultative Forum was convened on 26-27 October in Phnom Penh, and was attended by 124 participants from NGOs, government, development partners and the private sector. As a result a report documenting Cambodian CSOs' recent history in contributing to development effectiveness was endorsed by the participants for distribution at HLF-4.

The Together for Better Governance Project extended the goals of CSO-government cooperation through two five-day

# NGOs Seek More Time On New Law

By CLANCY MCGILLI AND PHORN BOPP THE CAMBODIA DAILY

# Call for NGO law overhaul

The report suggests the draft law also draws a troublesome distinction between "domestic" and "foreign" NGOs, which appear to be determined on the basis of their nationality, rather than the content and scope of their operations. By setting up requirements that only "Khmer national" can register associations and "foreign" NGOs, and that foreigners can register groups, the law denies the right to organisations under threat of involuntary suspension or liquidation," the report adds. Yesterday's meeting, which was closed to press and included about 250 NGO representatives, followed a public statement, printed as an addendum in local newspapers, by the Cooperation Committee of Cambodia, NGO Forum on Cambodia and Medicam, calling for "an extended consultation process."

# Law Back at Ministry of Interior

but that the review is a customary step in the lawmaking process. "The [law] is under a period of counseling. It doesn't mean it was sent back, though. Under this counseling period, we have the right to change" the law, Mr Siphon said. "Whoever said it was sent back is manipulating the information," he said, referring to a media article published on Thursday, which said the draft had been returned to the Ministry of Interior for revision to the ongoing international review of the draconian nature of the current draft of the law. Siphon said criticisms of the draft "do nothing to do with the law. It doesn't mean it is sent back," Mr Siphon said, with the Council of Ministers for approval after any meetings with NGOs won't be long," he said. "We do want to join a meeting for discussion on the law, and we want to see what they did change in order to become confident with this law," he said.

Such sensitive legislation requires a series of consultations instead of just one," Lun Borithy, executive director of the Cooperation Committee for Cambodia, wrote in an email to Nuth Sa An, secretary of state at the Ministry of Interior, requesting a meeting, where he would discuss the request to review the draft law. "We do not want to see what they did change in order to become confident with this law," he said.

THURSDAY, JANUARY 6, 2011

# NGO's Call for Working Group On Controversial New Law

By CLANCY MCGILLI AND PHORN BOPP THE CAMBODIA DAILY

# NGO pressure mounts

Thomas Miller and Sen David

CAMBODIA'S controversial NGO law is being drafted for a third time, the government confirmed yesterday, as the number of organisations allying themselves with the latest public version of the legislation neared 600. Critics have stated that the legislation would cripple Cambodian civil society if it were adopted, citing provisions that would outlaw unregistered voluntary organisations, force foreign NGOs to collaborate with the government and leave government involvement in NGO activities unchecked. The outcry intensified last month after the Ministry of Interior released a second draft that failed to address concerns expressed by civil society, and Nuth Sa An, secretary of state at the ministry, said he would advance the draft to the Council of Ministers in the first week of April. This has yet to happen but 574 NGOs have now added to the pressure by declaring the second draft "unacceptable" in a statement released yesterday by the Cooperation Committee for Cambodia. The organisations "are very concerned that the law in its second draft gives far-reaching power to the authorities to control the rights of citizens to organise and express themselves", the statement said. The United States said last month that the legislation was "emblematic" of efforts around the world to restrict civil society, and told the government during a meeting with international donors that the law could jeopardise financial assistance. The World Bank also called for further discussion on the law during the meeting. Mey Narath, deputy director of the political affairs department at the Ministry of Interior, said yesterday that the ministry was preparing a third draft, but did not know whether it would be shared publicly. He indicated, however, that the government had already taken NGO concerns into account. "Before, the Ministry of Interior sent the draft law to NGOs and [embassies] for discussion many times, and the ministry has collected recommendations for examination," he said. Nuth Sa An said yesterday that he was aware of NGO criticisms of the legislation but had "resolved the problems already". Last week, he said that he planned to meet with Deputy Prime Minister Sok An to discuss changes to the proposed law before sending it to the Council of Ministers. Lun Borithy, executive director of CCC, said yesterday he believed that the majority of active NGOs are in support of the joint statement. The paramount concern, he said, was to see the new version of the law. "Civil society is keen to see the third draft before it's heading to the Council of Ministers, something we've been promised," he said. He added that Nuth Sa An said during a meeting earlier this year that if a third draft was produced, it would be shared. "The ministry said that we would get a glimpse of the third draft, and that hasn't materialised yet," Lun Borithy said. Consultation after the law is passed on to the Council of Ministers is not expected.

But Lieutenant General Khieu Sopheak, spokesman for the Ministry of Interior, said the draft legislation would place NGOs under the law. "If they want to be independent, they should go to a country where they can stay alone," he said. In a statement, the UN Office of the Resident Coordinator called the consultative process in the drafting of laws "crucial," and said Monday's consultation would "provide an opportunity for NGOs to express their views to the government." "We have to wait until the meeting takes place. I dare not to say anything. It depends on my superior," Mr Sa An said, referring to Interior Minister Sar Kheng. The statement, signed by the Cooperation Committee for Cambodia, the NGO Forum on Cambodia, Medicam and the Cambodian Human Rights Action Committee, echoes the concerns of other NGOs. In a briefing paper released last week, the committee said it would discuss the request to review the draft law. "We do not want to see what they did change in order to become confident with this law," he said. "We want the new draft law to be provided at least one month ahead of the meeting," he said.

provincial field visits with delegations from target ministries, and two regional forums with over 70 participants each, increasing the accessibility of information related to development processes and achievements, for both state and non-state institutions.

Through exposure visits to Vietnam and Laos, relationships and partnerships have been built between Cambodian, Lao and Vietnamese NGOs, to learn from sharing experiences and to promote south-south cooperation principles. These regional NGOs have become engaged with the development effectiveness environment in Cambodia, and information continues to be exchanged between CCC and these new partners.

In 2011 Phase III of the EAGER Project continued efforts to advocate against the the draft Law on Associations and NGOs (LANGO). Through the professional stewardship of CCC, CSOs and the donor community have been kept well-informed of the draft law's implications during the various stages of its development.

The draft law has been a clear example of how the environment for development effectiveness could be constrained and democratic space for CSOs narrowed. However, through collective efforts and as a result of the strategic leadership of CCC, the NGO Law Core Group and other coalition and umbrella organizations, CSOs have demonstrated their ability to have an impact on high-level decision and policy-making as well as tapping into global CSO

forces to advocate in support of CSOs in Cambodia. Instead of being a simple and straightforward process, four drafts of the LANGO have been composed. Each version of the draft law was met with concise and timely recommendations for changes from CSOs in-country as well as globally. The United Nations Secretary General and the Special Rapporteur on Human Rights in Cambodia were sensitized to the unintended negative impact that the LANGO would have on Cambodia's development and possible threats to democratic space.

In collaboration with national and global partners, the corridors of power of Whitehall, Stockholm, Dublin, the US State Department, the European Commission, Seoul, Canberra and Montreal were also kept fully informed about the potential social, political and economic impacts of the LANGO. These efforts trickled down to local embassies, development partners and international media, garnering global attention and concern. In response to these concerns, the LANGO was returned twice in 2011 from the Council of Ministers back to the MOI for further revisions, partly due to the timely and effective actions of CCC and its partners to coordinate petitions responding to the second and third drafts and securing 655 and 458 signatures respectively from local and global organizations, declaiming the drafts as unacceptable and advocating for further review.

The most significant result is that the Prime Minister of Cambodia announced on 28 December 2011 that the government would negotiate with NGOs until there is a draft law that all parties are comfortable with. "...if an agreement has not yet been reached, there is no need to hurry... discussion on this law has been made for almost 20 years. Let it continue until 2012, or 2013, or 2014."



## Quality.....Knowledge.....Responsiveness.....Capacity Development

► CCC has been producing a bi-annual salary survey since 1993. The objective of the survey is to provide an overview of the salaries and benefits for staff of NGOs in Cambodia as well as, where possible, presenting some information on organizational practices and policies.

To improve the publication quality of the 2011 survey and to include as much relevant information as possible, a task-force comprising human resource managers, finance managers and administrative managers from both local and international NGOs was established to seek comments and feedback and to discuss ways for improvement to make this survey more user-friendly.

Originally established in 2002 in response to the results of a survey which identified Human Resource Management (HRM) as a highly important and priority topic for HR persons in Cambodia's NGO community, CCC continues to coordinate with a wide variety of resource persons to conduct a series of HRM Forums on a quarterly basis. Seasoned HR specialists with expertise around specific HR issues are invited as resource persons for these forums, and have been sourced from organizations such as Plan International, Life With Dignity, CARE and FIDR (Foundation for International Development/Relief) to name but a few.

Focusing on four different topics each year and with high levels of return attendees, the forums target all HR persons, including HR executives and managers, office administrators and other relevant HR representatives from CCC member organizations, with the objective of following up with the participants on what they have applied from the previous forum; to share their practical experiences and tools for each

relevant topic; and to build a strong network among HR practitioners for insight, reflection and continuous learning. Topics in 2011 included HRM Framework Development; Salary, Benefits and Compensation; HR Strategy; and Best Practice of Performance Management and Appraisal.

One of the key benefits of the forums referred to in feedback from HR representatives was the ongoing collective and peer learning. While most NGOs have an existing set of functional policies, these professional interactions allow them to keep pace with new labor legislation, opportunities for skills upgrades to better respond to their respective organizational and professional demands, as well as enhancing their professional confidence and decision-making processes.

From the topics of the HRM Forums, in 2011 a *Human Resource Management Practical Guideline* was developed by CCC, to help strengthen the human resources management systems within organizations.

Through discussions and observations of the earnest seeking of advice and experiences from others during the HRM Forums, it became clear that there was a need to provide an additional resource offering information and assistance to help NGOs to better manage their recruitment, motivation, and retention of a qualified workforce,

as well as to create an effective work environment.

Together with a working group comprised of HR practitioners from CCC member organizations, and national and international consultants, in October 2010 work commenced on developing a human resource management guideline.

After a long process with a broad range of consultations, a series of meetings with consultants and technical persons from NGOs, and a large consultative workshop, the *Human Resource Management Practical Guideline* was finalized in July and launched during an HR consultative workshop on 17 July. Though the *Human Resource Management Practical Guideline* has yet to be published, strong demand for its availability has already been registered – a clear indication that this will be an invaluable HR reference tool for many organizations.

I really appreciate your hard work for striving to make NGOs more formalized and structured and I wish you the best for your future in serving our people.



HRM Practical Guideline consultative workshop, July



A prison law, drug law and an unusually late budget law were also each summarily passed in late 2011, while several controversial laws continued to progress in their draft forms. The most visible of these has been the Law on Associations and NGOs, aimed at regulating Cambodia's large non-governmental sector. NGOs and government have locked horns repeatedly over the year, with NGOs crying foul over the law's restrictive terms. But both sides appear to slowly be inching toward consensus with the Interior Ministry hosting a rare consultation session in mid-December and the Prime Minister telling each party to take their time when it came to negotiations.

## THE YEAR IN NEWS

**F**ROM battles on the border to flooding that displaced a quarter of a million people, 2011 was a year filled with memorable events. The Post looks back at the biggest stories that shaped Cambodia in 2011.

**1) Flooding disaster**  
 Devastating floods during this year's rainy season caused the worst flooding to hit the Kingdom in decades. Flooding began in the upper Mekong basin in mid-July then expanded to September and October. About 350 people were killed, more than 200,000 were displaced, more than 1.8 million people were directly affected and at least 10 per cent of Cambodia's rice fields were damaged. Although the government did not declare a national emergency, relief workers say villages across will take two to three years to recover. Government spending nearly tripled to repair infrastructure, bridges and roads. Relief workers say the government will take two to three years to recover. Government spending nearly tripled to repair infrastructure, bridges and roads. Relief workers say the government will take two to three years to recover.



**2) Fire**  
 Since the start of the year, Cambodia has seen a number of major fires. The most significant was the fire at the Phnom Penh National Stadium on December 22, which destroyed the stadium's roof and caused significant damage to the structure. The fire was caused by a short circuit in the stadium's electrical system. The stadium was under renovation at the time and the fire caused a major setback to the project.

**3) Land dispute**  
 A major land dispute in Phnom Penh has been the subject of much media attention. The dispute involves a large plot of land in the city center, which has been the subject of a long-running legal battle between several parties. The dispute has involved high-ranking government officials and has caused significant controversy. The case is currently being heard by the court.

**4) Tribunal**  
 The opening of the tribunal to investigate the actions of the Khmer Rouge regime has been a major event of the year. The tribunal is a joint effort between Cambodia and the United Nations and is expected to provide a comprehensive account of the atrocities committed during the Khmer Rouge era. The tribunal's work is expected to take several years to complete.

**9) NGO draft law**  
 Prime Minister Hun Sen ended 2011 affirming his commitment to a draft law aimed at regulating associations and NGOs. The premier said he was willing to wait until 2014 to pass the law, if that was what was needed to reach a consensus on the controversial legislation. First circulated last December, the draft law has undergone multiple revisions over the past 12 months, and drawn sharp criticism from domestic and international observers concerned about the law's registration requirements, appeals avenues and the government's ability to use it to shut down associations and NGOs. The fourth generation of the law was introduced last month and while markedly different than its predecessors, civil society organizations remain unsatisfied. Of chief concern is that the law still effectively mandates registration for NGOs and associations, despite the fact that a Ministry of Interior official announced in September that registration would not be compulsory.



**10) Choe Sim adviser arrests**  
 Scandal rocked Senate President Choe Sim's office when four advisers were arrested in September for using their close connections with the senator to defraud at least 51 companies on phony humanitarian and infrastructure projects totaling hundreds of millions of dollars. The four high-ranking officials - protocol chief Pheng Kunthea Borey, Lieutenant General Parok Ho, Police Lieutenant General Choe Kosal and former Cabinet member Khieu Bora - were tried last month and each sentenced to jail terms of between three and four years, despite denying any allegations of wrongdoing. Some opposition observers believe the case is really a political ploy of rival factions within the CPP of which Choe Sim is a member.

A Cambodian soldier sits at Preah Vihear temple during a lull in clashes along the Thai-Cambodian border last February. (PHOTO COURTESY)

## Learning.....Linkages.....Professionalism.....Knowledge

► Monitoring and Evaluation (M&E) is a process to promote quality assurance within organizational and program development. Some NGOs in Cambodia have developed extensive M&E tools and processes, while others have not or are in the process.

Capacity development on the topic of Monitoring and Evaluation was originally identified in 2009 by CCC members as a priority topic for the training calendar. The first M&E Forum held in December 2009 found several areas which could be addressed, such as the lack of understanding by some NGO staff of how to use the many M&E tools available - even the logical framework (log frame) formats are difficult for many of the staff to design and use. This confusion leads to not being able to choose the right tools for effective quality assurance of both program and organization.

More importantly, most members have no baseline survey report which can be used to compare the changes after the implementation of any activities of their programs and organizations.



Developing the M&E Guideline, July

In order to address these issues, CCC continues to offer four half-day M&E Forums each year, as well as ongoing mentoring and sharing through both email and discussion. The overall objective of the forums is to provide opportunities to both CCC members and non members to share and learn from each other's experiences and best practices on M&E in order to improve their own internal monitoring and evaluation practices and tools.

In 2011, feedback indicated that the participants have gained a better understanding of the concepts and practices regarding M&E. They have shared and learned from each other about what effective M&E means and its importance for the work of their organization.

The best practices shared during the initial forums were developed into an M&E Guideline in 2011 as a model for public interest, through a working group on M&E and feedback/participation from M&E experts and practitioners.

These specialists were identified through research and recommendations, and provided their input to the guideline free of charge. At the same time, a strong network or community of practice, of M&E experts and practitioners has been established for ongoing sharing and learning on M&E.

CCC...has made change in the strategies that attract all members to participate all events organized by CCC. This is your success.

CCC's members appreciated the M&E Forums held in 2011, with the number of participants more than doubling compared to 2010 (on average 33% of 126 members participated in M&E Forums in 2010 and 65% of 136 members in 2011), and over 80% of feedback being either good or very good.

Participants told a variety of stories about how the M&E Forums have helped their organizations. A number of participants are from funding organizations, and stated that they now understand better the difficulties in M&E from their partner organizations, and have been able to share their new knowledge with those partners. Some came to the forums without any prior experience and have been able to conduct baseline surveys and design a new (or updated) M&E system for their organization. Others who have historically paid consultants to conduct M&E have been able to become more involved with the process. One response was that the direct impact of the forums might not be obvious for their organization, but the skills of evaluation and critical thinking were being used on a daily basis in the implementation of all new projects.

In response to our strategic goal of **delivering high quality services appropriately responding to the true needs of non-governmental organizations**, our finance team has made progress in several key areas over the last year.

CCC has conducted quarterly finance forums for our members since 2009. In 2011 these forums focused on improving the capacity of our members regarding compliance with International Financial Reporting Standards (IFRS), International Auditing Standards (IAS) and developing strategies for organizational financial sustainability.

With collective efforts made by a working group comprised of finance practitioners from CCC member organizations, CCC management and staff, and national and international consultants, a practical guideline on sound financial management was finalized and launched in July. This guideline has been used as resource at the Finance Learning Forums and by CCC members and the broader NGO sector for improving their financial management and practices.

## Quality ..... Linkages ..... Responsiveness ..... Capacity Development

➤ One of CCC's four goals focused on by our IT team is delivering high quality services to civil society. Throughout 2011 the IT unit helped to keep our members and wider civil society updated on the latest news affecting the sector, including uploading approximately 70 articles sourced from Cambodian daily newspapers and international websites relating to the draft Law on Associations and NGOs (LANGO). A CSO joint statement on the LANGO received 485 endorsements through the website. In addition to this there were frequent postings of new draft versions of the LANGO as they were released by the MOI, analysis documents, minutes of LANGO core group meetings, notes on meetings with the Ministry of Foreign Affairs and International Cooperation (MOFA/IC), and joint statements on the LANGO developed by Cambodia's CSOs.

Announcements of 64 training opportunities and over 200 job vacancies were posted, and received 2,000 visitor hits. Other downloadable information relating to good governance (an Information Kit for CCC's NGO GPP Voluntary Certification System) as well as ADI research reports was also uploaded to the site. The total number of visitors to CCC's website in 2011 was 492,893.

On 18 October the nominations for CCC's EXCOM tenure 2012-2013 were announced on the website and CCC member organizations were invited to cast their vote electronically via the website. When e-voting was closed on 9 December, 93 organizations had voted to elect the five-member EXCOM for 2012.

In 2011 CCC continued with its popular ICT Learning Forums, with the three events held in May, August and November each drawing approximately 40 participants working in ICT for CCC member NGOs. These half-day forums were provided free of charge and aimed at promoting and working together in sharing and learning on specific IT issues/areas, to improve their individual and organizational professionalism, to build a professional network among IT managers/officers, as well as between




ICT Platform, August

NGO and private sector and government. Setting its sights on this goal, in March the IT team formed the ICT Working Group (WG), with five representatives invited from CCC member organizations and two from private sector organizations. CCC called on the knowledge and skills in IT system management of the WG members to ensure that the content of the ICT forums was both relevant and timely. The ICT WG members are being encouraged to provide ongoing feedback through a consultation process, to develop an IT practical guideline for the NGO community in Cambodia, which is planned for 2012.

CCC is regarded as a reliable source of information and guidance for civil society in Cambodia, and continues to

generate a number of valuable publications. The IT team worked closely with the Member Services Unit in 2011 to produce updated versions of the *NGO Agency Contact Listing* directory, and *Survey of Salary and Benefits*. IT was also actively engaged with the senior management team and all units and projects of CCC, to develop the visual aspects of two crucial documents that will inform and guide the future direction of CCC: the *Governance Hub Program (GHP)* and *Vision 2015* documents, outlining the goals, outcomes and approaches for CCC's revised five-year plan (rollout officially commenced in January 2012), have both been shared widely throughout Cambodia and to international audiences through the Second Global Assembly event held in Siem Reap in June (see page 23 for more detail), and at other international events attended by CCC staff. The IT team has also produced a significant amount of other visual communications materials to further enhance CCC's image as a professional, progressive and contemporary organization.

IT security is a primary concern among IT practitioners. In order to strengthen CCC's server system and make it available online 24/7, the IT team implemented a new firewall (Cisco 5510) and migrated the mail server from Mdaemon to an exchange server in August 2011. The migration to an exchange server will result in cost savings as well as provide remote user access to CCC's email and file servers. The IT team also set up a schedule for updating the Microsoft Windows Server once per week, conducted regular maintenance and virus scanning, and securely maintained CCC's file server and internal backup systems.



Development as a concept needs to be formulated in holistic terms with due emphasis on democratic rights and freedoms to ensure equity and accountability... Guaranteed progress towards the realization of economic, social and cultural rights needs high levels of accountability and transparency which are underpinned by civil and political freedoms.

Democratic institutions and the existence of the freedoms of expression, association and assembly are vital to holistic and meaningful development as they alone can ensure proper collation of development statistics, equitable focus on the vulnerable and marginalized and optimum utilization of development funds.

**Maina Kiai, UN Special Rapporteur on the Rights to Freedom of Peaceful Assembly and of Association - speech during the Busan Global Civil Society Forum**

# Certified NGOs



# Processing Time



15 days



small NGOs

22 days



large NGOs



7 days  
mentoring/  
coaching



8 days  
follow up

# Maintaining Standards



followed up with 11  
certified NGOs



9 applied for re-certification  
as certificate near expiry



5 already re-certified  
in 2011

CCC has implemented NGO Governance & Professional Practice (NGO GPP) since 2004, aiming at promoting professionalism and good practice within NGOs operating in Cambodia. The Voluntary Certification System (VCS) was developed following examples of other NGO accountability and good governance models from around the world, and has been fully operational since 2007.

In 2011 there were a total of 33 certified NGOs of which nine were certified during the year. Applications are currently being processed for 21 NGOs, with a goal of 70 NGOs being certified by 2015. The VCS places an emphasis on quality, accountability, transparency, good governance, and the practice of self-regulation, that will help to build trust and confidence in CSO legitimacy in Cambodia and promote inclusion of CSOs in the development agenda of the government and development partners.

An internal mid-2011 analysis of application processing time revealed that for each application one staff member has spent a minimum of 15 days for small NGOs or 22 days for larger NGOs to process the application, in addition to seven days for mentoring and/or coaching for NGOs that partially met the standards required for certification, and eight further days for monitoring and follow-up conducted with every certified NGO twice during the three year period of certification validity.

Feedback from NGOs that receive mentoring/coaching indicates that they highly value this part of the application process, as it helps to clarify the recommendations from the NGO Code Compliance Committee (NCCC), as well as encourages them and gives them confidence that they can meet the recommendations.

In 2011 NGO GPP conducted follow-ups with 11 certified NGOs with results showing that all of them are maintaining their compliance with the 26 minimum VCS standards. Nine of these certified NGOs applied for re-certification as their first certificate neared expiry, with five successfully re-certified in 2011.

Demonstrating the commitment of certified NGOs, 24 Volunteer Field Assessors (VFAs) have been recruited from certified NGOs as part of a pilot program to work alongside NGO GPP as partners to assist with the field assessments of applicant NGOs and to expedite the application process. The training process for the VFA's is underway, with 10 completed by the end of 2011.

Strong NGO peer support for the VCS continued in 2011, with the director of one NGO conveying that his staff feel proud to work for an organization that is publicly recognized as an NGO with good governance and professional practices, and have become more motivated, proactive and interested to learn more about their work and the organization. Staff have become more efficient and the NGO had no staff turnover for the last few years. The NGO's certification status has resulted in increased trust from prospective donors.

In 2011 government officials from the Council for the Development of Cambodia (CDC) and Ministry of Interior (MOI) have publically acknowledged NGO GPP VCS as an important model to strengthen CSO accountability and build good partnerships between CSOs and their ministries. During the NGO GPP Multi-Stakeholder Annual Forum in September, H.E. Ngy Chanphal of the MOI expressed his appreciation to the NGO GPP VCS process as having contributed much to the strengthening of the development of Cambodia,

as well as contributing to the government's development agenda, especially the MOI's Demand for Good Governance (DFGG) program.

The last milestone of GPP for 2011 was the successful hosting of a *Regional Forum Revisiting CSO Governance and Accountability in South East Asia in the Context of Post-HLF4 in Busan*. The Cambodian VCS was discussed and compared with four other systems - Pakistan Centre for Philanthropy Certification System, ACFID (Australian Council for International Development) Code of Conduct, Voluntary Action Network India (VANI) Certification System, and the Philippine Council for NGOs Certification Centre (PCNC).

The event drew 87 participants from throughout Cambodia, Vietnam and Laos, as well as speakers from CIVICUS, ICFO (International Committee on Fundraising Organizations), KCOC (Korea NGO Council for Overseas Cooperation) in addition to those already mentioned, to share experiences and discuss how to move forward in 2012. A partnership accord was reached and agreement made to convene future forums.



*Transparency helps remove our weaknesses so we can improve our work.*

**US Secretary of State, Hillary Clinton  
addressing HLF-4 in Busan**

## Quality.....Capacity Development .....Learning .....Responsiveness

➤ An external evaluation at the end of 2010 served as a strong motivation to design the CCC-managed Analyzing Development Issues (ADI) new *Community Course with Institutional Support (CCIS)* which is conducted for NGO fieldwork staff, and incorporates Participatory Action Research (PAR). The combination of theory and practice along with the six-step process of the course embedded with mentoring activities stimulated a lot of enthusiasm and commitment from the participants. They have demonstrated an increased ability and confidence in conducting their research and writing assignments as required by the course and greater ability to mobilize the community people to deal with emerging risks/issues. In the case of land encroachment by a company in the Highlander Association (HA) target areas in Ratanakiri, community people have taken steps to discuss the issue with government at different levels and directly with the companies involved. PAR proved to be useful to bring people together to discuss and identify possible solutions, and to deal with the issue more peacefully.

Another good example is the case of community people responding to inappropriate use of agricultural pesticides in Aphiwat Strey target area in Battambang. After an awareness-raising program supported by the provincial Department of Agriculture, the local people got together to discuss ways to deal with the issues and took steps to manage pesticide waste disposal, and to improve practices in pesticide use.

An important achievement is that CCC's ADI project has brought indigenous people from Monduliri to interact with government department officials including land management, agriculture, and environment. It was a rare moment to see local people interact with officials with several important



Conducting the Basic Course, Monduliri, February (left) and July (right)

questions during a workshop on food security in a changing environment. The approach used to encourage them to raise questions was to form small groups of participants to produce a group's questions, then presented these to the officials. Monduliri NGO Network provided great cooperation in coordinating the workshop and ensuring the attendance and participation by the audience. The lesson from this process is that finding appropriate ways for local people to interact as mentioned above proves to deliver useful workshops that lead to learning and at the same time to clarify issues of importance to their daily life. By setting the stage from the beginning that the workshop promotes constructive dialogue reduces the level of tension in the process.

*Before I never dared to share and provide ideas during the meeting with HA line managers and other colleagues, especially asking direct questions to those people. After I attended the ADI course, I felt more confident to give ideas and asking questions as and when I do not understand*

**Kham, a course participant of ADI/CCC from Highlanders Association, Ratanakiri province, interviewed August 2011**

Ting Kham is a young indigenous Tampoun man who was born in 1987 in Ratanakiri province and graduated from Sam-Dech Mae junior high school in 2005. He has been working with Highlander Association since 2009 and has been promoted in a couple of positions, most recently as facilitator.

He first attended ADI's Community Course Round 8 in Stung Treng Province in 2010 and that experience gave him some knowledge about how to work with local communities. In 2011, CCC's ADI project collaborated with three NGOs in Ratanakiri for the new CCIS course, starting in May and running to the end of 2011. As this new course focuses on building institutional capacity, five or six staff members including line managers are included so that there is a fair amount of exchange across different levels within the same organization. In addition, past participants of the *Community Course* were also invited to participate. As a result, Kham was selected for this important role in sharing with others within the organization.

Kham learned a lot during this course, and afterward he was able to contribute more to HA's daily project activities. He has been particularly appreciative of his increased understanding and ability to apply the methods of data-gathering and analyzing the issues facing his project implementation. He gives high

value to PAR and its processes as he sees its relevance to what he has done, especially to empower the community people to have ownership in dealing with the emerging issues facing their daily lives. As part of the follow-up visits with villagers to understand about the land encroachment issue in Kak village, he really sees how PAR is appropriate to mobilize this issue as it



Community Course with Institutional Support, Battambang, May

is a common one raised by villagers. He recalled that PAR is a cyclical process that helps practitioners to constantly reflect and analyze the issues with villagers. He also thought that when villagers understand about their common or emerging issues, it is highly likely that people will put in greater efforts and willingness to deal with them.

2011 was a momentous year for civil society organizations as they were for the first time invited to actively participate in the Fourth High-Level Forum on Aid Effectiveness (HLF-4) held in Busan, South Korea in November of this year.

CCC's executive director and a member of the CCC EXCOM traveled to Busan to join the Busan Global Civil Society Forum followed by HLF-4, in a culmination of CCC's proactive interest since 2008 in bringing Cambodia's civil society into the global discussion on development effectiveness. This has incorporated such activities as extensive national consultations, facilitation of a national aid effectiveness network of NGOs, participation in the First Global Assembly of the Open Forum for CSO Development Effectiveness held in Istanbul in 2010, and hosting the Open Forum's Second Global Assembly in Siem Reap in 2011.

HLF-4 brought together more than 3,000 delegates to review progress on implementing the Paris Declaration, and agreed on a framework for development cooperation among traditional donors, emerging economies, funding bodies, and civil society - the *Busan Partnership for Effective Development Cooperation*.

In preparation for CCC's historic participation in Busan, CCC along with Cambodia's other two leading NGO membership associations (The NGO Forum on Cambodia, and MEDiCAM), commissioned a report, *Busan and Beyond*, that outlined the steps that Cambodian civil society has taken since 2008 which have led to its participation in HLF-4. The report also high-

lighted the organizational commitments and advocacy agenda that Cambodia's CSOs had articulated that they wanted to be pursued at and beyond Busan. 500 copies of *Busan and Beyond* were distributed at the Busan Global Civil Society Forum, where it was shared with delegates as a background document for a presentation on shrinking democratic space, made by CCC's executive director during a panel discussion with Maina Kiai, the UN Special Rapporteur on the rights to freedom of peaceful assembly and of association.

For a copy of the report contact CCC or download it at [www.ccc-cambodia.org/downloads/aid-effective/Busan-Report.pdf](http://www.ccc-cambodia.org/downloads/aid-effective/Busan-Report.pdf)

Civil society's global meet-up before Busan was hosted by CCC in Siem Reap - the Second Global Assembly of the Open Forum for CSO Development Effectiveness - which saw 231 participants from 67 countries reach *The Siem Reap Consensus on the International Framework for CSO Development Effectiveness* - which outlines the standards and the conditions required to enable CSOs to effectively perform their mandated functions. Planning and managing all of the local logistics for an event on this scale was unprecedented for CCC, and it brought an opportunity for Cambodia's civil society to truly engage at the global level. The meticulous planning in collaboration with the Open Forum Secretariat (based in Brussels, Belgium) resulted in a seamless event delivery with a successful outcome.

CCC brought the global CSO community to Cambodia and Cambodia's CSO voice was loudly heard at HLF-4 in Busan.



H.E. Chhieng Yanara opens the CSO global assembly, Siem Reap, June



Busan Global Civil Society Forum, November



Panel discussion with CCC's Executive Director Borithy Lun and Maina Kiai, Busan, November

## Major Events

No	Start Date	End Date	Input by	Title / Topic	Organized by	Venue	Outreach					Category
							Participants	NGOs	Members	Non Members	Gov't	
1	11-Mar-11	11-Mar-11	Sokly&Nak	Provide VCS promotion to provincial network	Provincial Network	Kg. Chhnang	23	20	0	0	0	CBW
2	04-Jan-11	04-Jan-11	Phalla&Nac	Consolidation workshop on the comments for the draft of NGO Law	SP	PGCT	298	0	0	0	0	CD
3	04-Jan-11	04-Jan-11	Phalla&Nac	NGO Law Core Group Meeting	SP	CCC	32	18	3	15	0	CD
4	06-Jan-11	06-Jan-11	Phalla&Nac	Development Partner Meeting on the Draft of NGO Law	SP	Imperial Hotel	62	55	12	33	0	CD
5	06-Jan-11	06-Jan-11	Phalla&Nac	Meeting with invited NGOs to prepare comments for meeting with Mol	SP	Imperial Hotel	85	75	37	38	0	CD
6	10-Jan-11	10-Jan-11	Phalla&Nac	Post NGOs Consultation Meeting	SP	Imperial Hotel	32	32	19	13	0	CD
7	24-Jan-11	24-Jan-11	Phalla&Nac	Update information on NGO Law after consultation with Mol	SP	CCC	54	54	30	24	0	CD
8	03-Feb-11	03-Feb-11	Seyha	Consultation on Governance Hub Program	GHP	Hagar Catering	13	13	8	5	0	CD
9	07-Feb-11	07-Feb-11	Phalla	Governance Hup Meeting on Referral/Information compenence	MSU	KSSA	12	8	0	8	0	CD
10	07-Feb-11	07-Feb-11	Seyha	Consultation on Governance Hub Program	GHP	KSSA	11	11	3	8	0	CD
11	08-Feb-11	08-Feb-11	Seyha	Consultation on Governance Hub Program	GHP	KSSA	6	6	2	4	0	CD
12	10-Feb-11	11-Feb-11	Seyha	Consultation on Governance Hub Program	GHP	KSSA	3	3	0	3	0	CD
13	21-Feb-11	21-Feb-11	Seyha	Consultation on Governance Hub Program (Development Partners)	GHP	Imperial Hotel	9	9	1	8	0	CD
14	12-Mar-11	12-Mar-11	Nac	NGO Law Core Group Meeting	SP	CCC	12	12	10	2	0	CD
15	22-Mar-11	22-Mar-11	Nac	Meeting with Stung Treng Governors	SP	ST	10	3	3	0	7	CD
16	22-Mar-11	22-Mar-11	Nac	Meeting with NGO Networks in Stung Treng	SP	ST	13	9	4	4	4	CD
17	23-Mar-11	23-Mar-11	Nac	Meeting with Kratie Governor	SP	Kratie	10	3	1	2	7	CD
18	23-Mar-11	23-Mar-11	Nac	Meeting with NGO Networks in Kratie	SP	Kratie	16	12	2	10	4	CD
19	24-Mar-11	24-Mar-11	Nac	Regional Workshop on Good Governance	SP	Kratie	78	56	6	50	22	CD
20	25-Mar-11	25-Mar-11	Nac	NGO Law Meeting with representative from Kratie, Stung Treng and Ratanakiri	SP	Kratie	11	11	2	9	0	CD
21	28-Mar-11	28-Mar-11	Saroeun	CSO Consultative meeting on NGO Law	CCC	PP	88	88	0	0	0	CD
22	29-Mar-11	29-Mar-11	Saroeun	Dialogue between Mol/MOFAI/IC and NGO representatives at Mol on NGO Law	CCC	PP	18	10	0	0	8	CD
23	30-Mar-11	30-Mar-11	Seyha	ExCom/SMT worksop for midterm strategy review	GHP	Imperial Hotel	5	5	5	0	0	CD
24	05-Apr-11	07-Apr-11	Channy	Field trip to NW on Community Course with Institution Support (CCIS) orientation and promotion	ADI	BTB	16	4	1	3	0	CD
25	07-Apr-11	07-Apr-11	Nac	LANGO Consultative Workshop	SP	KSSA	120	118	36	82	2	CD
26	20-May-11	20-May-11	Phalla	KUSANONE Grant Meeting	MSU	CCC	97	88	37	51	0	CD
27	03-Jun-11	03-Jun-11	Nac	AE-DE Consultation Workshop	SP	PGCT	132	124	68	51	13	CD
28	28-Jun-11	30-Jun-11	Fiona& Sophara	2nd Global Assembly for CSO Development Effectiveness	CCC-Open Forum	Siem Reap	231	181	25	20	2	CD
29	07-Jul-11	07-Jul-11	Nac	LANGO Consultative Workshop	SP	KSSA	91	91	30	61	0	CD
30	13-Jul-11	15-Jul-11	Sokly	Conduct training on Good Governance	GPP	VBNK	33	32	14	18	0	CD
31	18-Jul-11	18-Jul-11	Nac	LANGO Core Group Meeting	SP	PP	23	23	15	8	0	CD
32	26-Jul-11	26-Jul-11	Nac	LANGO Core Group Meeting	SP	PP	26	26	18	8	0	CD
33	08-Aug-11	08-Aug-11	Nac	Meeting in Kampong Chhnang Province	SP	K.Chang	33	26	0	26	7	CD
34	09-Aug-11	09-Aug-11	Nac	Meeting in Pursat Province	SP	Pursat	24	17	0	17	7	CD
35	10-Aug-11	10-Aug-11	Nac	Meeting in Battambang Province	SP	BB	25	16	0	16	9	CD
36	11-Aug-11	11-Aug-11	Nac	Regional Workshop in Battambang	SP	BB	130	105	3	102	25	CD
37	16-Aug-11	16-Aug-11	Nac	LANGO Core Group Meeting	SP	PP	17	17	12	5	0	CD
38	18-Aug-11	18-Aug-11	Nac	Regional Workshop in Kampong Som	SP	K.Som	65	64	0	64	1	CD
39	24-Aug-11	24-Aug-11	Nac	Regional Workshop in Kratie	SP	Kratie	52	48	0	48	4	CD

CBW=Capacity Building Workshop; CD=Consultation/Dialogue; IB=Issue Briefing Workshop; LE=Learning Event; MM=Members Meeting

No	Start Date	End Date	Input by	Title / Topic	Organized by	Venue	Outreach					Category
							Participants	NGOs	Members	Non Members	Gov't	
40	31-Aug-11	31-Aug-11	Nac	Regional Workshop in Kampong Cham	SP	K.Cham	73	58	0	58	15	CD
41	16-Sep-11	16-Sep-11	Nac	LANGO Core Group Meeting	SP	PP	13	13	8	5	0	CD
42	07-Oct-11	07-Oct-11	Nac	General Group Consultative Workshop	SP	PP	83	81	46	35	2	CD
43	23-Oct-11	23-Oct-11	GPP Team	Multi-stakeholder Annual Forum	GPP	KSSA	150	145	22	128	5	CD
44	26-Oct-11	27-Oct-11	Nac	Pre Busan Consultative Workshop	SP	PP	124	113	15	98	11	CD
45	04-Nov-11	04-Nov-11	Nac	LANGO Core Group Meeting	SP	PP	15	15	10	5	0	CD
46	13-Dec-11	14-Dec-11	Vannak	Regional Forum - Revisiting CSO Governance and Accountability	GPP	Sunway	87	48	23	25	2	CD
47	15-Dec-11	15-Dec-11	Nac	LANGO Consultative Workshop	SP	PP	116	116	33	83	0	CD
48	17-Jun-11	17-Jun-11	Choeun	Issue Briefing Workshop on Social and Economic Impact of Migration in Cambodia	CCC-ADI & CDRI	Phnom Penh Hotel	70	20	0	0	0	IB
49	19-Aug-11	19-Aug-11	Choeun	Issue Briefing Workshop on Migration and Older Age People	CCC-ADI& HAI	BTB	88	20	2	18	13	IB
50	16-Nov-11	16-Nov-11	Choeun	Issue Briefing Workshop on Food Security in Changing Environment in Cambodia	CCC-ADI& MNN	MDK	76	10	5	5	19	IB
51	22-Mar-11	26-Mar-11	Channy	Field trip to NE on Community Course with Institution Support (CCIS) orientation and promotion	ADI	RTK	16	3	1	2	0	LE
52	05-May-11	12-May-11	Choeun	Community Course with Institutional Support, step I	ADI	BTB	24	4	0	4	0	LE
53	12-May-11	12-May-11	Meng Aun	HR, M&E and Finance Working Group meeting with consultant to comment on HR Guideline development	HR	CCC	27	26	26	1	0	LE
54	25-May-11	02-Jun-11	Choeun	Community Course with Institutional Support, step I	ADI	RTK	16	3	1	2	0	LE
55	27-May-11	27-May-11	Sophara	1st ICT platform	IT	CCC	42	39	39	3	0	LE
56	06-Jun-11	10-Jun-11	Choeun	Basic Course round 1	ADI	Kg.Cham	21	17	1	16	0	LE
57	16-Jun-11	17-Jun-11	Sopha	3rd forum for Certified NGOs	GPP	Himawari	64	26	11	15	0	LE
58	04-Jul-11	15-Jul-11	Choeun	Basic Course round 2	ADI	MDK	20	17	1	16	0	LE
59	7-Jul-11	7-Jul-11	Meng Aun	Consultation meeting on HRM guideline Development	HR	CCC	12	12	7	1	0	LE
60	29-Jul-11	29-Jul-11	Meng Aun	Consultative Workshop on finalize HRM, M&E, FM guideline Development	HR, Finance and MSU	PGCT	106	106	78	6	0	LE
61	15-Aug-11	17-Aug-11	Channy	Step III for community course with institutional support in NE	ADI	RTK	16	3	1	3	0	LE
62	16-Aug-11	18-Aug-11	Channy	Step III for community course with institutional support in NW	ADI	BTB	24	4	0	4	0	LE
63	30-Aug-11	30-Aug-11	Phara	2nd ICT platform	IT	CCC	39	33	33	4	0	LE
64	06-Oct-11	06-Oct-11	Phalla	M&E Forum	MSU	KSSA	75	59	54	5	0	LE
65	11-Oct-11	11-Oct-11	Meng Aun	Understanding Framework of HRM	HR	CCC	47	45	45	2	0	LE
66	17-Oct-11	21-Oct-11	Choeun	Basic Course round 3	ADI	Kg.Soam	19	17	1	16	0	LE
67	20-Oct-11	20-Oct-11	Phalla	M&E Forum	MSU	KSSA	74	50	48	2	0	LE
68	21-Nov-11	21-Nov-11	Sophara	3rd ICT platform	IT	CCC	33	25	28	5	0	LE
69	07-Dec-11	08-Dec-11	Nac	CSO Training on Legislation in K.Chham	SP	K.Cham	26	26	1	25	0	LE
70	15-Dec-11	16-Dec-11	Sambadhd	Finance Learning Forum	Finance	CCC	36	32	32	4	0	LE
71	16-Dec-11	16-Dec-11	Meng Aun	Salary, Benefits and Compensation	HR	CCC	44	44	40	1	0	LE
72	22-Dec-11	22-Dec-11	Phalla	M&E Forum	MSU	KSSA	65	60	59	1	0	LE
73	17-Feb-11	17-Feb-11	Phalla	CCC Annual General Meeting	CCC Staff	KSSA	100	92	91	1	1	MM
74	05-Apr-11	05-Apr-11	Phalla	Bi Monthly Member Meeting	MSU	KSSA	70	68	68	0	1	MM
75	07-Jun-11	07-Jun-11	Phalla	Bi Monthly Member Meeting	MSU	KSSA	92	80	80	0	1	MM
76	02-Aug-11	02-Aug-11	Phalla	Bi Monthly Member Meeting	MSU	KSSA	68	60	60	60	1	MM
77	03-Oct-11	03-Oct-11	Phalla	Bi Monthly Member Meeting	MSU	KSSA	62	59	59	0	0	MM
78	06-Dec-11	06-Dec-11	Phalla	Bi Monthly Member Meeting	MSU	KSSA	72	67	67	0	0	MM

2011 has been a hectic year for the Executive Committee, rich in learning and excelling in strategic guidance to CCC. Collectively the EXCOM has interfaced more than 50 times with CCC management, staff and members as well as CCC's varied and key stakeholders. Either as a team or individually, the EXCOM has made formidable inputs and participated passionately and actively in assisting the management of CCC in navigating the internal institutional refocusing and the recruitment of key senior staff. The strong political backing of the EXCOM on CCC's intense advocacy to protect Cambodia's democratic space is further proof of their wisdom and savvy participative support of CCC's efforts. Moreover, CCC's EXCOM fulfilled their strategic protocol role as keynote speakers for milestone events conducted by CCC such as the Global Assembly of the Open Forum for CSO Development Effectiveness in June 2011 and the regional post-Busan CSO accountability and governance reflection forum held in December 2011.



Chair  
Mr. KEP Kannaro  
Executive Director  
Partnership for  
Development in  
Kampuchea (PADEK)



Vice Chair  
Mrs. ROS Sopheap  
Executive Director  
Gender And Development  
Cambodia (GAD/C)



Treasurer  
Mr. Greg AUBERRY  
Country Representative  
Catholic Relief Services

### Members-at-large



Mr. CHAN Monny Rath  
Deputy Country Representative  
FIDR



Ms. Caroline Mc CAUSLAND  
Country Director  
Action Aid



Dr. Graham STORER  
Director  
VBNK (Vicheasthan Bandos  
Bandal Neak Krokrong Kangea Aphivath)



Mr. Brian LUND  
Regional Director  
Oxfam America

# Staff



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Mr. LIM Sokly	Learning & Development Officer	Mr. CHEN Bunna	IT Intern
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Mr. HAK Kunthy	Certification Officer	Mr. SOU Sophornnara	Communications and PR Manager
Ms. KEO Mara	Certification Officer	Dr. John McANDREW	Project Advisor
Mr. CHEN Sochoeun	Researcher/Trainer	Mr. SOK Sopha	Certification System Team Leader
Mr. MI Nac	Project Officer	Mr. HEANG Seyha	Project Officer
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Ms. Fiona McADAM	Communications Advisor	Ms. HOUN Kalyan	Researcher/Trainer
		Mr. MAK Chamroeun	Communications and PR Manager
		Mr. LY Rattanak	Certification Officer

## Our Members

We would like to express our thanks to our members

Member	Since	Member	Since
Action on Disability and Development	1998	ChildFund Cambodia	2008
ActionAid International	2005	Child Rights Foundation	2010
Adventist Development and Relief Agency	1992	Christian Care for Cambodia	1998
Aide ét Action	2004	Christian Outreach Relief and Development (CORD)	2009
Alliance for Conflict Transformation	2010	Christian Reformed World Relief Committee	1999
American Friends Service Committee	1991	Church World Service	1991
Amici Dei Bambini Cambodia	2009	Community Legal Education Center	2010
Asian Outreach Cambodia	1999	Concern Worldwide	1991
Association Angkor - Belgique	1992	DanChurchAid/Christian Aid	2004
Australian Business Volunteers	2000	Dai Kou Kasikor	2011
Australian Catholic Relief	1990	Deutsche Welt Hunger Hilfe/German Agro Action	2004
Australian People for Health Education and Development Abroad	1995	Development and Partnership in Action	1991
Australian Volunteers International	1992	Diakonia	2009
Banteay Srei	1991	Digital Divide Data	2003
Bremen Overseas Research and Development Association	2009	East Meets West Foundation	2010
Cambodia Arts and Scholarship Foundation	2009	Enfants & Développement	1998
Cambodia Family Support	2010	Epic Arts	2010
Cambodia Health Education Media Service	2011	Every Child	2001
Cambodia HIV/AIDS Education and Care	1995	FH Cambodia	1991
Cambodia Trust	2001	Forum Syd	1994
Cambodian Acid Survivor Charity	2008	Foundation for International Development & Relief	2000
Cambodian Disabled People's Organization	2010	France Volontaires	2011
Cambodian Health Committee	1996	Gender And Development Cambodia	2001
Cambodian Human Rights Association	1994	Good Neighbors Cambodia	2011
Cambodian Living Arts	2011	HAGAR	2002
Cambodian Researchers for Development	1995	Handicap International Belgium	1991
Cambodian Rural Development Team	2011	Handicap International France	1991
Capacity Building of People with Disability in the Community Organization	2011	Health Poverty Action	1991
Cambodian Volunteers for Community Development	2010	Heifer International	2010
CARE Cambodia	1994	HelpAge International	1992
Caring for Young Khmer	1992	Home Land/Meathto Phum Komah	2002
Caritas Cambodia	1992	International Cooperation Cambodia	1991
Catholic Relief Services	1992	International Development Enterprise	2004
CESVI Foundation	1996	International Relief and Development	2010
		International Volunteers of Yamagatta	1998
		Intervida Cambodia	2009
		INTERVITA ONLUS	2011

for their continuous support of our work and mandate.

Member	Since	Member	Since
Japan International Volunteer Centre	1991	RiverKids Foundation	2010
Jesuit Service Cambodia	1992	Rural Animal Health Development Organization	2008
Kamonohashi Project Organization	2009	Save the Children Australia	1991
Khemara	1990	Save the Children Norway	1991
Korean Missionary Society	2011	Save the Earth Cambodia	2008
Komar Pikar Foundation	2011	Services for the Health in Asian & African Regions	1994
Krousar Yoeung	2003	Shalom Life Carereserve Centre	1996
Legal Aid of Cambodia	1996	Shanti Volunteer Association	1991
Life With Dignity	1991	SILAKA	2000
Live and Learn Environmental Education	2010	Social Services of Cambodia	2009
Maryknoll	1992	Soutien à l'Initiative Privée pour l'Aide à la	
Mennonite Central Committee	1991	Reconstruction (SIPAR)	2001
Mekong Plus	2011	Sovann Phoum	2002
MoPoTsyo Patient Information Center	2009	Sun and Moon Organization	2011
Medical Team International	2008	Trócaire	2008
My Village Organization	2009	Trotrung ning Akpiwat Sokapeap neak Krekror (TASK)	1994
Neary Khmer Organization	2010	Veterans International Cambodia	1996
New Humanity	1995	Vicheasthan Bandos Bandal Neak Krobkrong Kangea	
NGO Education Partnership	2004	Aphivath (VBNK)	1997
Non-Timber Forest Products	2011	Cambodian Center for Independent Media	2008
Non-Timber Forest Products –		Voluntary Service Overseas (VSO)	1992
Exchange Programme	2009	Volunteer Service Abroad	1994
Norwegian People's Aid	1996	Wholistic Development Organization	2006
NYEMO	1999	World Education-Cambodia	1999
Ockenden International	1999	World Relief-Cambodia	1992
Oxfam America-East Asia Regional Office	2006	World Vision Cambodia	1991
Oxfam Australia	1991	Youth With A Mission	1992
Oxfam Québec	2006	Youth Resource Development Program	2011
Oxfam, Great Britain	1991		
Pact Cambodia	1994	<b>Associate Members</b>	<b>Since</b>
Partnership for Development in Kampuchea	1991	AusAID (Australian Agency for International	
People In Need	2010	Development)	2003
Phare Ponleu Selpak	2009		
Plan International Cambodia	2005	<b>Observers</b>	
Ponleu Komar	2008	Danmission	
Ponleu Ney Kdey Sangkhum (Light of Hope-PNKS)	2005	Child and Youth Education Organization	
Prison Fellowship Cambodia	2011		
Rain Water Cambodia	2004		

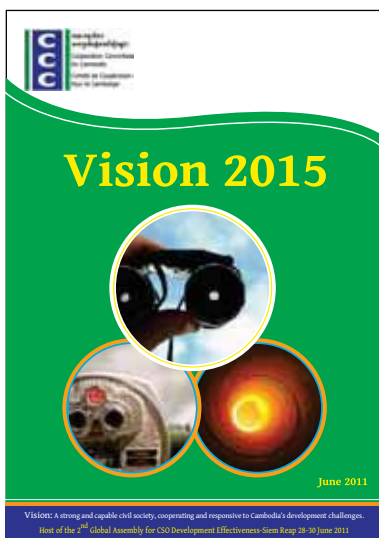
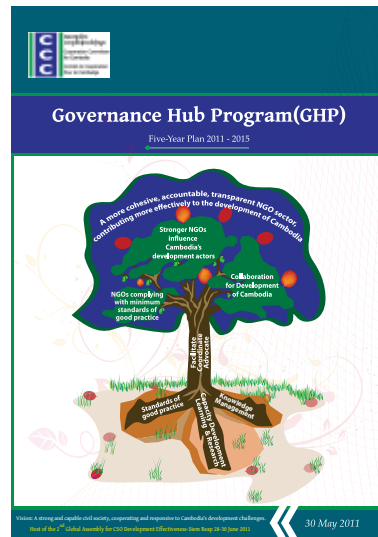
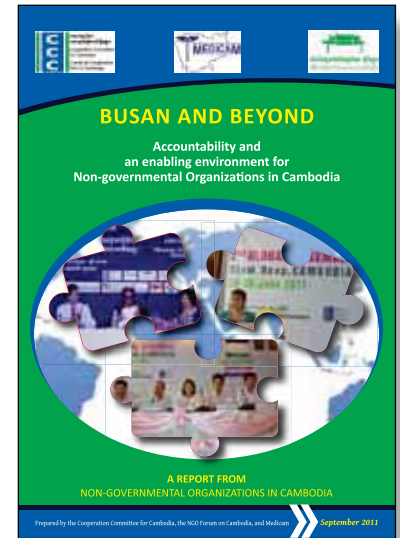
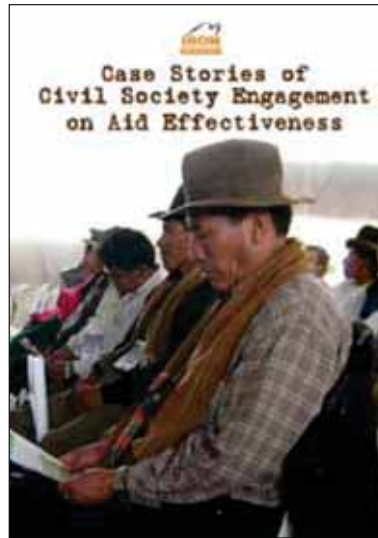
## Our Investors

Thank you for sharing our vision



# 2011 Publications

CCC commissions studies and produces other invaluable reference materials, as well as contributing to external publications.



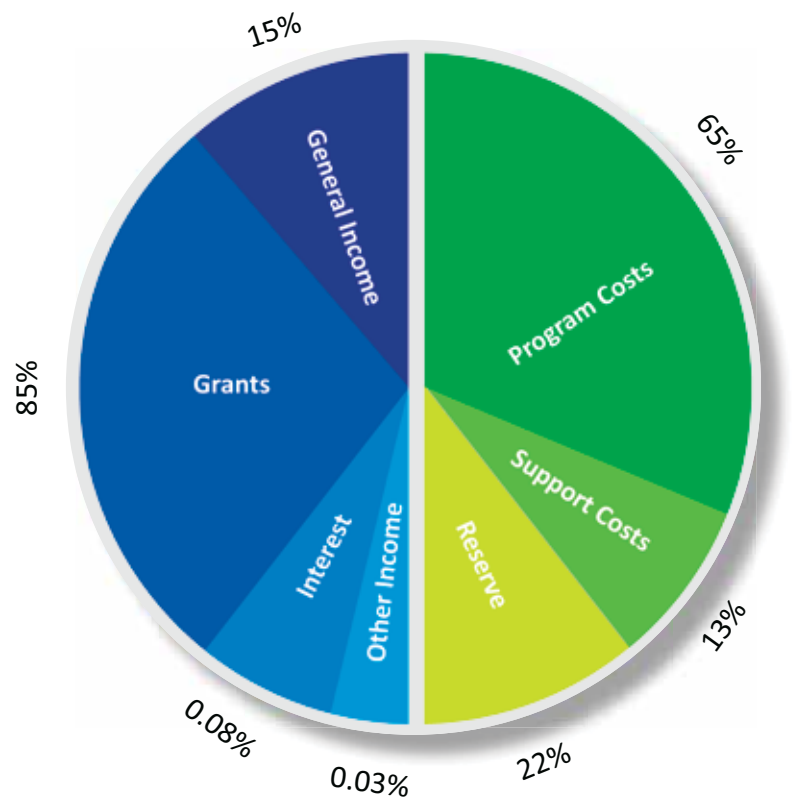
## Financial Summary

### STATEMENT OF FINANCIAL POSITION

ASSETS	USD
Cash on hand	472,481.38
Other Receivable	52,588.70
<b>Total Asset</b>	<b>525,070.08</b>
<b>LIABILITES AND NET ASSETS</b>	
Liabilities	USD
Payable and accrual	122,257.70
Encumbrance	1,997.79
<b>Total Liability</b>	<b>124,255.49</b>
Net Assets	
Unrestricted	103,256.16
Restricted	297,558.43
<b>Total Net Assets</b>	<b>400,814.59</b>
<b>Total Liabilities and Net Assets</b>	<b>525,070.08</b>

### STATEMENT OF ACTIVITIES

INCOME	USD
General Income	201,891.51
Grants	1,139,268.69
Interest Income	1,044.26
Other Income	353.18
<b>Total Income</b>	<b>1,342,557.64</b>
EXPENSE	
Program Costs	871,843.31
Support Costs	170,395.17
<b>Total Expenses</b>	<b>1,042,238.48</b>
<b>Reserve</b>	<b>300,319.16</b>
<b>Balance Carried Forward</b>	<b>100,495.43</b>



CCC's complete audit report for 2011 can be downloaded at <http://www.ccc-cambodia.org/resources/ccc-institutional-reports.html>

## Testimonials

Your collective effort to ensure a transparent and accountable society will go a long way to improve the lives of the ordinary people of CAMBODIA.

*Florence Dennis, Ghana Anti-Corruption Coalition*

It was a pleasure to get to know the great work CCC is doing, to understand better the situation 'on the ground' and to see some facets of your beautiful country. I wish you all the best for your work and your struggle for an enabling environment.

*Christina Bermann-Harms, Co-drafter Implementation Toolkit*

Congratulations on a very well run regional meeting and thank you for inviting me to participate as a guest speaker. It was terrific to meet the other regional representatives and discuss the "ins and outs" of our various codes and certification systems. I am also looking forward to participating in the "Asia Pacific Regional Accountability Partnership" in whatever shape or form it takes.

*Catherine Blunt, Manager, Code of Conduct, Australian Council for International Development (ACFID)*

Before moving to Cambodia a year ago from Bangladesh I had heard that the NGOs here weren't well coordinated, but my experience here has been very different. I see from the notes that CCC has a different meaning – collaboration, coordination and cooperation! Thanks for your leadership and orientation – I've really appreciated guidance and advice from you.

*Stav Zotalis, care-Cambodia*

In my opinion, your hosting of the consultative workshop was exceptionally useful, and perfectly organized. Notwithstanding the complexities of the subject and multiple players, CCC still arranged sufficient time for participants to learn, ask questions, participate in break-out sections, and 'have a voice'. Thank you for presiding over the meeting, and to your expert staff and resource persons for hosting such a worthwhile event.

*John McEachern, Senior Advisor, Non-Timber Forest Products Organization (NTFP)*

It's a pleasure and privilege to be working with you. We won't let up on the Cambodian Government's efforts to shrink the space. Keep in touch with us as to what more we can do.

*Carolyn Long, InterAction*

Thank you for initiating this learning network among Asia Pacific region. It was truly great that I learned a lot from you and all other participants across the region. I do hope our future partnership can be strong in promoting our accountability in solidarity and partnership and I congratulate CCC on the achievement you've made so far.

*Kyungshin (Faye) Lee, KCOC (Korea NGO Council for Overseas Cooperation)*

## Vision:

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

## Mission:

As a professional association of non-governmental organizations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our shared voice.

## Values:

- Integrity
- Cooperation
- Responsiveness
- Quality

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