



គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
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for Cambodia  
Comité de Coopération  
Pour le Cambodge

**ទស្សនវិស័យ:** សង្គមស៊ីវិលមួយដែលមានកិច្ចសហការដ៏រឹងមាំ និងមានសមត្ថភាពឆ្លើយតបទៅនឹងបញ្ហានៃ  
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**Vision:** A strong and capable civil society, cooperating and responsive to  
Cambodia's development challenges

# Governance Hub Program (GHP)

## Six Months Narrative and Financial Report

01 January – 30 June 2013

The GHP was supported during 2013 by the following donors and the members of CCC



**Promoting NGO Solidarity and Cooperation Since 1990**

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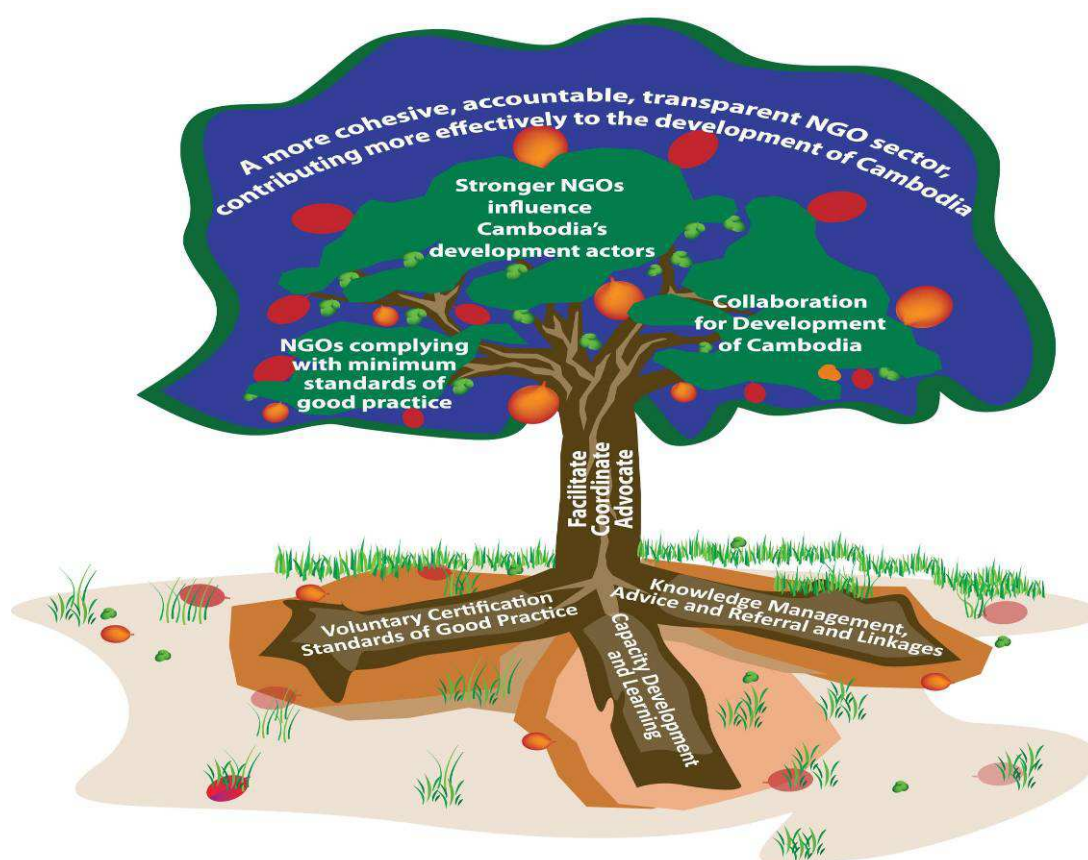
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## I. EXECUTIVE SUMMARY

As the leading and longest-established membership organization for local and international NGOs in Cambodia, the Cooperation Committee for Cambodia (CCC), has maintained their unique role in strengthening the cooperation, professionalism, accountability, governance, enabling environment and effectiveness within the civil society organizations (CSOs) in Cambodia. CCC is continuing to work toward and more effective development across Cambodia.

CCC is implementing an integrated single program entitled the Governance Hub Program ([http://www.ccc-cambodia.org/downloads/ghp/Final\\_GHP\\_Plan.pdf](http://www.ccc-cambodia.org/downloads/ghp/Final_GHP_Plan.pdf)). The GHP comprises three closely interconnected components: 1) Voluntary Certification; 2) Capacity Development and Learning; and 3) Knowledge Management, Advice, Referrals and Linkages. Each of these components contribute to the program's identified strategic outcomes and goals.



The year 2013 marks the third year of implementation for the Governance Hub Program (GHP). Under the new leadership of Mr. Soeung Saroeun, Executive Director, CCC has continued to actively promote good governance and professionalism and an enabling environment/democratic space for civil society in Cambodia. CCC has made a number of significant achievements and changes both within CCC and civil society during the first six months of 2013. CCC has efficiently implemented key milestones in the 2013 plan, and collectively worked with CSOs and other stakeholders to address key emerging issues such as the current disabling environment that CSOs operate in as well as the issue of limited democratic space in Cambodia.

CCC has taken a lead role in consolidating inputs on key thematic areas in the new National Strategic Development Plan (NSDP), regional and national consultations on MDGs post 2015 development agenda, as well as preparing for discussion on upcoming LANGOs, Cyber Law, and fighting corruption issues within the NGO community.

Through effective implementation of enabling goals, CCC's visibility and credibility has been significantly increased through local and international media over the past six months. CCC has successfully transferred new leadership, while ensuring smooth and efficient operations, and conducted an internal review of the GHP refocus and Vision 2018. The internal reviews have resulted in contemporary versions of the GHP refocus and Vision 2014 - 2018.

The CCC team has continued to promote effectiveness within civil society and brought voices of CSOs to a number of audiences at different levels using a variety of communication channels. A total of 59 major events were hosted by CCC and utilized as opportunities for CCC to interact directly and influence a total of 2026 partners and affiliates. CCC also participated in 82 key events organized by its members and other partners and shared voices on good governance, and other related issues to 1765 participants. These partners include those from Cambodia and the international community and issues centered around policy and practices responding to issues of good governance, enabling environments, voices of grassroots, and capacity development.

### **Component 1**

The works of Component 1 are on track and remain highly relevant and well subscribed. Good governance within NGOs is continuously increasing through the application of minimum standards of good governance practices and the Voluntary Certification System (VCS). At the end of June 2013, 13 applications had been received (eight new NGOs, two renewal NGOs, and the other three were from NGOs who fulfilled and submitted their application after receiving recommendations from the NCCC). In addition to 21 applicant NGOs pending from the end of 2012 (noting that two of these withdrew from the process) therefore a total of 17 applicant NGOs remain to be assessed. The Component 1 has worked hard to strengthen knowledge and understanding of good governance of 1,009 participants. These participants now have an enhanced understanding of good governance, accountability and transparency and the importance of the NGO Code and VCS. The NGO Code and VCS have made positive impacts for target beneficiaries of certified NGOs (CNGOs). For example CNGOs are now more accountable, transparent and engaged in the development process.

To improve the quality of the VCS system and effectively respond to demands of civil society, the NGO Code and VCS is now in the process of revision. It is expected that the final version of the new Code and VCS will be available by the end of 2013. Promoting and building awareness on good governance in line with international principles still remains a cross cutting issue for CCC's broad based advocacy. The Istanbul Principles of CSO development Effectiveness are being mainstreamed as important linking topics to the vast majority of CCC events conducted at national and sub-national levels.

## Component 2

Capacity of CSOs in Cambodia in responding to contemporary needs of the new development paradigm is vital. The Component 2 of the GHP has successfully generated collective efforts within CSOs through a national working group for CSO capacity development and learning in developing a three year national agenda for CSO capacity development and learning. This agenda aims at enhancing enabling environments, effective institutional development, and individual staff capacity toward a strong and capable civil society in responding to development challenges of Cambodia. The Component 2 continued to strengthen capacity of CSOs at both the national and grassroots levels through technical training courses such as Governance, Professionalism and Accountability (GPA), Community Participatory Action Research (CPAR), and Applied Research in Organizations (ARO). Well subscribed learning forums in various fields such as: human resource management, finance, monitoring and evaluation, and information communication technology for CCC members have added significant value for ongoing and improved internal organizational practices of CCC members. Besides from this, a learning forum for certified NGOs was also conducted to ensure that those organizations stay complying with the minimum standard of voluntary certification system (VCS) and to continue promoting the VCS.

## Component 3

The Component 3 has been responsible for providing a voice for the concerns of CSOs and grassroots community members in relation to disabling environments, poor governance, and a number of other sectoral issues, including: land and economic reforms, environment and climate change, and social development. These issues were presented from the perspective of grassroots community members through CSOs and presented to development partners, government and other stakeholders at both the national and international level through a number of key interventions of Component 3. These key interventions included: a series of regional and national consultations, political debates, international conferences, evidence based research on CSO contributions to development of Cambodia, consolidated inputs into the new National Strategic Development Plan (NSDP) 2014 -2018, and new Cooperation and Development Partnership Strategies (CDPS) 2014 - 2018 of the government of Cambodia, Universal Periodic Review (UPR) process, preparations for responding to the law on NGOs and Associations (LANGO), Cyber Law, as well as other related laws.

CCC's resource mobilization directory contains detail information about donors and aims to provide NGOs with valuable information about the availability of funding for NGOs and CBOs in Cambodia. With support from the private sector the directory is distributed to CCC members and other stakeholders free of charge.

CCC's study of 2012 CSO contributions to development of Cambodia contains two sections: CSO census, and research on CSO contributions to development of Cambodia. The main goal of the study is to better understand the many ways in which CSOs influence Cambodia's development. The census was conducted for CCC by *Domrei Research and Consulting Ltd*. The results found a total of 1,315 open CSOs, consisting of 670 Local NGOs (LNGOs), 321 International NGOs (INGOs), and 324 Associations. Of these, 1,130 CSOs, or 85.9%, had funding. Furthermore, CSOs in Cambodia implemented around 4,000 projects in 2012, employed close to 43,000 people, and spent US\$600-700 million. They provided benefits to at least 1.3 million Cambodian people through services in sectors such as education, health and agriculture.

In its recommendations, the report argues for a closer alignment of CSO programs with national development strategies. It says increased information sharing among CSOs, government and donors would help to ensure that CSO resources are effectively utilized for national development.

### **CCC Visibility and Partnerships**

Credibility and visibility of CCC has been increasing at national, regional and international levels through public debates, conferences, and other interventions. At the national level, CCC is a member of the national working for social accountability, Board of Director member of the NGO Fund on Gender Based Violence (GBV), a member of the Partnership & Harmonization Technical Working Group, and a steering group member of the Governance Resource Learning Center of MOI. At the regional level CCC is a co-convenor of the Asian Development Alliance (ADA), focusing on the Post 2015 Development Agenda, a member of the national deliberation of Beyond 2015 Alliance for Post 2015 Development Agenda, and a member of the International Federation Platform (IFP). Furthermore, in the past six months, CCC and Transparency International Cambodia have become strategic partners to promote good governance and fight against corruption and have signed an MOU to commit to working together to achieve this goal.

The year 2013 is a critical year for CCC, and during the past six months of new leadership CCC has built strong and strategic partnerships with informal groups, such as solidarity house - eight organizations, and the better relationships with the private sector, aiming at mobilizing resources and efforts for effective development for Cambodia.

In addition, CCC has built strong relations with H.E Sar Kheng, Deputy Prime Minister and the Minister of Ministry of Interior as opportunity to expand political space and enabling environments and to prepare for discussions on the Law on Associations and NGOs (LANGO) in the near future. At this meeting CCC brought key concerns of CSOs and community members to H.E. Sar Kheng's attention. With these strong connections with Government, the private sector, and development partners CCC will ensure to advocate for Cambodian CSOs and grassroots community members.

### **Cambodian 2013 National Election**

In order to promote democratic space, CCC has been actively involved in the 2013 election process by facilitating political debate forums, encouraging members of CCC to appoint their staff and community members to participate as election observers, and issuing a letter to encourage voters to act on their right to choose the right candidates and party to govern Cambodia in the next mandate. CCC also participated in issuing a joint statement and letter to send to King Sihamony.

### **Staffing**

Although CCC has undergone a leadership transition, experienced a shortage of labor, and late cash flow over the past six months period, the CCC team has continues to remain strong, capable, and dynamic and effectively and professionally responding to the demands of civil society and other stakeholders. CCC now has a Component 1 Manager, Head of Operations, and a new Communication and Public Relations Manager on board. Their commitment and competence are a great fit to the organizational culture and skills required of CCC and GHP.

### ***Funding and In-kind Support***

In the first semester of 2013 from 01 January - 30 June, CCC has generated US\$**836,727** in total (\$628,794 actual income) out of US\$1 million budget. The total budget is expected to reach US\$1 million by the end of the third quarter of 2013 as CCC is currently in negotiation with several donors including: AusAID, DAI, SIDA, SDC, and others. Moreover, CCC is fortunate to have three qualified and hardworking full time volunteer advisors from Australian Volunteer International (AVI) and Voluntary Service Overseas (VSO). Furthermore CCC has over 70 volunteers from CCC members, the NGO community, government, and private sector to support the implementation of GHP and CCC is grateful for their support and dedication.

### ***Conclusion***

In conclusion in the first six month of 2013, CCC has produced a number of significant results beneficial to CCC members, civil society, development partners, government and grassroots, working towards enhancing good governance and enabling environments. CCC's objectives are on track and will reach the targets stated in the 2013 plan. Moreover, CCC has now sharpened its key focus and approaches as defined in the new update GHP and Vision 2014-2018. In Semester 2 of 2013, CCC will put a lot of resources and efforts into both implementing committed activities as stated in the 2013 annual operational plan, participating in responding to results of the upcoming national election and preparing itself to realize the GHP and Vision 2018.

## II. INTRODUCTION

This single document is a six month narrative and financial report for 01 January - 30 June 2013 of the CCC to present its achievements against 2013 planned outputs and outcomes of each component of the GHP and enabling goals, challenges, lessons learned, summary financial status, and annexes (monitoring matrix, next six month work plan, etc). It is a tool for monitoring the progress of the set plan.

This report is the result from a monitoring system and participation from component/unit head/responsible person who completed information on their achievements and other required information. This document is consolidated by Executive Director as Head of Program is yet on board. The final report was endorsed by the EXCOM. The format of this report has been successfully drawn from various reporting formats of CCC funding/development partners and reflected recommendations made from CCC donors. It is equally or exceedingly responding to the reporting requirements of all CCC funding partners. Although we have tried to have good monitoring system but some discrepancies in providing evidences to support some of defined key performance indicators of the GHP might be remained. It is a good lessons learnt for better design in new version of GHP and Vision 2014 - 2018.

This report describes significant contributions made over the first six months of 2013 toward the overall achievements of outcomes, goals, values, mission and vision of CCC. CCC's vision is for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

### III. KEY ACHIEVEMENTS AGAINST OUTCOMES

In general, many activities committed in 2013 plan have been successfully implemented that contribute to reach the expected outputs and outcomes in the 2013.

The following is the summary of key achievements made over the first six months of 2013 and the monitoring report can be found in Annex 1 - 2013 Semester 1 Monitoring Matrix (Actual Results Vs Annual Work Plan), with the full list of major events conducted by CCC in Annex 2 - 2013 Semester 1 Major Events Table.

#### A. Key Achievements at Program Levels

##### *Component 1: Voluntary Certification*

##### **Overall Management**

This component is commonly known as NGO Governance & Professional Practice (NGO GPP). The GPP team is managed and implemented by a team of six members: one component manager (on board from the third week of March), one certification specialist, three certification officers (one left the team in May 2012), and one volunteer advisor. CCC Management Team and Senior Management team provide regular strategic and leadership support to the GPP team.

NGO GPP has continued to promote good governance, accountability and professional practices within NGO community through screening and certification, monitoring and evaluation, learning and development for NGOs, setting up of an independent center and cost recovery.

During the first half of 2013, NGO GPP received continuous strong and valuable support from 50 key volunteers from both individuals and agencies who sit as Working Group (WG) and the NGO Code Compliance Committee (NCCC) members, and Voluntary Field Assessors (VFAs). The WG comprises of 15 members (6 females) who come from certified NGOs, individuals, government representatives, and the private sector. The WG plays an important role in promoting quality in the application review process, providing recommendations for further review, and participating in reviewing and updating the NGO code ad VCS. Nine volunteers (four females) sit on NCCC and come from Certified NGOs, individuals, government, and the private sector. The NCCC provides the final decision on whether applicant NGOs are awarded certification, based on the results of their desk review and field assessment visits. There are 28 Voluntary Field Assessors (VFAs) who come from Certified NGOs and work in partnership with the GPP team to conduct field assessment of applicant NGOs.

The GPP team has continued to develop their capacity in order to effectively and professionally respond to the demands of the NGO community. The team members have participated in various in house training and external training courses and have increased their skills in organizational development, report writing, presentation skills and team work.

## Key achievements against outcome

According to the CCC business plan for 1 January - 31 December 2013, component one has only one outcome and three key performance indicators. The key approach of component 1 is that NGOs model good governance. The outcome of this component is that NGOs comply with minimum standards of good practice.

In order to support the above indicators, there were three key performance indicators: 1) at least 50 applications received and 18 of which including 5 recertified are certified through a voluntary certification process and adopting accountable, transparent and democratic management process according to the guidelines of minimum standards of good practice. 2) System & process, approaches, guidelines, and tools for certification are regularly reviewed and updated and stay relevant. 3) the system has gained more recognition from governance, development partners, and private sector. Additionally, there were ten activities set to achieve output 1, four activities for output 2, and five activities for output 3. Further details of these activities and outputs can be seen below:

### Outcome 1.1 NGOs complying with minimum standards of good practice

**KPI 1.1.1 At least 50 applications received and 18 of which including 5 recertified are certified through a voluntary certification process and adopting accountable, transparent and democratic management process according to the guidelines of minimum standards of good practice.**

Currently, the promoting good governance, accountability, transparency and professional practices within NGOs still remain high and most relevant to other stakeholders including development partners. At the end of June 2013, 13 applications were received (eight new, two renewal NGOs, and the other three submitted their fulfillment against recommendations). These 13 new applications are in addition to the 21 applicant NGOs pending from end of 2012. However it should be noted that 2 NGOs (Reproductive Health Association of Cambodia, RHAC & Medicam) withdrew from the certification process, so in total, 13 applicant NGOs in total remain to be assessed.

A total of 17 applications were completely screened. Three of which have received a certificate of good practice which has a validity of three years. A further 14 applicant NGOs have received a full assessment report with clear recommendations from GPP for improvements on their performance to meet all the standards. These 14 NGOs need to submit the applications having fulfilled the NCCC recommendations within one year of receiving them. The GPP team plans to assess 17 applicants as well as new applications in the next semester.

Based on feedback and observations from the field assessment team (GPP and VFAs), 424 staff and 478 beneficiaries, 53 board of directors, four government representative, 50 donors of the processed applicant NGOs who have engaged in the assessment process have a better understanding about good governance and the GPP system and process. Furthermore they have committed to improve governance, accountability and professional practices within the organizations and communities they work with. More importantly, most donors of the applicant NGOs have encouraged their other partners to participate in the VCS process and dozens of NGOs are in the preparation process of applying for the

GPP certificate. In conclusion, this key performance indicator will possibly reach its target by the end of December 2013.

These achievements have resulted from the implementation of the following activities:

**Develop and/print promotional materials and distribute to at least 200 representatives from NGO community, development partners, government and others to sensitize them and encourage them to apply for the certification of good governance and professional practices.**

- A GPP promotional poster was developed and attached in the book of CSO Contributions to the Development of Cambodia 2012. This was distributed to around 200 participants from various stakeholders at the launching ceremony of the report on 24 June 2013 at Cambodia Korean Cooperation Centre (CKCC).
- GPP is working with the CCC Communication Unit to develop a leaflet for GPP promotion. This leaflet will be ready for distribution in the third quarter of 2013.
- The NGO Code and VCS is currently being revised and is on track to be finalized in the first week of November 2013. The pack of which includes the revised code is expected to be printed and ready for distribution and launching in January 2014. This will be made available to the public as their guide to improve organizational good governance and professional practices.

**Promote VCS widely to different audiences at sub-national, national and international level through various communication channels such as promotional materials, key events, radio talk show, consultations, emails exchanges, website, and peers.**

A mass promotional campaign on NGO good governance and roles of CSOs was conducted over this reporting period. They included website, CCC social media, radio talk via Voice of Democracy (VOD) station, live TV interviews through Cambodian Network Chanel (CNC) and other printed materials. The campaigns have reached to thousands of individuals and institutions nationwide.

The GPP team and the Communication Unit worked together to prepare two radio talk shows on the importance of good governance, professionalism, accountability and transparency in civil society organizations. The first show will take place at the end of July 2013 and the second one will be in quarter four of 2013.

The GPP team provided orientation or presentation on the NGO Code, VCS and Board of Directors to strategic partners including:

- There were 24 participants present from six NGO partners of the Finnish Evangelical Lutheran Mission (FELM) event to discuss good governance and the VCS. At this event FELM leaders committed to encourage their partners to apply for GPP certification by promising to pay for both application and annual fees for their partner organizations.
- A GPP team member shared about the importance of the NGO Code and how INGO partners can support their local partners (LNGO) to participate in the VCS process at the meeting on 'How to strengthen the capacity and role of CSO's governance body (Board of Director)', jointly organized by Sustainable Agriculture Development Program (SADP), Forum Syd (a Swedish Development Partners), Norwegian People's Aid (NPA) Danmision, Diakonia.

- At the meeting with the Oxfam Family on 23 May 2013, Oxfam committed to support and encourage their partners to apply for GPP certification. Currently there are 19 partners of Oxfam's and at present eight of these partners/NGOs have applied to NGO GPP, with three of the eight NGOs having already received their GPP certificate (BCV, GADC, and CCC).
- The meeting at Danmision on 21 June 2013 was attended by 26 participants from 7 NGOs of Danmision's partners. This meeting resulted in Danmision committing to encourage its partners to apply for GPP certification and commit to complete fulfilling any recommendations from the NCCC in order to be successful in complying with all standards of the GPP Code.
- During a meeting with the Director of Intervida on 21 June 2013, with 22 participants from 6 NGO partners, the topic of good governance was discussed and the Director of Intervida highlighted the importance of the NGO code and VCS as a useful scheme for CSOs. At this meeting the Director announced that Intervida would pay for the application fee and 50% of the annual fee for all of their partners who applied for GPP certification.
- The NGO GPP Code and Voluntary Certification System was presented to 27 participants of the NGO Governance, Professional, and Accountability (GPA) training on 23 May 2013 in Siem Reap province. Participants came from both GPP applicant NGOs and interested GPP applicant NGOs. Both training observation (including discussions with training participants) and course evaluations provided evidence that most of participants were very interested in applying for the NGO GPP certificate. All participants committed to using the knowledge gained during the training to improve their organization's governance and professional practices. The participants also committed to share to other NGOs whom they have working partnerships with, about the NGO Code and VCS. One participant, of the GPA training, Ms Chan Sinath, Executive Director of Rural Development Association (RDA) stated: *"I would like to propose that NGOs who have not yet applied for the GPP certificate should apply for it because it helps you to comply with the minimum standards required to be a professional NGO. Please do not worry, if you don't meet those standards as CCC will help you to build your capacity until you receive certification."* Mr. Pich Sophin from Agriculture Development Danmark\_Asia (ADDA) said: *"NGOs should apply for this certificate in order to gain more knowledge to comply with the NGO code as it helps your organization to be strong, progressive, and sustainable."* After this training, one interested NGO submitted an application, one NGO who had been given recommendations from NCCC contacted the NGO GPP team to seek more information about how to fulfill the NCCC's recommendations, while one interested INGO is currently advocating to their director to apply for VCS certificate and support their partner NGOs to do the same. The GPP Component 1 Manager has been appointed as a member of the Governance Resource Learning Center (GRLC) steering committee, initiated by the Demand for Good Governance (DFGG) project. DFGG is a project coordinated by the Royal Cambodian Government's Ministry of Interior and funded by the World Bank. Members of this committee are representatives from both government and the NGO community. GPP was promoted during the launching the GRLC building as posters were displayed and information about GPP made available at this event. This is a symbol of partnership between GPP and the Ministry of Interior through the DFGG Program. This also demonstrates willingness and recognition from the government and GPP expects that the NGO Code and VCS will be more widely promoted and recognized amongst governmental departments in the near future.

### Receive applications, conduct preliminary review and manage database of applicant NGOs

*To promote cost effectiveness for the VCS, an online application system has been developed and used. At the end of June 2013, there were 26 NGOs who demonstrated their interest in applying for GPP certificate who were all given a username and password to submit their application online. Out of these 26 NGOs, 12 applicant NGOs submitted their application online to the GPP team. Out of these, 11 applicant NGOs have had their desk review conducted during four working group meetings held over this six month reporting period. The team also manage database of applicant NGOs. The database contains information about profile, budget, target groups/beneficiaries, date of application, status of applicant NGOs, etc which can be useful for the team to track information about them and to report applicant NGOs.*

### Strengthening VCS Working Group and NCCC

*Throughout the reporting period, the VCS Working Group (WG) and NGO Code Compliance Committee (NCCC) continue to play a significant role as governance oversight and decision making bodies for the GPP.*



The WG met four times for both formal and extra meetings in February, March, April and June and over this six month period they screened 11 applications and provided a list of recommendations for further assessments in the field for assessing applicant NGOs.

The NCCC met in January and April 2013. At these two NCCC meetings, 17 applications were reviewed, three of which were accredited as role model NGOs with good governance and professional practices within their organization.

The joint NCCC and WG meeting was successfully held on 22 June 2013 at Raffles Hotel Le Royal with nine members (six from WG and three from NCCC) participating, four of the participants are women. The meeting was chaired by the CCC Executive Director and facilitated by NGO GPP component and produced active and fruitful discussion. The meeting aimed to provide a general update on the VCS to all members and provide an opportunity to the members of the working group and committee to share and discuss together in order to develop a stronger understanding of one another's role. In addition to this, the primary objective of the meeting was to discuss the draft revised version of the GPP Code and seek input from the members on this draft. The members provided insightful contributions to the draft version of the revised code and suggested a number of changes, specifically on how to ensure the new revision of NGO Code and VCS is practical, relevant, and effective for NGOs in Cambodia while continuing to promote good governance and professional organizational practices. This second draft will be distributed to the wider community, including NGOs, donors, and other stakeholders in order to receive their feedback through an online feedback form.

### **Provide training, coaching and mentoring to VFAs about conducting field assessments and producing a report of the assessment**

A peer review system is promoted in the voluntary certification process so that the system is owned by the NGO community. As of June 2013, eight additional Voluntary Certification Assessors (VFA) were selected from 11 certified NGOs (CNGOs). These volunteers were trained and encouraged to participate in conducting field assessments of applicant NGOs alongside the GPP team. After contributing significantly as a VFA, two VFAs have decided to enhance their involvement with GPP by volunteering their time to become VCS Working Group members (which required them to resign as a VFAs and therefore provide the opportunity for others to take on the role as a VFA). Therefore at present, there is a total of 23 VFAs (four female) working and volunteering their time to conduct GPP assessments.

Having VFAs supports the certification process in four key ways: 1) VFAs are strategic partners with the NGO GPP team and promote good governance within certified NGOs and the NGO community, 2) the VFAs support their own certified NGOs to maintain their compliance with all standards in the NGO GPP Code, 3) the VCS process of processing applicant NGOs is sped up and more cost effective to meet the demand of the applicants with the support of VFAs, and 4) collaboration between certified NGOs, the GPP team, and applicant NGOs strengthened through the partnership and involvement of VFAs.

Regular training and coaching is provided to the selected VFAs in order to develop their capacity to meet the needs of the system and applicant NGOs. For example a two-day training course was provided to 8 newly recruited VFAs (one female) from 04 to 05 June 2013 at HAGAR Restaurant. This training was successfully organized and facilitated by the GPP team with active involvement from the participants. Mr Him Saroeun, Project Coordinator from Support Organization for Rural Farmers (SORF) said: *"I think this training course is very important and helpful for me as well as other participants. I have learnt a lot and more deeply understand the GPP minimum standards. What I am most impressed with is that I now understand the difference between being assessed by the GPP team or assessor and actually being an assessor as a qualified VFA. It's really different from what I thought before, as my previous perspective was that it's an easy job and process that is just involves coming to collect information and write the report to NCCC. But, now after training, I really appreciate that it's not as easy as I used to think. There is a lot of information to collect and a lot of processes to work with and we need to understand deeply about these processes and the GPP code. Moreover, I believe that I am confident not only in using this knowledge to share with my organization but also to share this to other NGOs in Cambodia."*



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Refresher training for all VFAs will be conducted in early of October 2013.

**Work with VFAs to conduct field assessment with at least 500 staff members, 100-150 board of director members, 100 funding partners/donors, 700-1000 beneficiaries of 40-50 applicant NGOs toward certification of good governance and professional practice**

With participation from three VFAs, the GPP team has conducted 12 field assessments to 12 applicant NGOs over the past six months. The three VFAs were from the certified NGOs: Gender and Development for Cambodia (GADC), Kampuchean Action Primary Education (KAPE), and Transcultural Psychosocial Organization (TPO).

The assessment process has enhanced knowledge and understanding of 1,009 participants about good governance, accountability and transparency and the importance of the NGO Code and VCS. The 1009 participants included: 424 NGO staff members; 53 boards of director members<sup>50</sup> funding partners/donors; four government representatives; and 478 beneficiaries who participated and learned about the systems and tools of good governance and accountability during the first half of 2013 over all activities undertaken by NGO GPP. This is an exceptionally high amount of stakeholders that the GPP team and VFAs come into regular contact with through field assessments and NGO promotional activities for applicant and interested NGOs. The outcomes of these activities are an ongoing promotion of good governance and professional organizational practices in Cambodia through the NGO GPP Code and VCS.

#### **Produce at least 40-50 comprehensive assessment reports**

During the first semester of 2013, the component 1 team has produced 17 comprehensive individual assessment reports for applicant NGOs. Upon their completion and approval, these reports have been shared with the applicant NGOs. These assessment reports include key summary, process, key findings and recommendations, all of which have been gained after a series of comprehensive field assessments. The reports are very useful for applicant NGOs as they assist them to understand the current status of their organizational practices and while providing any necessary recommendations for how to improve organizational governance and professional practices. These reports are also beneficial for the organization and its supporting donors and development partners, as they are a cost effective way of providing both technical and financial recommendations and support to applicant NGOs in areas that they require professional and organizational development. The GPP team also issues cover letters to each applicant NGO which provide an executive summary that provides details of areas for improvement and also provides information about their application status.

#### **Mentoring and Coaching for NGOs who have received recommendations from NCCC**

During the first semester of 2013, there were 22 applicant NGOs who received follow up visits from the GPP team and Component 2 (Capacity Development and Learning) team. A major role of the component 2 team is to provide mentoring and coaching for applicant NGOs after they have received recommendations from the NCCC. The component 2 team did this through coaching and mentoring in the field, which was conducted for 12 applicant NGOs on the topics of: policy development, board development, setting up monitoring and evaluation systems.

Of the 12 applicant NGOs who received informal mentoring and coaching, one of them has reapplied for certification and the rest is in the process of fulfilling the recommendation. However, some of the

key concerns of NGOs was that a number of them expressed concerns about having a shortage of funds for their organization and not being able to pay for the GPP certification process.

To be more effective and avoid conflict of interest, the CCC management and teams of both components have decided to completely shift this mentoring and coaching to applicant NGOs to Component 2 from July 2013 onward.

### **Support Certified NGOs via field Follow-up visit**

During the first semester of 2013, there was a total of 10 Certified NGOs who received follow-up visits from the GPP team to ensure that their professional practices and compliance with the NGO GPP standards are maintained. Furthermore, these visits were also a chance for the GPP team to listen to feedback from CNGOs as they were asked to provide feedback and openly express about how the NGO code could be improved to provide positive benefits for applicant NGOs, certified NGOs, as well as the entire NGO community in Cambodia.

The team met with 143 stakeholders of which 77 are women (44 of management team members of which 18 are women, 89 staff members of which 53 are female, and 10 members from NGOs board of directors, 6 are women)

The follow up visits showed that dozens of changes had taken place in certified NGOs, not just within their organizations but also for their target beneficiaries. For example, at the organization level, visited CNGOs indicated that all policies and practices are in place and consistently applied across the organization. Furthermore, they have become a resource and contact person amongst their partner NGOs in order to support other NGOs in relation to queries about good governance and professional organizational practices.

The ten visited certified NGOs have # target beneficiaries, including: children, women, youth, and indigenous people. It can be assumed that with enhanced good governance and professional organizational practices within these NGOs, the quality of their services to these target beneficiaries has been enhanced which will ultimately lead to more sustainable development outcomes and an improved standard of living for these target beneficiaries.

The table below provides more detail of what specific changes the 10 visited Certified NGOs have made.

No	Name of Organization	Date of Visit	Significant Changes
1	Disability Development Services Program (DDSP)	8-9 January 2013	DDSP staff have said that after they received certification from GPP, all staff are careful about organizational policies and ensure that these are properly applied. For example there has been an improvement in providing evidence for all decisions made and recording the decisions and the supporting evidence or justification for making the change.  Furthermore, DDSP feels that they are more widely recognized, trusted, and valued which they believe is

No	Name of Organization	Date of Visit	Significant Changes
			<p>demonstrated by their cooperation with relevant government departments. This cooperation was demonstrated when a government official attended a DDSP Forum as a guest speaker.</p> <p>DDSP has also stated that having a stronger understanding of good governance and professional practices after applying to GPP has provided additional information for their board of directors, who is now more active to the organizations needs, and conducts field visits, performance appraisals of the director, reviews key policies and meets together at least two times per year.</p>
2	Indigenous Community Support Organization (ICSO)	18 January 2013	<p>The ICSO Management Team and staff members said that, staff have increased their knowledge and capacity through internal and external learning, reflection, information sharing, mentoring and coaching, recommendations of evaluator, BOD and donors, field visit and exposure visit as a result of applying for GPP certification. All staff members are now involved with organizational policy development and the organization is now more transparent and accountable.</p> <p>ICSO has recognized the need for well throughout and insightful strategic planning and as updated their vision with a new strategic plan for 2013 - 2015.</p> <p>ICSO has hired an external consultant to conduct a global organizational evaluation which complements the monitoring conducted by the management team who regularly monitors program log frames and budget plans to ensure that they are kept on track.</p>
3	Ponleur Kumar (PK)	30-31 January 2013	<p>PK management staff observed that after GPP certification and improving their understanding of good governance practices, the BOD members provided more assistance than before, for example: they now share information; quickly responds to the management team when a request is made; helps the management team to develop financial systems; negotiates with interested donors; checks project proposals; communicates with relevant government departments; and addresses internal issues as required.</p> <p>Since being certified, PK has developed a new "Child</p>

No	Name of Organization	Date of Visit	Significant Changes
			<p>Protection Policy” as well as updating their financial policy in an effort to improve their organizations professional work practices.</p> <p>To ensure that the project activities are keep on track, PK has updated its monitoring and evaluation tools in each province and actively conducts pre and end-line staff capacity assessments.</p> <p>PK now sees the value in developing staff members capacity and is more active in promoting professional development through both internal and external learning, reflection, information sharing, mentoring and coaching, as well as ensuring that all staff and understanding their roles and responsibility.</p> <p>PK has committed to reapply for a renewed GPP certificate after their current certificate expires as they have seen the benefits of improved governance in their organization.</p>
4	Cambodian Organization for Women Support (COWS)	5-6 February 2013	<p>There were significant changes in COWS as a result of applying and going through the GPP certification process. For example board members are more active, for example negotiating with interested donors; checking project proposals; assessing the effectiveness of M&amp;E tools; and representing the organization to relevant government departments.</p> <p>Furthermore, the management team and staff meet more frequently than before as they now see the benefits of information sharing and working together to resolve challenging situations, and ensure that records of these meetings are kept.</p> <p>COWS has also been actively working on revising their financial policy.</p> <p>Due to the number of significant benefits that COWS has seen since applying and receiving GPP certification, they have committed to applying for a renewal of their certificate and have also expressed an interest in becoming a CCC member.</p>
5	Cambodian Farmer Economic Development (CFED)	14-15 February 2013	<p>The management team of CFED has said that they have learnt a lot since receiving GPP certification. For example, they have improved their communication with donors and relevant stakeholders, including relevant government departments. CFED feels that GPP certification has increased their credibility in the</p>

No	Name of Organization	Date of Visit	Significant Changes
			<p>community, and therefore they now enjoy more community involvement and support in their activities which is allowing them to improve the pace at which they achieve their objectives.</p> <p>Furthermore, since improving their organizational practices, CFED has developed a new Terms of Reference for their Board and developed a "Corruption Policy" as well as updating their financial and staff policies.</p>
6	Rural Economic and Agriculture Development Agency (READA)	18-19 February 2013	<p>As a result of improving their organizational practices after receiving GPP certification, READA has developed several new organizational policies including: Child Protection Policy, Procurement Policy, and Strategy on Organization's Capacity Development.</p> <p>READA also feels that their GPP certificate has provided them with more trust and recognition from donors and other stakeholders which they feel is a direct result of becoming more transparent.</p>
7	Children Development Association (CDA)	21-22 February 2013	<p>Since receiving their GPP certificate CDA has updated their financial and child protection policies. CDA feels that receiving their GPP certificate has increased their visibility among the community and donors, as they have increased their funding from donors and now work in six new target areas.</p> <p>Furthermore, CDA received a recognition letter from the Municipal Chief of Oddar Meanchey for their work in the province.</p>
8	Transcultural Psychosocial Organization Cambodia (TPO)	13 June 2013	<p>As a result of applying and receiving GPP certification TPO has updated their by-laws, strategic plan, and organizational chart. They pay more attention to developing agendas for meetings and keeping minutes.</p> <p>TPO feels that they receive more recognition from the community now that they have received GPP certification, as staff members have been asked by the government to be guest speakers at events in their region as well as internationally.</p> <p>TPO has also taken the initiative to develop a new</p>

No	Name of Organization	Date of Visit	Significant Changes
			Child Protection policy as well as updating their financial policy.
9	Vicheasthan Bamreu Neak Samrabsamroul Karngea Akphiwat(VBNK)	24-25 June 2013	<p>Since GPP certification VBNK has conducted regular reviews of internal organizations policies, including their Gender Policy, and updated job descriptions of staff. VBNK has developed a Child Protection Policy, and updated their strategic plan. Furthermore, they have revised the vision, mission and goals of their organization.</p> <p>Since going through the GPP process themselves, VBNK now promotes GPP as an effective process for assessing and improving organizational governance and professional practices, by promoting the standards of GPP to their customers.</p>
10	Cambodian Disabled People's Organization (CDPO)	27-29 June 2013	<p>Since applying for and receiving GPP certification CDPO has updated by-laws, staff policies and improved the organizations commitment to capacity development of staff. CDPO has also developed new organizational policies and guidelines, including: Recovery Policy/Reserve Fund &amp; Repaying Fund; Memberships Guidelines; Grant Management Guidelines; and Child Protection Policy. CPDO has also developed a new and comprehensive M&amp;E system.</p> <p>CPDO has remarked that since going through the GPP application and certification process, they have improved transparency, accountability, and overall good governance practices. This has contributed to improving organizational practices and relationships, as well as increasing organization membership and funding.</p>

### Conducted certified NGO learning forum

After the first semester of 2013, 51 GPP certificates have been awarded to INGOs and Local NGOs (LNGO). The certified NGOs (CNGOs) play a vital role in contributing to promote minimum standards and the voluntary certification system (VCS) to the NGO community. They do this through: promoting

credibility of the NGO sector; sharing their best practices among peer NGOs; participating in conducting field assessments with NGO GPP team members; promoting effective use of resources; responding to the demand of applications for GPP certification; promoting improved accountability for their beneficiaries and other stakeholders. They expect to work together to promote VCS and comply with the Istanbul principles.

For the CNGOs to maintain compliance with the minimum standards and VCS it is important to continue to promote VCS. To do this a Certified NGO (CNGO) Forum was established in 2010. Since then, five forums had been successfully conducted and are held bi-annually. The forums aim to provide an opportunity for CNGOs to share best practice, plan together and seek feedback on how to maintain their compliance with the standards while promoting the VSC to different stakeholders.

With the cooperation from Component 2, the sixth certified NGO forum was successfully conducted on 07 May 2013, in Phnom Penh with the active participation of 34 certified NGOs. In the forum, the NCCC and WG members were invited to provide key notes, to share their experiences, and to provide opening and closing remarks. Moreover, one of the donor representatives from Plan International also attended and shared a session on the current donor perspective for NGOs.

During this meeting, the suggestion of a joint proposal was discussed and agreed to remain an agenda item at the next meeting. The team will continue to follow the initiatives of joint proposal for funding on specific common projects that are relevant to their organizations vision, mission and key focus.

Overall, this forum was extremely helpful in further improving the CNGOs practice, while documenting their best practices to enable the NGO community to learn from shared lessons.

**KPI 1.1.2 Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice.**

**Review and revise current standards, guidelines, and indicators of the NGO Code and VCS in order to meet their needs and to address challenges they faced**

CCC has implemented the NGO Good Practice Project (GPP) since 2004 and has changed to NGO Governance & Professional Practice in 2011 and currently is under management of Voluntary Certification Component or NGO GPP team of CCC.

For above a decade, the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia have been revised 11 times, while the VCS has been revised three times. The last revision occurred on 16 December 2010.

Based on the needs and feedback from stakeholders of NGO GPP, including certified NGOs, the VCS WG, and NCCC have agreed to revise, for the twelfth time, the minimum standards for NGOs in Cambodia, and revise the VCS guideline for the fourth time. The revision of: the minimum standards, VCS guideline, indicators and assessment tools are in the process now and will be completely reviewed and finalized by end of October 2013 for NCCC and VCS WG revision and approval.

During the 3<sup>rd</sup> week of June, the final draft of time line and action plan for the Code revision has been present to NCCC and WG in the event of first Joint NCCC and Working Group and it has been endorsed by them.

The objective is to revise the Code and VCS including: the standards, guidelines, and indicators, assessment tools, application process, monitoring and follow up procedures to make sure they are relevant for NGOs in Cambodia. The expected outcome is to create a revised Code and VCS guidelines package including: standards, guidelines, indicators, and assessment tools, relevant for NGOs in Cambodia.

GPP staff conducted a three day meeting to identify the key areas to be reviewed in the code based on their practical experience of implementing the code. The first draft of the Code and VCS was commented on at a joint NCCC and VCS WG meeting, where the members provided additional feedback on the draft. In the second semester of 2013, the GPP team will facilitate online feedback, where NGOs and stakeholders across Cambodia will be asked to provide feedback on the first draft of the code. Following this, the GPP team will conduct a technical review on 1 August, 2013, to seek input from NCCC, VCS WG members, and specialists from the NGO sector to create a second draft of the code, whilst using the consolidated feedback from the online feedback from. The CCC Senior Management Team will also provide their input and at the end of August, a large multi-stakeholder forum will be conducted to seek feedback and endorsement from approximately 150 NGO representatives.

#### **Apply NGO Code and VCS within NGO community in Cambodia and possibly in Lao for improving their governance, accountability and professional practices**

There were dozens of NGOs are interested in applying for the certification. In accordance with the study report on 2012 CSO contributions to development of Cambodia informed that 39.1% (n=106) of all CSOs in Cambodia have heard about the system, and 8.5% (n=23) of respond CSOs were already certified by the system. In addition, another 17.7% of the CSO intended to apply for certification in the future, showing both the success of the NGO GPP, and the continuing commitment of CSOs towards further self regulatory and monitoring efforts.

CCC is in the process of discussion with Laotian NGOs through Learning House for Development (LHD), and Vietnamese NGOs through VUSFO and NGO resource center to promote good governance, accountability, and professionalisms within CSO community in Vietnam, Lao and Cambodia. These two countries are very interested in this initiative and the memorandum of understanding (MoU) will be formalized within this year.

#### **Conduct a study on certification impacts and feasibility for setting standards/guidelines for community based organizations/small organizations**

The feedback from NGO GPP staff members, members of the VCS WG and NCCC, development partners and other stakeholders have indicated that the VCS is a useful tool for the NGO community to be more accountable, transparent and effective.

In 2012, 36 NGOs applied for certification. However in 2013, there have only been seven NGOs (one new NGO, and 6 reapplied), who have applied for certification. This is a decrease when compared to the same time period in 2012. Thus, in order to attract more applications as well encourage NGOs to realize the importance of GPP in promoting good governance, the NGO GPP needs to understand four key questions:

- What are the benefits and impacts of the VCS to the NGO sector including applicant NGOs, certified NGOs, development partners, and government?
- What are the obstacles which prevent interested NGOs in applying to the VCS?
- Can the Code and guidelines be simply adapted for small NGOs and/or CBOs? and
- What are innovative ways to promote the VCS and to maintain certified NGOs?

The main objectives of this study aim to examine key findings that answer the above four questions with a few case studies to support the questions and to provide recommendations and propose an action plan for implementing the recommendations.

The Terms of Reference for a consult to study the impact of certification and feasibility study for small NGOs and CBOs has been developed and announced on 10 June 2013.

**Revise and improve feedback and complaint mechanism and promote and implement them and respond to feedback and complaints.**

The revised feedback and complaints mechanism has been upload on the CCC website to collect comments and feedback from the public for further improvement. The GPP team regularly monitors any feedback or complaints provided through this online system or through other communication methods and attempts to resolve all grievances by abiding by the GPP Grievance Procedure.

**KPI 1.1.3 The Voluntary Certification System is recognized and endorsed by relevant Government Ministries (e.g. MoFA, MOI), Development Partners, and Private Sector**

The NGO GPP gains national and international recognition as an effective tool to promote NGO internal self governance. It also is responsive to Principle number 5, 6 and 7 of the Istanbul Principles on CSO development effectiveness.

**Carry out meetings with key leaders of target government such as MoI, MoFA/IC, CoM, and CDC respectively about their recognition to VCS**

The Royal Government of Cambodia (RGC), especially Ministry of Interior continues their support the NGO Code and VCS. Ms Sar Montha, Component 1 Manager has been appointed as a steering working group for Governance Learning Resource Center in promoting good governance and professionalism in the country. The Deputy Prime Minister Sar Kheng has recognized the efforts of CSOs in contributing to development of Cambodia over the past 30 years, especially in improving internal governance of CSOs.

**Hold meetings with development partners to discuss the possibility to promote VCS in their call for proposal (e.g. advocate them to put "certification" as one of funding criteria and use VCS as capacity development assessment tool.**

Number of development partners including AusAID, GIZ, AECID continue to cite certification is a criteria for their grants scheme. Several meeting with other development partners and INGOs such as SIDA and SDC, Plan International , Oxfam Novib, FELM, and Dimision. As a result, many of them expressed their interest and have committed to support their NGO partners to participate in the VCS process while the others will continue to discuss for their support beyond the certification but financial support to GPP and CCC.

**Organize consultation workshops with governments and development partners for gaining support for VCS to gain recognition, improve the Code and introduce idea of development of new code for CBOs**

CCC has a plan to organize consultation workshop with different stakeholders on NGO code and VCS within semester 2 of 2013. The Component 1 team now is in the process of reviewing the NGO Code and VCS and in the process of contracting external consultant to assess the possibility of creating a new code for CBOs.

**Conduct a feasibility study with participation from interested certified NGOs and develop joint activities/funding proposals, etc.**

Based on the certified NGOs (CNGOs) learning forum informed that most of the CNGOs are interested in working together for better changes and bigger impacts. CCC is in the process of discussion with the interested CNGOs to develop a joint proposal to be submitted to ADB and other key relevant donors for financial support. It is an idea that motivate CNGOs to work together and to promote effective use of aid.

**Conduct regular monitoring and evaluation on progress and impacts, and produce reports of the Component**

A consultant will be hired with next semester to conduct impacts of NGO Code and VCS to CSO effectiveness and development of Cambodia and to look at possibility to develop a set of guideline to support CBOs and other grassroots organizations.

The GPP team has continuously improved monitoring system and conduct regular visits to certified and applicant NGOs. The progress, most significant changes, and challenges of each CNGO and applicant NGO been documented and shared.

Every activity GPP conducted has pre and post and/or feedback so that the performance of the team and system is going improved and meeting the contemporary needs of NGO community and other stakeholders.

## **Component 2: Capacity Development and Learning**

### **Overall Management**

The Component 2 continued to have two units with five staff members: Development and Outreach Unit (DoU) and Learning Unit (LU). The DoU is managed and implemented by one specialist and one officer whose work focus on materials development and documentation for training courses and learning forum. Besides from this, the Unit is also working closely with the Working Group on the National Capacity Development and Learning (NCDL) whose main role is to oversight the overall capacity development and learning activities for CSO in the country. The LU is managed and implemented by another specialist and one officer that are responsible for facilitating and conducting training and learning program. Since the former learning specialist has resigned from her position in December 2012, a new learning specialist who was the former learning officer has been appointed after a long and competitive recruitment process with external candidates and stayed on board from February 2013. To replace his previous vacancy, a new learning officer has been selected and placed on board in early May.

The Component manager is considered as a member of the CCC management team to provide leadership direction and daily management to the DoU and LU to reach the outcomes and key performance indicators of the component. Aside from this, the component has implemented their works with technical support from a Component 3 specialist, and strategic supports from Executive Director, and knowledge management advisor. In general, component 2 is one of the dynamic team of CCC where staff has diverse skills, background and capacity to effectively perform the tasks. The component has produced remarkable results over the first six months of 2013 as follows.

### **Key achievements against outcomes:**

According to the action work plan for 2013, this component has four outcomes, four key performance indicators (KPI) and each KPI has number of main activities.

#### **Outcome 2.1 NGOs build their capacity to participate in and contribute to the development of Cambodia**

Over the first half of 2013, the provision of the capacity development and learning services by CCC has contributed a lot of benefits in terms of capacity development of 345 participants from CCC member and non-member organizations, and hundreds of target community members of participant NGOs. The provided services consisted of learning forum, training courses, mentoring and coaching services, and other capacity development related mechanism. These efforts have increased organizational effectiveness and governance practices within organization and program where the participant come from. Also, they have significantly contributed debates and strategic discussion on development issues including health, education, technology, and environmental protection.

**KPI 2.1.1 A Working Group consists of representatives of various capacity development providers is established and well functioned for providing oversight of the capacity development processes within the sector.**

The Working Group on National Capacity Development and Learning (NCDL) remained well-functioning since its establishment in July last year. NCDL was formed to provide oversight on capacity development and learning initiatives for civil society in Cambodia. The two main objectives of the NCDL are to: promote effective and inclusive capacity development and learning initiatives and efforts within civil society in Cambodia for their effectiveness and effective development of Cambodia; and obtain mutual accountability between demand and supply sides of capacity development. As mentioned in the last six month report, the need assessment report on capacity development and learning of Civil Society Organizations (CSOs) in Cambodia was finalized and published in November 2012. By using this document as a main reference, wider consultation with NGO community and other stakeholders and under NCDL oversight role, an agenda for the National Capacity Development and Learning for CSOs in Cambodia 2013-2015 was finalized and published in May 2013. It is in the process of generating and mobilizing resources to support and implement this agenda (more detail information is in activity 1 of KPI 2.1.2 below).

During the first semester of 2013, three meetings were conducted among NCDL members on a bi monthly basis. Ranges of topics were raised as the agenda for the meeting. However, most of the agenda were related to the development, progress and finalization of the national agenda. More than that, all of NCDL members is committed to participate in the resource mobilization activities which are initiated by CCC to ensure effective implementation of the national agenda. Thus the meeting between NCDL and some development partners such as DCA, FCA were conducted to discuss about the issue.

**KPI 2.1.2 Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritized and addressed jointly by various capacity development institutions/organizations in the country.**

For the first six months of 2013, there are some activities were conducted by the Component 2 to ensure that the proposed KPI is successfully accomplished. In general, there are three main activities including 1) national capacity development and learning for CSOs in Cambodia, 2) standardization and finalization of the training materials, and 3) delivery of training courses.

### **3 Year National Capacity Development and Learning Agenda**

Organizational capacity development is a key sustainable and effective development. With their current limited organizational capacity, civil society organizations (CSO) have already played an important role in building and developing Cambodia. If their organizational capacity is improved and strengthened, CSOs will contribute more to the development and democracy in Cambodia. This agenda was developed based on this assumption.

As mentioned earlier, a three-year National Agenda for CSO Organizational Capacity Development and Learning was developed by NCDL with facilitation by CCC. The agenda was developed through a

participatory process by involving and consulting various stakeholders, including CSOs, training institutions, and development partners.

The agenda envisions that CSOs in Cambodia become more capable, accountable and professional toward effective development. In order to realize this vision, the agenda lays out strategies to build organizational capacities of non-governmental organizations (NGOs) by achieving three important outcome areas:

Outcome 1: Supporting environment that enables NGOs to have greater impact in society

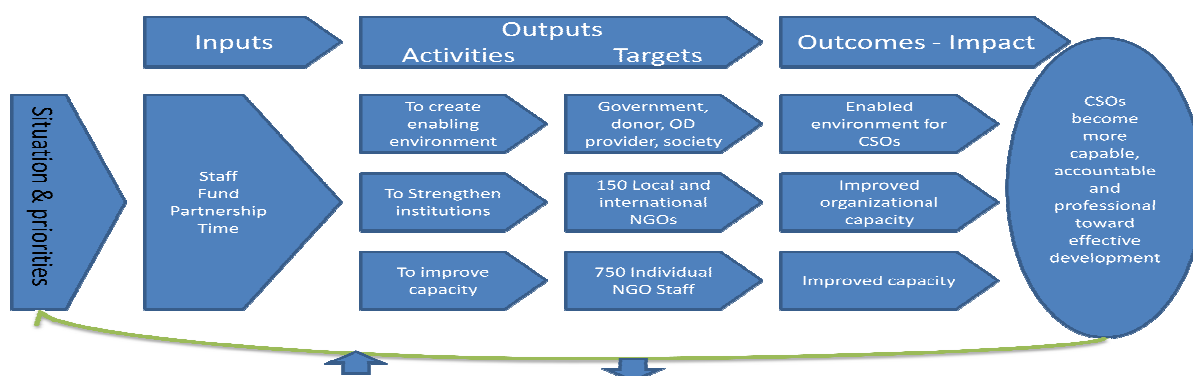
Outcome 2: Improved organizational capacity (governance, project/program, and adaptation)

Outcome 3: Increased capacity of individual NGO staff (knowledge, skills and attitude)

The agenda recognizes the multi-layers involved in building and strengthening CSO organizational capacity. Therefore, it focuses simultaneously on creating an enabling environment for CSOs, building organizational capacity and capacity of individual NGOs staff.

The logic model in figure 1 provides an overview of the proposed national capacity development and learning agenda. The logic model consists of situation analysis, inputs, outputs, outcomes, assumptions, and potential risks.

**Situation:** Focus group discussions suggested that Cambodian civil society organizations (CSOs) struggled to fulfill their duties. The societal environment in which CSOs operated was changing and more complex than ever before. There were greater needs that require CSOs to respond but fewer resources and less willingness and ability to pay for their services. CSOs themselves had limited organizational capacity to respond and adapt to the increasing demands and changing environment. In addition, there was a loss of competent NGO staff to private sector, government and larger organizations that offer greater opportunities.



Assumption:	External Factor/Risks:
Improved CSO organizational capacity will lead to more effective development.	<ul style="list-style-type: none"> <li>- NGO's activities may be restricted.</li> <li>- Funds for organizational capacity development dries up (which results in an increased competition for funds)</li> <li>- Private sector, government and larger organizations offer greater opportunities in terms of salary, promotion and other benefits.</li> </ul>

### Figure 1: Logic Model for Organizational Capacity Development

See Attachment 1 for the full report on 3 Year Agenda for National Capacity Development and Learning for CSOs in Cambodia.

#### **Developing Training Materials (CPAR and GPA)**

As stated in the GHP program (2011-2015), four training courses will be conducted annually by CCC through the Component 2. Those training courses included: Community Participatory Action Research (CPAR), Applied Participatory Action Research in Organization (APARO), Applied Research in Organization (ARO) and Governance, Professionalism and Accountability (GPA). To ensure that all of the training courses are delivered properly and effectively to NGO participants, CCC has selected two consultants to work on the standardization and finalization of the CPAR and GPA training materials. The Consultant worked independently but closely with the Development and Outreach Specialist and Development and Outreach Officer of the Capacity Development and Learning Component with the overall direction given by the Capacity Development and Learning Component Manager and Capacity Development and Learning Component Advisor of CCC. In general, the complete set of the training materials for the two courses were standardized and finalized including power point slides, training manuals, training session plans, mentoring and coaching guidelines and other related materials. Upon availability of the consultant and resources availability, the management team has decided to quit APARO course. The training materials of ARO will be standardized and finalized during the second semester of the year.

#### **Delivery of Training Courses**

During the first semester of 2013, the CCC's Component 2 has significantly contributed to improve capacity of 53 participants (20 female) from 38 NGOs across the country in the field of good governance, accountability, professional practices, organizational development, research, and analytical skill, through successfully conducted well subscribed three training courses including CPAR, GPA and ARO. As mentoring and coaching services were supposed to provide additionally to course participants, CPAR course is now at the mentoring and coaching step after classroom activities in late March while the classroom activities for ARO course were just completed by end of June and everyone is ready for the mentoring and coaching relationship to implement the research plan.

#### **Community Participatory Action Research (CPAR)**

The CPAR was conducted at Reaksmeay Battambang hotel in Battambang Province from 26 March-01 April, 2013. As part of this classroom training activities, the field practices were also conducted to provide participants with an opportunity to practice the theory at the field. The field practice was conducted at two villages, Svaybeydoem and Toultnong Villages, Kateu I Commune, Bannan District, Battambang Province.

Goal of the training course is to strengthen capacity in research and analytical skills on emerging issues, and to influence the thinking and practices of participants on development for the empowerment of local community and in response to Cambodia's rapidly changing society. Objectives of the courses are to:

- Increase participants' knowledge of development approaches and practices
- Develop participants' skills in PAR, critical thinking, reading, writing and presentations
- Encourage participants to apply PAR into program development

In overall, contents of the training courses included: Development practice and social change; Right based and need based approach, Advocacy; and using Participatory Action Research (PAR) as a mean to participatory identify and solve emerging issues of the community.

The training course were participated by 15 people (7 female) from 7 NGOs from different provinces. Participants are working on different topics as listed in table 1 below.

No	NGO Name	Target Provinces	Topic of CPAR Research Focus
1	NAS	Kampong Cham	Community Participation to Promote Primary Health Care
2	CCD	Kampong Chhnang	Community Participation to Protect the Forest
3	RDA	Battambang	Community Participation To Promote Primary School Education
4	BSDA	Kampong Cham	Community Participation to Promote Primary Health Care
5	AK	Pursat	Farming Improvement through System of Rice Intensification
6	DDSP	Pursat	Mobilizing Community for Health-Sanitation
7	HA-I	Battambang	Community Participation to Promote Safe Migration

Since the training course was successfully conducted, many outcomes were claimed as the results from completing the first round of this training. Those outcomes include:

- Participants really much appreciated and gave high value to the training course in terms of both contents and processes.
- Participants were able to describe the meaning of social change and development practice, and list role of development practitioner in their organization and community, especially they can identify their organization's strategy to respond to the change in the community.

- They were able to explain the role of duty bearers and right holders. Furthermore, they can describe the differences between right based approach and need based approach to development.
- They were able to describe the key concept and process of doing the advocacy. Moreover, they can explore the practical experience in doing advocacy.
- Participants can explain how to apply PAR in the community.
- Participants learnt how to apply PAR in the community and reflect on the data collection, especially participant learnt how to organize the meeting with community people and set up the action plan for solving the problem.

In general, the training course on Community Participatory Action Research (CPAR) was conducted successfully in the period of seven days. According to the post test result, observations, lesson reflection, and participation in the class indicated that they have learned key point of development practice and social change, right based approach to development, grassroots advocacy, and participatory action research.

“I am happy to attend the training course on Community Participatory Action Research (CPAR), it is the new training course for me. For three days in the class, I studied a lot of theories such development practice and social change, and all topics I learnt I feel very proud of because it can make me to reflect the practical experience in the community. In the community, I can bring all theories to practice with community people”, *said by Ms. Klot Phally, one of the participants from HA-I.*



### **Bi Annual Training on NGO Good Governance, Professionalism and Accountability (GPA)**

One of capacity building activities is the training on Governance, Professionalism and Accountability (GPA). This forum is planned to organize 2 times per year in 2013. The 1<sup>st</sup> GPA training was held at New Angkor Land Hotel of Siem Reap province from 21-23 May 2013. This training was opened to all interested NGOs who are intent to strengthen their organizational governance. The training course was participated by 27 participants (8 female), who are the directors and senior managers of different NGOs which have head-office based in Phnom Penh, Kompong Cham, Kompong Thom, Kompong Chhnang,

Pursat, Battambang, Banteay Meanchey and Siem Reap. All of the participants were provided full scholarship by CCC to participate in the training courses.

The nature of GPA training is aimed to encourage NGO community to improve their organization's quality and accountability by trying more to build their capacity, reflect on their practical experience and complying with the voluntary certification system (VCS).

Six major topics that considered as elements for internal good governance such Effective Organizational Development, Organizational Management and Leadership, Organizational Strategic Planning, Effective Human Resource Management, Sound Financial Management and Monitoring and Evaluation, have been designed and delivered to participants. To ensure the quality and delivery of the training course, well-known and qualified resources people were invited from multi-disciplinary background including NGOs, private companies and freelance consultants.

After the whole three days workshop, participants have learnt and reflected all the topics on their organizational practice. All of them commit to apply what they have gain from this training to improve, develop various tools to support their organization and prepare themselves to be ready to apply for NGO GPP certificate.



The participant was very enthusiastic and satisfied with training and also we felt very proud, on behalf of an organizer, that we can enlighten the participant NGOs to the pool of good internal control and governance. In response to the participant's suggestions, more useful courses and training will be committed to provide in the near future.

### **C. Applied Research in Organizations (ARO)**

The ARO course had been improved and updated since 2012 as a collaborated course for improvement of the participants and their organization. The course was designed into three steps: step 1) is the classroom activity for concepts and theories to development approaches, social change, and research, step 2) is conducting research by individual participant organization with mentoring and coaching support, and step 3) is the analysis and presentation of research findings, and course wrap up. Since the training course ARO was updated, the Cooperation Committee for Cambodia had delivered this course to certified NGOs, early applicant NGOs, CCC member, non-member and other interested organizations. Recently, from 24-28 June 2013, CCC successfully conducted this training course which participated by four NGOs with a total of eleven participants from Kampongcham, Kampongthom, Pursat, and Battambang Provinces at Khemara Battambang I Hotel.

- To deepen participants' knowledge on development practice and approaches for better response to the changing society
- To promote participants to have better understanding about conventional research process, and preparation to apply within their organization

- To increase participants' knowledge in writing for research proposal and planning for implementation

This five days training course contain many relevant topics: 1)-Development Practice and Social Change; 2)-Right Based Approach to Development; 3)-Organizational Development; 4)-Project Cycle Management; and 5)-Research Process and Managing including (a)-Introduction to research and step in social research; (b)-Research proposal; (c)-Literature review and References; (d)-Data collection, measurement, and sampling; and (e)-Data analysis and Report writing.

From the pre and post test results, daily reflection and observation from donor representative (DCA) indicated that most of participants very actively participated and shared with different topics and methods which facilitated by CCC team, external resource person, and the contribution made by DCA representative. Through active participation, participants were able to explain different development approaches for better response to social change, improve their skills on conventional research process, project cycle management, and organizational development. Aside from this, most of participants have high and strong commitment to bring the useful and meaningful knowledge and approach to develop both themselves and their organizations by applying in the daily work. Moreover, they will draft the research proposal and send to CCC team by the end of July 2013.

**KPI 2.1.3 NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors**

This KPI is intended to improve the ability of NGOs to draw common lessons and insights from their various experiences in good governance and effectively share these widely within the sector and with other development actors. To achieve this outcome, some activities have been implemented and followed up including the partnership agreement with NGOs who participated in the ARO training course in 2012 and 2013 and memorandum of understanding with the Finnish NGO Platform Kepa (Finland).

**Partnership Agreement (ARO and APARO participant NGOs):**

As an ongoing process from 2012, CCC continues to work with seven NGOs participants who participated in Applied Research in Organization (ARO) and Applied Participatory Action Research Course (APARO) courses conducted last year. The seven organizations have signed one year individual partnership agreement, from July 2012-June 2013, with CCC to consolidate a mutual learning process between both organizations and to join advocacy efforts for organizational and development effectiveness. Those partners included CRDT (Kratie), CRID (Kampong Cham), KWVA (Kratie), PKO (Battambang), SORF (Pursat), NAS (Kampong Cham), and OEC (Battambang). As the course outcomes, three conventional research studies were developed by three organizations (of ARO course) in which NAS conducted a research on Community Development Impact, CRID conducted a research on Understanding of Livelihoods Adaptation Vulnerability and Coping Mechanism to Drought in Rural Community, the research conducted by SORF was on Food Security and Effectiveness of Project

Implementation. Besides from these, four reports were already produced by participant NGOs of the APARO courses covering various topics including Enhancement of preliminary education for children and children with disability (OEC), Mobilizing community for the conservation of Koh Chreng River Bank (KWWA), Mobilizing community in Ambeng Thnge Village to solve the problem of water shortage for household consumption (PKO), and Mobilizing community in governing Koh Pdao eco tourism (CRDT).

Particularly, in 2013, CCC provided new training course on ARO and have signed MoU with four (4) NGOs partners for the period of one year (July 2013 - June 2014). Those partners included Action For Development (AFD), Buddhism for Social Development Action (BSDA), Environment Protection and Development Organization (EPDO) and Help Age International-Cambodia (HAC).

The main purposes of this agreement were as follow:

- To build capacity of both parties through mutual learning from working partnership experiences; and
- To have stronger voice in advocacy interventions for Cambodia CSO development effectiveness and development effectiveness.

In general, major commitments of CCC and partners consist of the following:

- CCC worked with partners to strengthen the voice of NGO community to influence the thinking and practices of development partners and government by engaging in various training opportunities and advocacy efforts;
- CCC worked with partners to strengthen their capacity through providing training courses on ARO;
- CCC provided mentoring and coaching and engaging partners in learning activities for ongoing improvement of their organization effectiveness (organizational development and project cycle management);
- CCC provided ongoing coaching and mentoring on organizational development and program development to partners based on organizational diagnosis result and prior agreement. Partner organizations to received ongoing discussion and improvement on Project Cycle Management and Organizational Development;
- Partner organizations to assign staff to attend classroom activities to understand key concepts and theories;
- Partner organizations to conduct field practice on PAR with the target communities;
- Partner organizations to be provided mentoring, coaching and follow up sessions on applied PAR;
- Partner organizations to participate and will be invited to events organized by CCC either at provincial or national;
- Partner organization to be committed to improve participation in Voluntary Certification System to diagnose their capacity and improve their organizational practice toward compliance with minimum standards in NGO Code; and
- Partner organizations to support advocacy efforts for CSO organizational effectiveness and addressing development effectiveness issues.

**Memorandum of Understanding:**

The memorandum of understanding was signed between CCC and KEP A on January 2013. This is the idea for concrete cooperation to be implemented within the partnership between both organizations.

KEPA and CCC are both umbrella organizations and platforms bringing civil society organizations (CSOs) together to act and advocate as well as for mutual sharing and learning purposes. There are many issues in common for both organizations and lot of possibilities for mutual learning, sharing and supporting.

KEPA was founded in 1985 as an umbrella organization for Finnish CSOs who work with development cooperation or are otherwise interested in global affairs. At the moment KEPA has roughly 200 member organizations, ranging from small voluntary based organizations to major national organizations.

The following are initial ideas that KEPA and CCC would be interested to carry out together in year 2013:

- **Exchange expert visits** in the area of capacity development and learning functions to member organizations and/or member relations and promoting the enabling environment for CSOs.
- **Exchange of experiences** in the area of member relations as well as promoting the enabling environment for civil society. Part of the exchange of experience could also be promoting the implementation of the Istanbul Principles among CSOs.
- **Cooperating in organizing** particular events for member organizations of KEPA and CCC.
- **Strengthening networking** among similar umbrella organizations and capacity development providers by sharing existing connections which KEPA and CCC now have.
- **Exchange of publications and other relevant materials** where possible lessons learned from this partnership are jointly documented and shared.

**KPI 2.1.4 Communities of learners are formed, debating current organizational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector.**

This KPI aims to establish and maintain at least five communities of learners to debate current CSO organizational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector.

As of the end of June 2013, the Component 2 team has facilitated five learning forums: Human Resource (HR); Certified NGO, Information Communication Technology (ICT), Monitoring and Evaluation (M&E) and; Finance for 331 total participants (please state how many female) from CCC member organizations and partners.

No	Learning Forum	Summary Outcomes	Partici- pants	Date and Location
1	Human Resource (HR) Forum	<ul style="list-style-type: none"> <li>• The HRM learning forum has been formulated to provide some critical benefits to 61 organizations of HRM practitioners especially the one working for CCC member organizations.</li> <li>• The key contents of the forum that delivered to HRM practitioners/professionals were focused on staff performance appraisal (PA), training need assessment (TNA) and professional coaching and mentoring.</li> <li>• Participants actively participated in the group discussion, sharing experience and asking questions for clear capture of each session.</li> <li>• Through participation in doing exercise and explanation of each session of the resource persons, participants selected key learning points from the whole day forum for the application and improvement of some shortcomings in their NGOs such as update CV annually, coaching and mentoring, how to coach other staff in effective way, staff performance, PA form use as basis, TNA and mentoring of staff, tools to analyze staff need of capacity building.</li> <li>• Participants were updated on HRM guideline as well as built more network and relationship with other participants.</li> </ul>	76	Phnom Penh, 14 February
2	Certified NGO Forum	<ul style="list-style-type: none"> <li>• To maintain compliance with the minimum standards and voluntary certification system (VCS) within the certified NGO and continue promoting VCS. Component 2 organized the sixth forum for certified NGOs for 30 representatives from the valid certified NGOs.</li> <li>• This forum aimed at providing an opportunity to the CNGOs to update, share best practice, discuss on strategy on collective initiative among certified NGOs representatives and seeks feedback on maintaining their compliance with the standards and promoting the VSC to</li> </ul>	30	Phnom Penh, 07 May

No	Learning Forum	Summary Outcomes	Partici- pants	Date and Location
		<p>different stakeholders.</p> <ul style="list-style-type: none"> <li>Participants were updated on GPP progress, new trend of development and funding strategy, current trend of donor in Cambodia, donor requirements in relation to minimum standards of voluntary certification system (VCS), and promotion of VCS with its partners.</li> <li>Participants reflected on challenges and lessons learnt in complying with the code and minimum standards during attaining certificate of NGO GPP.</li> <li>The forum was strengthened capacity of participants in the area of fund raising on how to secure funds in a competitive market in NGO sector.</li> <li>At that time, the discussion of strategy for collective initiative was not happened at the forum, it was flexibly changed to give time for participants to do it individually at their NGO and send to GPP team afterward</li> <li>This forum provided a great opportunity for certified NGO representatives to build a “good relationship and networking among them” in which they can share their knowledge, experience, concerns, and trends either reflecting their organization or themselves towards to the issues faced in complying with the code and minimum standards.</li> </ul>		
3	Information Communication Technology (ICT) Forum	<ul style="list-style-type: none"> <li>Participants learnt the important topics a lot from this forum such as online data collection, I form builder, Smart phone for Smart life, Open Data Kit (ODK), Monkey survey, cloud technology, internet society, advantage of smart phone, smart phone evolution and new tools of ICT.</li> <li>They also committed to bring these learning points to apply within their organization after the forum.</li> <li>This forum provided a great opportunity for</li> </ul>	57	Phnom Penh, 14 March

No	Learning Forum	Summary Outcomes	Partici- pants	Date and Location
		<p>participants to build a “good community of ICT practices” in which they can share their knowledge, experience, concerns, and trends either reflecting their organization or themselves towards to the issues of financial management.</p> <ul style="list-style-type: none"> <li>The objectives and expected outputs of the forum were successfully achieved. Yet, the forum was still provided few rooms for improvement as suggested by participants and as can be consulted with the finding of the forum evaluation.</li> </ul>		
4	Monitoring and Evaluation (M&E) Forum	<ul style="list-style-type: none"> <li>The forum was provided participants the details of the development process of success story and Lot Quality Assurance Sampling (LQAS) for monitoring and evaluation in the program/project.</li> <li>The process of success story writing was clearly explained and practiced among participants.</li> <li>Participants understood the process of writing success story and LQAS for their implementation within their own NGOs. They also had good opportunity to share experience and built more networks with other participants.</li> <li>Participants committed to bring the important learning points from the forum to apply within their own NGOs for betterment of its program.</li> <li>Participants were equipped better skill of writing story for program/project in each NGO.</li> </ul>	81	Phnom Penh, 10 May
5	Financial Management Forum	<ul style="list-style-type: none"> <li>The first forum of financial management was focused on two main topics such Update QuickBooks Tools for Better and Good Practice of Internal Financial Control.</li> <li>This forum provided a great opportunity for participants to build a “good community of financial management practices” in which they can practice, share their knowledge, experience, concerns, and trends either reflecting their organization or themselves towards to the issues of sound financial management.</li> </ul>	87	Phnom Penh, 22 March

No	Learning Forum	Summary Outcomes	Partici- pants	Date and Location
.		<ul style="list-style-type: none"> <li>• Most participants appreciated the guest speakers, topics and process and methods used. In particular, participants commented that this forum really helped them learn more for the application and improvement within their own NGO.</li> <li>• This event also enabled participants to absorb new skill and experiences from each other on how to improve the financial management within their respective working areas.</li> </ul>		

### **Component 3: Knowledge Management, Advice, Referral, Research and Linkages**

#### **Overall Management:**

The current structure of this component consists of three units: Membership Support Unit (MSU); Advise, Referral and Linkages Unit (ARLU); and Applied Research Unit (ARU). Component3 deploys 7 staff members and one advisor, and is supervised by the Knowledge Management, Advice, Referral and Linkages Manager recruited in November 2012. The MSU is directly managed and implemented by one coordinator, one officer, and one assistant. RALU is managed and implemented by one specialist, one applied research officer. ARLU is managed by one specialist. The Executive Director and other Senior Management Team members provide leadership and strategic support to this component.

This component works closely with two volunteer and independent groups: 1) Long Term and Short Term Task Teams (LTT and STT) with 10 representatives each team from NGOs, to provide the strategic advice in responding to emerging issues and long term development challenges. Another group is Research Advisory Board (RAB), consists 7 members from private, NGOs, research institution and individuals. They are responsible for overseeing national research agenda development and implementation.

#### **Key achievements against outcomes**

This component has (one) outcome and eight key performance indicators.

#### **Outcome 3 NGOs Collaborating to Effectively Contribute to the Development of Cambodia**

To maximize the great outcome at the end of the year and next coming years, CCC staff member have put its highly commitment to enhance and build collective voice among CSOs at both national and sub-national level, and some activities at regional and global level.

The first half of 2013, the Component 3 has reached out to 765 participants = 689 organizations at national and international level and influenced them about the good governance issues, disabling environment, democratic space and other thematic grassroots issues such as land and economic reform, environment and climate changes, good governance and rule of law, etc.

At international and regional level, CCC colleagues brought CSOs' voice from multi-stakeholders consultation in two regional consultations, cover the provinces located in the Northwest and Northeast provinces, to advocate for inclusive development agenda which should be in the Post-2015 global development framework, which organized by CSOs' coalition, at Bonn-Germany, and Bali-Indonesia, which is the alliance with other CSOs network at global level who are currently active working to bring CSO voices to feed in the UN consultation on Pos-2015 global development agenda in the continent-Asia, Africa and Europe, while first mandate of Millennium Development Goal (MDGs) will end by next 2.5year at the end of 2015.

At national level, CCC consolidated “CSO Perspectives on Cambodia Development Framework Beyond 2015” through endorsement the result of consultation from the two regional consultations through national deliberation in cooperation with umbrella networks and DPs with multi-stakeholders like informal groups, CSOs, LNGOs and INGOs from each sectoral group, Development partners, and associations. The study report and national consultation reports were shared at regional level through ADA and Beyond 2015 Alliance. CCC is strongly believed that- the voice from grassroots on Post 2015 Cambodia development agenda will be accepted and as great inputs for government, DPs, and CSO in its strategic plan, and policies in next coming years and beyond 2015 as echo by Cambodia Daily published **on May, 25-26, 2013(at annex1) and VOA- voice of America broadcast in Khmer ( at annex2)** as the following quote:

*Mr. Yim Sovann, a spokesman for the opposition party Cambodia National Rescue Party (CNRP), said a governing party should pay attention to the recommendations and needs of the people.*

*Government spokesman Mr. Phay Siphon said the administration welcome the recommendations, ‘to make a better change in Cambodia’*

Further to echo by media, CCC are also submitted package of document on CSO Perspectives on Cambodia Development Framework Beyond 2015 consist of communiqué and summary report to 28 Development Partners and relevance 8 ministries of Royal Government of Cambodia, Deputy Prime Minister-Minister of Ministry of Interior. CCC also shared the document to all active NGOs across Cambodia. CCC used as well the result from the consultation to feed in the process of government's new National Strategic Development Plan 2014-2018. The result as well shared for political debate policy makers on 06 June to voices in the debate. CCC intends to maximize great outcomes and impacts engaging with regional and global movement on this matter and will coordinate and take lead this movement in the country.

CCC has been being learnt that- Cambodia is now having rapidly change and fast growing economy. At the same time, critical issues remain such as shrinking democratic space and demand for good governance. CSOs don't have one collective strategy, so the existed mechanism of Long Term and Short Term Task Team (STT & LTT) has been paid attention to have a set of strategic vision for NGO community in Cambodia. CCC paid their efforts to harmonize among umbrella networks and provincial NGO coordination networks to have better perform the role to complement each other in order to make a better change in Cambodia. However, still on the long road to make this happen and it is now as one of the key focuses of CCC for 2014 - 2018.

**KPI 3.1.1 Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing**

CCC intended to provide more accessible information which would provide value added to CSOs in their daily business, hence NGOs database has been being developed. Technical person from external was recruited to assign to support in developing the NGO data base. Once the data is ready for using, then all relevant development actors capable to update their information through online into the database, database will have multi-user, more comprehensive and the information will coverage at least

from commune level up to national level. The users will also can generate with different kind of report as needed. The team is ongoing communicating with IT team to explore the appropriate technology to upgrade CCC existed technology to ensure user friendly within CCC, also capacity to store big information as now CCC on the process of stocktaking information/research relevance development especially the themes which related CSOs. The team committed and expected that-such kind of information would be uploaded and announced to relevant develop actors for any searching information as reference.

CCC has strengthened the capacity of staff and improve quality of services to members. In accordance with the results of members satisfactory survey informed that three top requirements: update information related CSOs, partnership building/networking, opportunity getting capacity building on staff competency and organization capacity and capability. Only 1% never participant CCC bi-monthly meeting. Learning forum is also get more participants among members. M&E forum= 88%, finance forum= 91%, HR forum 96%, ICT = 67%. Other learning forums were requested. Learning forum on Program development and management is up to 64%. Potential new service is strategic vision for NGO communities up to 64% were proposed. One premise with common service = 63%. National trust fund 49%, Association of NGO staff = 43%, University for NGOs community = 30%. Priority need among member. NGO good governance, NGO compliance with national laws, observes that percentages are high requirement among member. In conclusion, CCC performance well and suggested to continue its performance, continue to contribute the resources for local NGOs, CBOs, and other stakeholders, joint effort to make our share aspiration. Most of the comments made by the members have been successfully incorporated in the new updated GHP and Vision 2014 - 2018.

CCC has also been being updated information of 1949 NGOs (Open: 1349, Closed: 64, Refusal: 24, Can't find: 512) received from Domrei Research and Consultant into NGO Database. There were 9 NGO lists from NGO membership and networks including CHRAC, ECPAT, NGOCRC, MEDiCAM, NEP, D&D, NGO Forum, WATSAN, Children Working Group (CWG), and Lan NGO groups have been collected and stored in e-files. The lists of NGOs who Memorandum of Understanding (MOU) with 12 government ministries (MoEYS, MoE, MoH, MoIME, MoI, MoRD, MoSAY, MoT, MoWA, MoFA/IC, NRSC, CMAC) were generated from CDC NGO database and prepared for map out NGO sectoral groups and selected to potential NGO representative to have meeting with each line ministries for improving collaboration and relationship.

There were 5 letters proposed for meeting have been submitted to ministries (MOI, MOFA/IC, CDC, MOJ, and COM) to discuss on strategic partnership for development and engage for enabling environment for CSOs working in Cambodia. One meeting with Deputy Prime Minister, Minister of MOI has been done well with fruitful results.

### **KPI 3.1.2 relevant development actors are accessing and receiving appropriate advice and referral support through appropriate and easy to use mechanisms for providing support**

CCC provided referral and advice services to 47 people from 16NGOs, 1 student, 1 government ministry. Those services were included: general issues of CSOs in Cambodia, Development Cooperation and Partnership Strategy(2014-2018), How to apply for GPP, Building network, CBOs

learning forum, Partnership with LNGOs in Cambodia, Research and Capacity building, Volunteer opportunity in Cambodia. Documentation and relevant information to CSOs have been shared.

Through printed and online media, CCC has reached out to thousand of audiences on its developed messages including opportunity for event and training, communiqué, summary report on CSOs' perspective on Cambodia development Post-2015, NGO and development effectiveness such as example consolidation report on Post-2015 global development agenda, result of High Level Panel discussion of Post-2015 global development agenda, etc.

### **KPI 3.1.3 Membership has expanded by 40% and are actively involved in various activities of the program**

CCC has engaged 16 NGOs: 16 (LD, AAR-Japan, Sisha, Habitat, SADP, FCCA, MTH, ARC, WPN, WhaterSheed, CBM, COW, HURREDO, OFO, Caritas Czech Republic). New eight applicant NGOs (PEPY, HRDHE, SECEA, HHO, CWDCC, BFDK and CCD-Kratie) applied for being members with CCC. New five applicant NGOs (Morodok, KdK, ICS, GCT and AREDOC) were approved by EXCOM to be the member of CCC. Under new leaders, CCC is strengthening the quality of membership so that some members who have not actively engaged in key activities of CCC and paid membership fee, CCC decided to withdraw them from the list, at least ten members will be omitted from the list in the next semester. Therefore the total members will be 148 out of 157 NGOs.

### **KPI 3.1.4 Evidence-based studies on issues of NGO effectiveness and good governance are being produced by NGOs and are being used to inform more relevant and appropriate policy formulation, planning and implementation within the sector itself and at national and sub-national level of government decision making structures**

To support learning among CSOs which as well mentioned in principle 7 of Istanbul principles for CSO development effectiveness, and for much stronger in providing referral services, CCC team have collected research plan and communication for stocks taking within research institutions based in Cambodia as well as in Mekong Region for information related development trend, governance, and development effectiveness.

Revised and finalized CPAR, both Khmer and English, and uploaded into CCC website. These book, have exchanged information such as: Mobilizing Community for Waste Management and Sanitation, Community Mobilization for Prevention of Domestic in Rural Village of the Northwest Province, Promoting mobilization of the community people in protection of irrigation, Resource Governance, Waste Management and Sanitation in Kompingpoiy Reservoir, Takream Commune, Self Help Group Communication Enhancement for Surviving, Community Promoting Education at Primary School, Promoting Community for Conserving the Forest of Tadong's Mountain, Community Mobilization for Water Sanitation and Hygiene, Working Together to Promote Children to School.

Survey on CSO contribution report to Cambodia development was finalized and will be launched end of June 2013 to widely disseminate and distribute the update information to the relevant stakeholders about the number of active NGOs in Cambodia, CSO Contributions to the Development of Cambodia in 2012, and the funding trend for NGO and CBOs in Cambodia. The report would as well be used as

advocacy tools for any debate with DPs and government related democratic and development effectiveness in Cambodia. The 2012 study included a census of registered CSOs in Cambodia (either with MOI or MOFA) to confirm their status and update their activities and other organizational information. In the 2012 census, 1,315 CSOs confirmed their status as open (funded or not funded). Of these CSOs, 670 are local NGOs, 321 are international NGOs and 324 are associations. Among the 1,315 open CSOs, 85.9% (n=1,130) were funded and implemented projects in 2012. These CSOs implemented around 4,000 projects in 2012, which provided benefits to 1.3 million people, primarily through work in the education, health and agriculture sectors. CSOs dispersed funds of approximately US\$600-700 million in 2012, and directly employed around 43,000 people. The CSO sector employed around 43,000 staff in 2012, of which 24,000 were paid staff and 42% were women. Among the paid staff, approximately 1,100 were foreign employees (less than one per CSO) and 800 were people with disabilities. CSOs reported working in 19 different primary sectors. The four most common were: education and training (32.1% of CSOs); agriculture and animal health (9.6%); health, nutrition and HIV/AIDS (9.6%); and, child welfare and rights (6.6%). According to the CSOs, community needs were the main driving factor that determined where to target their activities. They identified these community needs through research and participatory discussion with the community.

Among CSOs that align their projects with the Millennium Development Goals, the three Cambodian Millennium Development Goals that CSOs contribute to the most are: to eradicate extreme poverty and hunger (49.2%); achieve universal primary education (45.8%); and promote gender equality and women's empowerment (44.1% of CSOs).

Through the survey, we got the following main recommendations

- Improve cooperation between CSOs. This could be accomplished through increased involvement in CSO networks and promoting agreements between CSOs. In addition, 83% of CSOs think that the creation of a CSO center will improve working relations between different organizations.
- Increase external auditing practices and NGO GPP voluntary certification. Internationally, the trend in the CSO sector is toward increased regulation. Increasing awareness and participation in CCC's NGO GPP certification system is a good way for CSOs in Cambodia to improve their own regulatory environment, without restricting CSO operations or liberties.
- Improve alignment with national strategies. Many local NGOs and associations in the survey were not familiar with the national strategic development goals of Cambodia, such as the Millennium Development Goals. Making sure that all CSOs align their projects with these strategies is one way to make sure that CSO resources are effectively utilized for national development. This can be achieved through increased information sharing between CSOs, the government and donors, with CSO networks playing a key role in the process as focal points for information, and representatives of the CSO sector in strategic planning and discussions. (Detail information available at annex3)

Improve CSO targeting. Although 80% of the Cambodian population lives in rural areas, more than 32% of CSOs implement projects in Phnom Penh – the most common CSO project implementation area in the country. In addition, comparison of CSO locations with the poorest provinces in the country (as determined by the Ministry of Planning's ID Poor project) shows that some of the poorest provinces in Cambodia (such as Prey Veng and Takeo) are under-represented among CSOs. In such cases, improved

networking, alignment of activities among CSOs, and access to appropriate research and government information would help CSOs to target their funding and project resources effectively. These recommendations have been well reflected in new updated GHP and Vision 2014 - 2018.

**KPI 3.1.5 NGO sector performance shows improvement against baseline using agreed set of indices**

The communication with CIVICUS is going on but not focusing on this issue. CCC will work with CIVICUS to conduct a study on enabling environment. It will be done in the semester 2. It is in the process of negotiation of the scope and process.

**KPI 3.1.6 An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors**

- We are about to sign MoU with Ratanakiri NGO coordination network to strengthen the NGOs network in Ratanakiri province for dealing with institutional issues through strengthening collective voice, influence the thinking and practices of development actors and enhancement cooperation among development actors for CSO effectiveness and development effectiveness at the province.
- At Stung Treng province, CCC is in process of communication of how CCC can support Stung Treng NGO coordination network to prepare its strategic plan
- Beyond the national deliberation on CSOs' perspective on Post-2015 Cambodia development framework, CCC intend to mobilize the CSOs at both national and sub-national to take more attention and together to make a better change in Cambodia through many initiative. CCC is now connected with Beyond 2015 alliance and Global Call for Action Against Poverty, Asian Development Alliance(ADA) for policy influence related at country level

**KPI 3.1.7 Shared voices and positions of the NGO sector on various issues affecting NGO effectiveness and good governance practice are consolidated and advocated for**

Three key activities were successfully conducted and the roles of CCC at strategic and political level continue to be well recognized. First is about provide inputs to CDC while they are developing the Development Cooperation and Partnership Strategic 2014-2018, second contribution to NSDP 2014-2018 Development of RGC, Third is about CSOs' perspective on Cambodia development framework Post-2015.

CCC have very much active in facilitation and coordination with NGO Forum to compile NGO positions on National Strategic Development Plan (NSDP) 2014-2018. In the guideline of NSDP, 12 thematic issues were defined and agreed among CSOs to provide inputs to the RGC. Those thematic issues are 1) Creating enabling environment for a broad-based inclusive development, 2) Ensuring macroeconomic balances, 3) The economic development sector, 4) Improve knowledge and application of science and technology, 5) Poverty and inequality, Education, health, water and sanitation, 6) Socio-cultural development, 7) Monitoring and Evaluation (M&E), etc. CCC has taken a leading role in documentation three thematic areas. They are included 1) Creating enabling environment for a broad-

based inclusive development, 2) Improve knowledge and application of science and technology ,and 3) Cultural and traditional development.

CCC organized regional consultations on “Conceptual Foundations of the Cambodia Development Framework Beyond 2015” in the Northwest Provinces in February 2013 and the Northeast in March 2013. These consultations were attended by 186 representatives from 12 provinces from LNGOs, INGOs, community members and leaders, UN staff, commune council alliance and Ministry of Planning representatives. Representatives from Commune Council Associations and Provincial Departments of Planning also attended.

These consultations were based on the CSO guidebook on development framework beyond 2015. Additional reference documents included the annual report of the UN Secretary-General on “Accelerating progress towards the Millennium Development Goals” and the UN guidelines for country consultation on Post 2015 development agenda. CCC also recruited a researcher to document “The level of achievements of Cambodia Millennium Development Goals (CMDGs) and Gaps Analysis of CMDGs achievement” to support this consultation process.

In May 2013, at Phnom Penh, CCC conducted a national deliberation with 117 representatives from multi-stakeholders on the Cambodia development framework beyond 2015. It brought voices from the grassroots to all relevant decision makers, policy makers, planners, professions and practitioners and provided a consolidated report on the issues and concerns expressed in the regional consultations. These inputs inform the national strategic development plan 2014 -2018, and Post 2015 Global Development Agenda as they both are in the development process. They also inform the way in which the CSOs in Cambodia frame their roles and goals in this new development paradigm.

Participants defined 6 areas calling to be framed on Post-2015 Cambodia development agenda. those areas are: 1) Social inclusion and human development, 2) inclusive economic growth and development, 3) ecological development, 4) inclusive partnership and governance, and 5) human rights to development. Key suggested indicators for issues need to be addressed beyond 2015 are:

- Increased investment in small and medium-sized businesses and social enterprises in region and rural areas
- Enlarged irrigation system capacity to store and supply water to farmer especially small scale famers
- Farmers got income added through affordable price of products
- Effected community got fair distribution income and benefit through social and economic rehabilitation
- Citizen accessed to good quality of public service delivery
- Public believed the integrity of the judicial system and Law
- People dear to voice issues and demand their rights without fear
- Community accessed to laws, policies, development plan

- Government provided transparent accounting of agreed development results in line with priority sectors with public
- Women, youth gain opportunity to participate in social and economic development, public service delivery, and politic
- Natural resources management and protection plan were included the commune, district, provincial and national development plan with responsive practices among concerned authorities
- Local community equipped knowledge and life skills in adopt to the development context and climate change
- Infrastructure for social and economic development expanded with quality

In response to the above suggested key indicators of issues, participants proposed the following National Policy Asks to RGC and DPs to take attention for better change in Cambodia:

1. A development framework that encourages greater public participation in planning, implementation, monitoring and evaluation of development programs; and requires Government and Development Partners to provide transparent accounting of agreed development results in line with priority sectors.
2. Inclusive growth that weighs the benefits of proposed development activities against their cost to the environment, gender equality and equity, traditional livelihoods, community culture, human rights and democratic principles.
3. Development projects designed with consideration for the rights of and potential benefits for the most vulnerable members of the community including the oldest and youngest, indigenous people and other ethnic minorities, those who are disabled and the LGBT community.
4. Prompt and effective response by government to grassroots' concerns about quality and availability of education, health, water, sanitation, hygiene, and family planning.
5. Economic and social policies that strengthen capacities and enlarge opportunities for the generation of young people who represent Cambodia's comparative advantage in its trade relationships with regional partners.
6. An environment conducive to increased investment in small and medium-sized businesses and social enterprises and better job opportunities for people – especially youth – in regional and rural areas.
7. Incentives to include social and environmental objectives in local and international investment planning.
8. Practical measures to build public trust in the integrity of the judicial system and law enforcement and to demonstrate government's commitment to social and economic justice.

(detail information and outcome are at the annex 10)

**KPI 3.1.8 Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used**

Three meetings with CSO Task Team have been conducted with many action points agreed after the meeting. Action points proposed to have political debate with political parties conducted. This action point in objectives to provide political parties the opportunity to discuss their party's political platform and to speak to the issues that NGOs/CSOs have identified as the key subjects for discussion, and to ensure Cambodian citizens and NGOs/CSOs have access to relevant information about the different parties and are thus encouraged to participate in the 2013 national election. Four areas of issues were discussed. Those are 1) Economic and Land Reforms, 2) Environment, Forestry and Climate Change, 3) Social and human development, 4) Rule of law, good governance and access to information, including strong legislative framework, independence of judiciary, CSO engagement and democracy space. Media statement on citizen asked for publication.

Action points related proposed to organize series of NGO accountability and transparency, now CCC developed the concept note to mobilize NGOs to working together for strong NGO governance. It was planning to implement in quarter 3 of 2013 in the Northwest and Northeast region.

In purpose to enhance cooperation among CSOs and define the role of INGOs and LINGOs to well complement each other for development effectiveness in Cambodia, many meetings conducted with Oxfam America, South-east Asia Development Program, and other CSOs. CCC is now on the road to mobilize key CSOs make the CSO's strategic partnership happen for strong harmonization among CSOs in Cambodia.

In preparation to advocate with RGC on LANGO which were believed that will happen again after the national election and past without further consultation, so CCC facilitate for expert from EWMI on LANGO to have the special meeting within STT and LTT to discuss on intervention strategic which CSOs should well prepare. In April 2013, CCC started to explore partnership with 6 provincial NGO coordination network for more development effectiveness in the province with provincial network located at Northwest and Northeast provinces.. CCC are also been being learnt the important role of informal groups in advocate for democratic space in Cambodia, so beyond connected with umbrella network at national level, provincial coordination network at sub-national level, CCC connected with informal group to discuss on Farmer Land and Agriculture Law and had supported communities to discuss their comment and 650 farmers brought the petition to Ministry of Agriculture and National Assembly. Based on this petition, the government said: recommendation from CSOs will consider and include in the law and will host a consultation with CSOs and development actors before submit the law to National Assembly. Recommendations were also submitted to National assembly and the National assembly accepted. A meeting with high ranking of governor was conducted, the perspectives and roles of CSOs have been respected and recognized in principle. The Enabling Environment and the voice of CSOs for Post-2015 development agenda have been submitted to RGC for adding to the new strategies.

## **B. ENABLING GOALS:**

CCC's Enabling Goals (EGs) contain a total of 8 Outcomes and 21 Key Performance Indicators (KPIs) for the entire 5-year period 2011-15. As end of June 2013, all goals and KPIs are in progressive, but suggested to refocus.

Based on the annual operational plan 2013, only selected outcomes and KPIs are focused on, as outlined below:

### **Outcome 1 Increased capacity (human and financial) to deliver against CCC's vision and mission.**

#### **KPI 1 Target to raise a budget of US\$1 million during 2013**

The original plan within GHP 2011-2015 for 2013 is 1.9 millions, however based on the last two year financial history and capacity of existing donors to allocate their resources to support CCC GHP, CCC management and EXCOM has revised and approved 2013 budget plan to US\$1 million for both program and enabling goals. As end of June 2013, CCC has received confirmation from development partners and generated funds form members and other income activities in the amount of 0.836million, **US\$0.62 million of which is actual income and the rest is committed fund to be transferred within the next semester. The current development partners who fund CCC are AusAID, EED/Brot Für Die Welt, Oxfam America, Oxfam Novib, Action Aid International, DCA/Christian Aid, NPA, Alliance 2015, Concord/Beyond 2015 Alliance, Plan International Cambodia, CRS, Trocaire and Kepa.** CCC is in discussion process with some key potential donors such as SIDA, DAI, SDC for their consideration to support CCC in 2013 and beyond.

#### **Outcome 1.1 Staff are diverse in gender and minority and are capable and competent to achieve vision, mission, goals and objectives of the CCC.**

##### **KPI 1.1.1 By 2013, staff and EXCOM will have a ratio of: (all staff - 38) 40% female:60% male; (MT) 30% female:70% male; (EXCOM) 20% female:80% male.**

CCC is widely recognized as a gender friendly organization. As of June 2013, total staff was 31 in which 17 were female (55%). The management team consisted of 6 staff in which 3 were female (50%) and EXCOM members consisting of 7 staff in which 5 were female (70%). Moreover, there were 3 advisors (1female) and 1 male ICT intern.

##### **KPI 1.1.2 Increase number of people with disabilities, and increase staff with disabilities to three**

CCC continuously promoted the opportunity for people with disabilities to work with CCC. However, within this first six months of 2013, none of applicants applying for any positions within CCC were with disabilities. CCC currently employed one female staff with disabilities and continue to promote this space for the disabled person.

**KPI 1.1.3 Number of staff will increase up to level required for the full and effective implementation of the GHP.**

In 2013, CCC planned to recruit Head of Program, and Quality Assurance Specialist, in addition to few staff members (Head of Operations, Communication and Public Relations -COMS Manager, Learning Specialist, and Certification Officer) who resigned from their posts. Three staff leave because for better paid, two others because of poor performance, and one because of his contract was ended

In this regards, CCC has put a lot of efforts in fulfilling these vacant positions. As end of June, the positions of Head of Operations, COMS Manager, Learning Specialist, Learning Officer were successfully replaced by one internal staff member, and three external candidates (one of them is former officer of GPP) with good qualifications and best fit with working approach and organizational culture of CCC. CCC is in the recruitment process for Head of Program, Quality Assurance Specialist and ICT Assistant and hopefully they will be on board with CCC by quarter 3 of 2013.

**KPI 1.1.4 At least 70 percent of staff are performing at “exceeded” expectations level**

The six-month staff performance appraisal will be completely done by the end of July 2013.

**KPI 1.1.5 Maintain staff retention at 96 percent**

Working environment is one of most important and prioritized things the new leadership has taken his passion and efforts to it. CCC has done its best to value, respect options/ideas of senior management team members and management team members, and to promote team work horizontally and vertically through daily work performance, meetings, communication and leadership. All this has enabled staff and management to meet up to reflect, share lessons and jointly addressed the challenges encountered as well doing joint planning and endorsement thus the joint effort, commitment and ownership had built within CCC. Moreover, CCC has maintained internal good governance and ensured consistency in organizational practices (principles and policies). However, five staff members have resigned from CCC as mentioned in KPI1.1.3 above.

Although, their leaving resulted some difficulties for the organization to deal with its daily business, CCC and new leadership with support from existing staff, advisors and EXCOM, is able to effectively implement key activities as in the 2013 plan and professionally respond to the demands and emerging issues as reported in the program section above. In addition, it is also an opportunity for CCC to put the right staff in the right position, job, pay, working culture, right commitment and competency.

**Outcome 2.1 Appropriate and relevant policies, guidelines and procedures are in place and are fully complied with**

**KPI 2.1.1 HR, Finance and Procurement and IT policies including customer charter and implementing guidelines and procedures are fully developed, consistently updated and complied with by all staff of CCC**

With new leadership and recommendations from external consultant, CCC needs to review its byelaw, all related policies, strategic Vision and Governance Hub Program (GHP). CCC has reviewed bylaws, all policies reviews, performance management system, and other related forms and guidelines and they will be finalized and approved by CCC EXCOM by the end of second semester of 2013. The vision and GHP refocus 2014 - 2018 have been developed and endorsed by the EXCOM of CCC. Operational plans including concept notes for key milestones will be developed and finalized by the end of 2013. All required resources such as finance and staff to implement the new version of Vision and GHP from 2014 shall be well prepared and confirmed by the end of 2013.

**KPI 2.1.2 Staff are fully informed of, and are complying HR policies and guidelines**

Newly recruited staff were properly inducted to CCC through professional orientation and through daily job performance monitoring. Existing staff and new staff have been regularly given refresher sessions during ad-hoc and staff meetings.

**Outcome 2.2 Organizational structure is in alignment with CCC Vision and Mission and the GHP**

**KPI 2.2.1 Revised organizational structure that underpins the required functions for the effective delivery of CCC vision and mission and the GHP are in place and operational**

In consultation with the EXCOM and management, CCC had engaged a consultant to develop Vision and GHP refocus 2014-2018; a structure of CCC was updated. New set of job descriptions for all positions will be developed and placement of required staff for all positions will be done within the next semester in order to be ready to implement the new version of Vision and GHP 2014 - 2018 in 2014 and beyond.

**Outcome 2.3 Staff with potential to assume greater responsibilities are developed as able and competent second-liners**

**KPI 2.3.1 Succession policy and plan is place and implemented**

As internal staff member has been appointed as Learning Specialist after competitive recruitment process with external candidates. . However, some positions were recruited externally (Head of Operations and Communications Manager). This implied that CCC needs to reconsider once reviewing its organizational structure.

**KPI 2.3.2 At least one staff in every secondary position is developed as able and competent second liners.**

To ensure that long-serving staff with fast and rich institutional memory are well cared for and to further capacitate them as well as being morally nurtured as valued assets of the organization, so that second-liner positions are identified and recruited through competitive process. To be more effective in this regards, CCC will review existing succession policy and process/procedure of capacity development and training for the second layers for effective replacement and/or substitute their direct supervisor once he/she leaves the organization or on mission/vacation.

**Outcome 3 Practicing good governance and accountability towards staff, members, peers, partners and all other stakeholders.****KPI 3.1 Planning, monitoring and evaluation policies, guidelines, procedures and mechanisms of implementation are developed and implemented**

CCC is under way of reviewing and updating our existing M&E tools and procedures and they will be ready by the end of 2013. CCC has many procedures manuals and internal mechanisms which are used consistently and compliance with these is high, resulting in consistently obtaining clean audits results.

**KPI 3.2 All organizational processes are compliant to minimum standards of the GPP certification**

An internal committee formed to ongoing monitor the compliance with all minimum standards of GPP. A committee consists 7 key staff members, each of them is responsible for each heading in the NGO code. Each member will report to management team and/or to EXCOM about the progress and/or challenges faced in order to take managerial actions in timely and professional manner.

In addition to this, CCC will have afield follow up visit from GPP team in September 2013 to ensure that CCC continue to maintain its compliance with all the standard after the certificate renewal. .

**KPI 3.3 Flow of communication between and among internal staff, CCC members and other stakeholders facilitates greater understanding and consistent interpretation of CCC's strategic directions, goals, values, principles and program**

Under new leadership, CCC has practiced decentralized working approach within CCC. Good internal communications flow among staff has been enhanced through effective implementation of many developed communication tools such as event management plan, checklist and dashboard, event management protocol, staff meeting, team meeting, management meeting, email communications. The on-going implementation and compliance of communication style guide for messaging to stakeholders proved increase in consistent messaging sent to stakeholders.

#### **Outcome 4 CCC visibility, public profile/image is enhanced based on credible achievements and practices**

##### **KPI 4.1 CCC is regarded as high performing organization by government, development partners and other civil society organizations**

In the first six month of 2013, the effort to profile CCC as a high-performance and reliable organization among member organization was continuously maintained through ensuring quality services, leadership, staff knowledge and management. Our front team showed care and hospitality to visitors and managed to respond to visitors' inquiries within time limitation. More than 95% of visitors to CCC office rated our services good and excellence. Our back office team also made efforts to deliver fast and quality services to our members and civil society. Our security and server system is online for 24H/7 days which allow emails, updates and messages delivered to all networks and civil society efficiency.

At least 75% of member organizations actively participate in the member meetings, learning forums and special meetings conducted by CCC in 2013. Government partner such as MoI and MOP, development partners and private sector also actively participated in CCC events (member bi-monthly meetings, multi-stakeholders workshops, consultation workshops, etc) which show recognition to CCC profile and professionalism.

CCC has produced 2012 annual report and distributed it widely at CCC Annual General Meeting. The AGM was organized successfully. CCC also organized farewell party for Mr. Lun Borithy, outgoing Executive Director and reception party for incoming Executive Director, Mr. Soeung Saroeun.

##### **KPI 4.2 External communications and reporting reinforce key priorities and messages**

Although, leadership change within Communications and Public Relations Unit, the compliance of style guide and consistency of messaging to external audiences is regularly monitored by communications and operation units. CCC's position and strategic direction were sound and quality messages were continuously ensured.

##### **KPI 4.3 Positive media coverage on CCC and on its program achievements is generated**

CCC's role is to ensure the voice of civil society and grassroots groups/people heard widely and responded effectively.

For the last six months of the year, CCC has increased awareness and knowledge people of hundred thousand people in Cambodia and the world, and influenced the thinking and practices of development actors on the impacts of CSOs on development in Cambodia and about their joint statement to government and development partners, CSO development effectiveness, disabling environment, current and post 2015 development issues such as land and economic reform, environment and climate changes, social development, and governance and rule of law, etc through CCC's social media, website, and other national and international printed and online media. CCC's social media's addresses:

Facebook: [www.facebook.com/CCCsince1990](http://www.facebook.com/CCCsince1990)

Twitter: [www.twitter.com/CCC\\_Cambodia](http://www.twitter.com/CCC_Cambodia)

YouTube: [www.youtube.com/CCCBodia](http://www.youtube.com/CCCBodia)

These pages have been created since July 2012. Our Facebook page has increased from 90 fans in end of December 2012 to # as end of June 2013, while our Twitter page increased from 30 followers to#? in the same period from NGOs, CSOs, INGOs and other stakeholders willing to share their knowledge and expand the network. CCC has several video clips posed on YouTube.

CCC website: [www.ccc-cambodia.org](http://www.ccc-cambodia.org) is fully functioned and updated regularly that makes it far easier for members and visitors to search CCC activities and access our publications and institutional reports. Within last six months, the site had attracted more than 14,000 visitors. More than half of them are unique visitors from many countries in the world.

The national and international printed and online media including Radio France International, Radio Free Asia, Voice of America, Voice of Democracy, Cambodia Daily, Cambodian Economic Network (CEN), Cambodian Network Channel (CNC TV), and other CSO websites and social media

(See Annex 13 - Press Cutting Clips for a sample of these).

#### **KPI 4.4 Awareness and involvement of targeted groups and individuals on the Voluntary Certification System and on using other CCC information services is increased**

Same as 2012, CCC members, stakeholders were keeping informed about CCC activities and achievements such as trainings (CPAR, ARO, APARO, GPA), learning forums (HR, Finance, ICT, M&E), bi-monthly meetings, special meetings, upcoming events, new publications, jobs and other emerging issues via CCC website, email and social media.

As a result, it is noted that the show up rate of participants to CCC events is maintained. Increased engagement from private sector in using CCC services and sponsoring our publications is also noted. Out of 13 companies contacted, six companies have committed to sponsor NGO funding agency publication (A-Z Resource Mobilization Directory) with total amount of US\$4668.

## IV. CHALLENGES AND SOLUTIONS

The overall, CCC has faced some challenges issues both internal and external, however, the management and EXCOM have worked together to address them. The challenges are in normal text and the solutions are in italic texts as below:

- Staff turnover and some positions such as Head of Program were not on board, and other key positions such as Head of Operations, Component 1 Manager, and Communications and Public Relations (COMS) Manager were newly appointed in quarter 2 of 2013 so all the report is always made directly to the Executive Director and some of the tasks were delegated to other staff members in addition to their core tasks.

*CCC has fast tract recruitment process of have HOO, Component 1 Manager and COMS Manager so that many of issues were addressed, and it is hoped that the new Head of Program will be on board earlier quarter 3 of 2013.*

- Most of the staff recognized that there is an overload with very tight schedule which can happen quite often especially during the mentoring and coaching schedule and during the reporting period (both mid-term and end-term).

*Although working overtime can be a good solution to this particular issue, all staff to prepare their schedule quite early and share with other colleagues. One Head of Program on board, the progress report will be managed effectively.*

- Financial cash flow of CCC has been delayed so that staff recruitment and other activities were delayed.

*Management has discussed with some of CCC development partners to fast tract their fund transfer as earliest they can. It is a good lesson learned for CCC and the partners to ensure that the fund commitment and cash flow are committed and transferred within the first quarter of each year.*

More specific challenges and solutions are described in each unit/component as follow:

### **Component 1: Voluntary Certification**

- Most of WG and NCCC members are coming from NGO community and they were very busy in strengthening their organization and program in order to meet new development paradigm so that they did not always allocate enough time to screen and make final decision on the applications. This resulted number of applicants are pending.

*To ensure the commitment to quality remains high, NGO GPP have organized the extra meeting (s) with small groups so that they can have flexible schedule to work for the applicant NGOs. NGO GPP is in the process of looking at possible ways to reinforces the commitment from them in supporting the NGO GPP and VCS process.*

- Some standards and indicators in the existing code are really strict and cannot apply with INGOs, and limited resource local NGOs. For instant, the standard requires to have all supporting materials

and have face to face interviews with board of directors of INGOs but their boards and supporting materials are in head office which cause a lot of difficulties and delay process of both applicant NGOs and GPP team.

*The NGO Code and VCS are now under the review process in order to ensure appropriate coverage of both the common and unique situation of NGOs operating in Cambodia.*

- The uptake of applicants in the first semester of 2013 seemed decrease compared to last year. The reasons preventing them from applying for the VCS certification were included application and annual certification fee charging, lack of commitment from organization management, some organizations are the learning NGOs, lack of financial support on financial audit and program evaluation, and some of their development partners did not express their support to them to participate in the VCS process

*GPP team has worked with board of directors and development partners of interested and applicant NGOs to gain their supports. As a result, most of them have expressed their commitment to support their NGOs/ partner NGOs both financially and technically to participate in VCS process within semester 2 of 2013 and beyond. The application and certification annual fee will be reviewed within next semester.*

It was believed that online system promotes environmental friendly, cost effectiveness and less time consumption, however over the last six months it did not work well.

*The GPP has worked with IT team of CCC and company to address this problem. It required time to investigate this issue. It is expected to have it solved by quarter 3 of 2013.*

## **Component 2: Capacity Development and Learning**

- Due to the matter of fact, a minority of the Component 2 staff do not have advanced research skills and background. This becomes a challenge for them to provide mentoring and coaching to ARO course participants.

*By using the budget allocated for internal staff capacity development, staff of the component 2 and other teams from CCC was able to attend a training course on qualitative research data management. Hopefully, a similar course will be conducted during the second semester on management quantitative research data.*

- It is encountered that the documentation process for each of the training course is not as easy as expected. Usually, the component staff finds out that it is hard to produce common standardized training materials since resource persons are changed from year to year and they prefer to use their own slides/version.

*Staff from the Development and Outreach Unit will make sure that all materials of each training course is stored properly so that they can be easily retrieved in the future. Moreover, the standardized materials should be updated regularly and always sent out to resource person for their basic reference.*

- It has some challenges to apply the charging policy on capacity development and learning service. The issue becomes more deteriorate for provincial based NGOs or small NGOs in which the budget allocation for capacity development for their staff is not relatively sufficient.

*This will need to be performed step by step. However, CCC and participant organizations themselves can request for sponsorship to attend the event. The implementation of the national capacity development and learning agenda will be able to effectively solve the problem.*

- As observation, the number of active working group members who particularly oversight the preparation and delivery of the learning forum as dropped down since the meetings with them are usually conducted twice a year with less communication being made. This affects the diversity of information sharing and less opportunity to have qualified people to participate in the events. *Since the new Learning Specialist was on board in early this year, he will approach more resources people to replace inactive members and will involve them in the meeting and other related events. Once the e-learning is made ready to use, there will be more involvement from the working group as a vital role player with practitioners from each particular field.*

### **Component 3: Knowledge Management, Advice, Referral and Linkages**

- New global development trends such as BUSAN, Rio+, Beyond 2015, Istanbul Principles, Beyond 2015 development agenda and national trends such as new development cooperation and partnership strategy (DCPS) and national strategic development plan (NSDP) 2014-2018, proposed Cyber law and LANGO have pushed CCC staff members and NGO community to pay attention to them in addition to their core priorities.

*CCC staff members worked with long term and short term task teams, government institutions, development partners, government and informal and grassroots organizations to develop strategies and actions to respond to these emerging development agenda and issues. As a result, the NGO community is prepared to these challenges through collective voices and efforts.*

- Monopoly of political party in ruling the country has resulted some positive progressives but dozens of issues such as free of expression, free of assembly, economic justice, environmental and natural development justice, social inclusions and equality, etc still remained as high concerns for the country.

*CSO collectively worked to improve democratic space for citizens to engage in the development of process. CCC has tried to build good relationship with government, development partners, grassroots groups and people to have common understanding and to promote effective development principles and inclusive partnership in addressing these issues and other development process. Regular dialogue between CSO and government, CSO and private sector, CO and development partners are likely to be happened in 2014 as they are key commitments in the new updated GHP and Vision 2014 - 2018 of CCC.*

- The working approach of NGO community in Cambodia is viewed as competing each other rather than work to complement each other, and in more traditional ways (e.g. depending on financial support from external donors) so that individual NGO and the NGO sector can be managed and driven by the government and/or development partners resulting a weak sector in the future.

NGOs have worked together to develop strategic vision with clear direction, clear roles and key focuses for NGO community in Cambodia so that they can better prepare and have stronger harmonization in responding to national and global demands and development trends. It is also a key of focus of CCC 2014 - 2018.

- Upcoming national election is a big concern to all development actors including civil society in term of security, violence, and not having free and fair election as recent communication and relationship between two big political parties (Cambodian People Party and Cambodia National Rescue Party) seemed not so healthy and/or as good as civil society and other community expected.

*CCC and NGO community have worked together to take all actions both individual organization and as civil society to mitigate this risk. CCC, NGO Forum and other NGOs have organized political debates to have mutual understanding between the political parties and voters, has issued joint statement and sent to the King Sinakmony for his intervention, etc. CCC also worked with its members to send their staff and volunteers to join with COMFREL to be a election monitor. NGO Community is in the process of discussion on how to cope the issues arising after the election.*

## V. IMPACTS AND SUSTAINABILITY

### *Component 1: Voluntary Certification*

The NGO Code and Voluntary Certification System (VCS) has widely been recognized as a unique tool to promote governance, accountability and professional practice within NGO community. It continues to respond to Istanbul Principles on CSO development effectiveness, article 22 b of Busan Partnership for Effective Development Cooperation, and fight against corruption. It is a tool to prevent, protect and promote visibility of CSO sector and contributing to effective uses of resources. It has been used widely by NGO community, many development partners/funding agencies and other stakeholders to assess their capacity and prepare their capacity to meet a certain standards of good governance and professional practice. Many emerging funding partners and INGO donors have interested in supporting this initiative by supporting and encouraging their NGO partners and even they themselves participate in the VCS process. The VCS and its materials have been considered as a useful tool to support community based organizations/grassroots organizations to improve their internal governance too.

Number of new applicant NGOs stayed considerable. The application fee has begun to generate funding, and annual certification fee has been in place in 2013 and as end of June 2013, 8,533 dollar was collected from these fees which is a good sign in contributing to sustainability of the system.

In addition, the Code and VCS are in the review process in order to stay relevant and meet the demand of NGO community and global and national development trends. The final revision will be made available by the of 2013.

### *Component 2: Capacity Development and Learning*

Capacity development and learning is considered as a key component to achieve organizational development effectiveness of NGO community in Cambodia. By having 3 year national agenda for CSO capacity development and learning developed and implemented, the cooperation and coordination among stakeholders and partners will be more effectively facilitated to better use of resources, promote performance standards and to better prepare for change and to have great impacts, and achieve global and national development agenda relating and impacting NGO community

Capacity development and learning efforts have contributed not only to a strong and capable civil society but also to influence the thinking and practices of development partners and the wellbeing of rural communities. Under GPA course the participant NGOs have changed their mindset and increased their practice toward good governance and professionalism. Seven action research proposals were developed by CPAR's NGO participants in addressing the issues of community forestry, safe irrigation, primary health care and sanitation, education and agricultural productivity. Up to this half way, at least 450 community people (around 50% female) in the eight target villages have been actively involved in the PAR process and yielded direct benefits from this initiative. Most of the main benefits count from reaching a common understanding of the issues which are encountered by rural communities, having a

common action plan to address the identified issues. As a positive consequence, some of the identified issues have been successfully addressed, and the relationship has been improved between the communities, local authorities, and other related stakeholders.

The preparation and delivery of the learning forums (ICT, Finance, HR and M&E), NGO participants have generated relevant knowledge, skills, experience and information from the events and been able to apply these to comply with acceptable standards and to respond to the Cambodia and global rapidly changing working environment. As a result from the network building in the learning forum, some participants were able to continue through smaller scale capacity development approach such as study club or training of master trainer so that they can multiply the knowledge in a fast and effective way.

Having a strong working structure and relationship is crucial for the success of the component. National Working Group for CSO Capacity Development and Learning (NCDL), and other working groups are in place and they play important roles in providing oversight and strategic support to Component 2 team.

### ***Component 3: Knowledge Management, Advice, Referral and Linkages***

The voices of CSOs and grassroots groups and people on CSO development effectiveness, enabling environment, thematic issues of post 2015 development agenda such as human right, land and economic reform, social and human development, environment and climate changes, gender and equality, governance and access to information, etc were heard nationally and internationally. Some of the key concerns are to reflect in new NSDP, CSO global post 2015 development agenda, Universal Periodic Review 2013, and other key priorities of the Royal Government of Cambodia.

CCC has built solid and effective established mechanisms and relationship for advocating the voices of CSOs and voiceless groups to national and international community. At country level, CCC has good relationship and engaged with informal groups, provincial NGO coordination networks, private sector, development partners and government in consultations for addressing emerging and long term development challenges. Some of them will be binding into official partnership with agreement or MoU signed.

At regional and global level, CCC is a member of Asian Development Alliance (ADA), International Federation Platform (IFP), and a national deliberation Beyond 2015 Alliance and other CSOs alliance at regional level such as Learning House for Development in Lao so that our voices are heard internationally through this strong connection.

The Royal Government of Cambodia recognizes and welcomes the CSOs policy key asks for Post-2015 Cambodia development, diverse roles of CSOs to play, and the importance of inclusive partnership. As an evidence, H.E Sar Kheng, Deputy Prime Minister (DPM)-Minister of Ministry of Interior allowed CCC Executive Director and members NGO Directors to meet and he committed to 1) continue to have good collaboration and extend collaboration with NGOs for better development of Cambodia, 2) increase recognition of the different roles of CSOs including the service delivery, empowerment, advocacy and monitoring, 3) continue to have regular meeting between CCC representatives and DPM, 2-3 times a year, 4) have a concrete memorandum of understanding (MoU) between CCC and MoI for

improving working relationship at both national and sub-national levels for CCC members, 5) consider to support the vision of CSOs beyond 2015 development agenda, and 6) consider to allocate budget for gender at commune and district levels. In this regards, we believed that space for high level dialogue is built and the Post-2015 Cambodia development agenda will be well implemented at both national and sub-national levels and other related issues such as the Law on Associations and NGOs will be openly discussed and mutually reached agreement.

## VI. KEY ACTIVITIES IN SEMESTER 2 OF 2013

Three important group of activities will be implemented in the next semester: 1) preparation for implementing new update Vision and GHP 2014 - 2018, 2) addressing emerging issues including election issues, and 3) key activities as agreed in the 2013 plan. The table below is only summary key activities, and the details with indicators, timeframe, responsible persons and budget can be found in annex: 1

<b>Component 1: Voluntary Certification System</b>	<b>Component 2: Capacity Development and Learning</b>	<b>Component 3: Knowledge Management, Advise, Referral, and Linkages</b>
<ol style="list-style-type: none"> <li>1. Continue receiving and screening applicant NGOs</li> <li>2. Conducting field visits to certified NGOs and applicant NGOs</li> <li>3. Promoting VCS through radio talks and other printed and online media</li> <li>4. Reviewing and finalizing new version of the NGO Code and VCS</li> <li>5. Organizing annual multi-stakeholder forum</li> <li>6. Working with board of directors and development partners of applicant and other interested NGOs in promoting the Code and VCS</li> <li>7. Facilitating certified NGOs to have joint initiatives and proposals</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitating HR learning forum in July 2013, ICT learning forum in August, FM learning forum in November, and &amp;E learning forum in September.</li> <li>2. Conducting CNGO learning forum in October 2013</li> <li>3. Providing mentoring and coaching activities with CPAR and ARO participants from May 2013</li> <li>4. Conducting mentoring and coaching for applicant NGOs</li> <li>5. Organizing back to class for CPAR in August 2013</li> <li>6. Conducting back to class for ARO in November 2013</li> <li>7. Facilitating bi-monthly meeting with NCDL and implementing national learning agenda</li> <li>8. Organizing training course on GPA in September 2013</li> <li>9. Conducting Issues Briefing Workshop in October 2013</li> <li>10. Exchanging expert visit with KEPA in October</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizing events for resources mobilizing toward effective implementation the Post-2015 Cambodia development agenda at both national and sub-national level</li> <li>2. Meetings with LINGO and INGO leaders to discuss the trend of development and partnership</li> <li>3. Strengthening CSO effectiveness in the Northwest and Northeast provinces</li> <li>4. Meetings with TWG member to discuss strategies for greater involvement in TWGs</li> <li>5. Continue engaging with regional and global movement on CSO Partnership for Development Effectiveness (CPDE) and build on existing plan of GCPDE</li> <li>6. Working with NGO community, especially EWMI on the 3 versions of</li> </ol>

Component 1: Voluntary Certification System	Component 2: Capacity Development and Learning	Component 3: Knowledge Management, Advise, Referral, and Linkages
		<p>LANGO</p> <ol style="list-style-type: none"> <li>7. Ongoing dissemination of CSO contribution report, and other reports from course participants.</li> <li>8. Ongoing collecting research papers, especially related to CSO from researchers, and research institutes, especially from the collected research plan</li> <li>9. Facilitating NGOs to address emerging issues such as implementation of Social Accountability Framework (I-SAF) and other issues related to NGOs</li> <li>10. Finalization of NGO database development</li> </ol>

## VII. FINANCIAL MANAGEMENT

The initial budget requirement of the GHP for 2013 was **US\$1.9 million**. This annual budget was revised to **US\$1 million** and it was officially approved by EXCOM on 7 December 2012.

As of 30 June 2013, CCC has sourced a total of \$ **836,727** (disbursed **US\$628,794**) from donors and CCC own contribution. CCC has spent \$ 314, 336 or 50% compared to the actual income or only 31% of total budget. It is our hope that the funding gap will be fulfilled by the end of quarter 3 and all incomes (except CCC own contribution) will be efficiently, effectively and completely spent as per plan.

Figure: Actual Incomes versus Actual Expenses for Jan-June 2013

Description	Annual Budget	Commitment (Jan-June'12)	%
<b>Income</b>	<b>1,000,002</b>	<b>628,794</b>	<b>63%</b>
CCC Own Contribution	364,405	253,446	70%
Grant Support	635,597	375,348	59%
	Expenditure Budget	Actual Expense (Jan-June'12)	Annual Delivery rate
<b>Expense</b>	<b>1,000,002</b>	<b>314,356</b>	<b>31%</b>
Program Cost	740,582	263,665	36%
Com 1	260,715	71,175	27%
Com 2	224,742	84,077	37%
Com 3	255,125	108,413	42%
Enabling goal	259,420	50,691	20%

Figure: Financial status as of June 2013

Sources of Fund	2013		
	Total Budget	Committed	Seeking
Beginning balance (Plan and AusAID)	17,560	17,560	
PLAN	50,000	50,000	

AusAID	100,000	61,331	38,669
EED	131,300	131,300	
DCA/CA	60,000	50,000	10,000
NPA	30,000	30,000	
Concord	14,700	14,700	
Oxfam Novib	25,000	25,000	
AAI	10,000	10,000	
KEPA	12,890	12,890	
Oxfam Novib	50,000	50,000	
Oxfam America	30,000	30,000	
Trocaire	5,000	5,000	
CRS	5,500	5,500	
Targeted donors (Save the Children, Alliance 2015, Diakonia, DAI, GIZ, EU, UNDEF...)	93,647		93,647
Membership fee	90,000	90,000	
CCC Reserve and Contribution	274,404	253,446	20,958
In-kind Support (AVI: 2 advisors and VSO: 1 advisor)			
<b>Total</b>	<b>1,000,000</b>	<b>836,727</b>	<b>163,274</b>

## VIII. CONCLUSION

During the first six months of 2013, CCC has produced a great number of significant achievements which have contributed towards achieving the goals, mission and vision of GHP and Vision 2015. The positive changes are beneficial to CCC members, the NGO community, development partners, government, and grassroots community members in the field of good governance and enabling environments and democratic space. CCC's work is on track and will reach the targets stated in the 2013 plan.

Component 1 is continuing to focusing on strengthening governance, accountability and professional practices of the NGO Sector in Cambodia through implementation of the NGO Code and Voluntary Certification System (VCS). The Code and VCS have continued to be more relevant, important and beneficial to NGO sector, development partners, government and NGO's target beneficiaries in improving their internal governance, multi-directional accountability and effective use of funds and resources. Component 2 continues to focus on capacity development and learning within CSOs by supporting them to improve their impact in contributing to development effectiveness of Cambodia. Component 3 continues to maintain unity and visibility of civil society, especially the collective voice and cooperation amongst NGOs in addressing the global and national development agenda such as Beyond 2015, and the new National Strategic Development Plan.

CCC has mobilized financial resources up to 80% of what was planned for 2013 and is expected to reach the target of one million dollars by the end of 2013. However, the cash flow was late and recruitment of qualified staff also delayed which somewhat reduced the ability of CCC to fully implement all planned activities.

Through a participatory process with different stakeholders CCC has now sharpened and updated its key focuses, approaches, performance indicators, targets and budget into the new version of the GHP and Vision 2014-2018. The updated GHP and Vision will allow CCC to effectively respond to development challenges in Cambodia. Through inclusive partnership with development actors including development partners, government, private sector and civil society, both micro and macro emerging development challenges will be effectively addressed. CCC will continue to aim to have financial independence, and promote CSO ownership through investment into a CSO premises. The premises will serve as office space, functions center, and other related purposes for CSOs in Cambodia which can promote effective use of resources and financial self reliance, and also solidarity, space, and sustainability of the sector for better development of Cambodia.

In Semester 2 of 2013, CCC will put a significant amount of resources and effort into implementing the activities stated in the 2013 annual operational plan, participating in responding to results of the upcoming election, as well as preparing itself to realize the updated GHP and Vision 2018.

## **IX. ANNEXES**

1. 2013 Semester 1 Actual Results Monitoring Matrix and Semester 2 Work Plan
2. 2013 Semester 1 Major Events Table
3. National Agenda for CSO Capacity Development and Learning
4. Study report on 2012 CSO contribution to development of Cambodia
5. CCC Inputs to NSDP 2014 - 2018
6. Report on CCC internal review
7. Draft version of GHP and Vision Updates 2014 - 2018
8. Resource Mobilization Directory
9. Training course materials for GPA and CPAR
10. Report on Beyond 2015 Development Agenda
11. Report on CMD Review
12. Report on Political Debate
13. Press cutting clips
14. Practical Guideline (HR-Finance-Social Media)
15. Event Management Template
16. Staff List 2013