



គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

**ទស្សនវិស័យ:** ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា  
**Vision:** Sustainable development for Cambodia

## Concept Note

### Workshop to promote well-functioning of Boards and ED of the GPP applicant NGOs

#### I. Introduction

In Cambodia, contributions made by civil society to the sustainable development of the country are substantial as indicated in the civil society contribution research conducted by CCC in 2012 that CSOs implemented around 4,000 projects, which provided benefits to 1.3 million people (although this number is a conservative estimation, and may be much higher), primarily through their work in education, health and agriculture sectors. CSOs dispersed funds of approximately US\$ 600-700 million, and directly employed around 43,000 people<sup>1</sup>. This contribution cannot be made without the quality of services and products delivered by civil society. With decades of operations in Cambodia, the governance and performance of civil society is ranked at top comparing to other sector. However, the results of several studies conducted by consultants and the CCC found that CSOs in Cambodia still face critical challenges for the future, which will affect their effective contributions to the development of Cambodia within the new development paradigm<sup>2</sup>. As reported, some of these are related to internal challenges, poor governance<sup>3</sup>, donor dependencies, lack of accountability, some board members are not active and poor communication<sup>4</sup>, do not have clear tools to guide for good board. The tools are including; term of reference board agreement and board recruitment. Furthermore, the board and management team are confusing their role and responsibility in each other, lack of understanding on their roles and responsibility, lack of knowledge and skill,<sup>5</sup> mutual accountability, and some has a conflict of interest happens along the functioning of the board as a consequences<sup>6</sup> to promote NGO accountability and transparency. This affects the direction and whole governance of the organization and ultimately, having negative impacts on the performance of whole organization.

CCC and other organizations including SAPD, AAC, CORD, and DANMISSION had organized a boards and executive directors workshop on 16-17 October 2014 and a result from the workshop, a concept/guideline drafted aiming at to support the board and ED to well govern and manage the organize in a transparent, accountable and sustainable manner. The workshop on 16 December 2015 will bring together key leaders of applicant NGOs (board and ED) together to finalize the guideline and exchange their knowledge and learning, and to build community of practices.

<sup>1</sup> Research on CSO contributions to the development of Cambodia 2012

<sup>2</sup> New development paradigm included political trend, development trend such as LANGO, GPP, CDPS, ISAF, SDGs, and financial for development.

<sup>3</sup> result of study on the Capacity Development Need Assessment for Civil Society in Cambodia conducted by CCC in early 2013

<sup>4</sup> Roger Heng report and GPP application assessment reports

<sup>5</sup> The individual NGO assessment for voluntary certification system by GPP team of 180 applicant NGOs, unpublished

<sup>6</sup> Project proposal of interim working group

#### Partnerships for Sustainable Development in Cambodia

[www.ccc-cambodia.org](http://www.ccc-cambodia.org)  
[info@ccc-cambodia.org](mailto:info@ccc-cambodia.org)  
T +855 (0)23 214 152  
F +855 (0)23 216 009

#9-11, Street 476,  
Toul Tompoung 1, Chamkamorn  
P.O. Box 885, Phnom Penh,  
Cambodia



## II. Objectives

- Share and discuss on new development paradigm that affect to the functioning of the governing board and ED and how to cope them
- Give an opportunity for participants to exchange their best practices as well challenges within their organization.
- To build community of practices for board and ED to ongoing learning
- Finalize the practical guidelines/concepts as a guide for the good governing board in Cambodia.

## III. Expected outputs

- Participants have good understanding on new development paradigms and identified strategies to cope them.
- Participants increased their knowledge and skill on improving governance and mutual accountability between board and ED.
- A community of practice established for ongoing learning between the board and ED.
- The practical guidelines to ensure the good functioning governing board discussed and finalized.

## IV. Participants

The workshop will be offer to at least 35 organizations (35 Boards and 35 EDs) from GPP applicants NGOs, certified NGOs and leader of provincial NGO coordination network.

## V. Method

The one day workshop will be conducted using different approaches combining thematic topic presentations, group discussions, brainstorming sessions, participatory and individual NGO reflection sessions. Facilitators, guest speakers and resource persons will be carefully selected and other NGOs who hold extensive experiences in good governance, professionalism and accountability and who recognized of having well function Board and ED.

## VI. Venue and Timeframe

The workshop will be conducted in Phnom Penh on 16 December 2015 at DIAKONIA center.

## VII. Agenda of the workshop

Time	Agenda	Resource Persons
07:30 - 08:00	<ul style="list-style-type: none"><li>• Registration</li></ul>	
08:00 – 08:30	<b>Session 1:</b> <ul style="list-style-type: none"><li>• Introduction of the workshop and objectives</li><li>• Welcome and Opening Remarks</li></ul>	Mr. Sok Sovann Mentoring & Coaching specialist, CCC  Mr. Chat Sophiep Chair Board, CCC
08:30 –9:00	Session 2: Presentation on the current situation of CDPF, SDG, LANGO, GPP and ISAF)	Dr El Sotheary Head of Program, CCC

	Q & A	
09:00 – 9:30	<p>Session 3:</p> <p>Presentation on the key findings from the last workshop: draft guideline/concept of good governance and performance of board and ED</p>	Mr. Pork Bunroeun Executive Director , CCASVA
09:30 -10:15	<p>Session 4:</p> <p>Small Group Discussion:</p> <ol style="list-style-type: none"> <li>1. The effective role and responsibility of governing board and executive director</li> <li>2. The characteristic of effective board and executive director</li> <li>3. How to make your board can govern more and manage lest</li> <li>4. Reflection on the challenges and proposes solutions for good functioning of Governing Boards and executive director</li> </ol>	Mr. Sok Sovann Mentoring & Coaching Specialist, CCC
10:15 - 10:30	Coffee break	
10:30 – 12:00	<ul style="list-style-type: none"> <li>• Share results from small group discussion to plenary</li> <li>• Consolidation of feedback and finalize the guideline</li> </ul>	Mr. Lim Sokly Learning Specialist, CCC
12:00 – 13:30	<b>Solidarity Lunch</b>	
01:30 – 02:00	<p>Debate Session</p> <ul style="list-style-type: none"> <li>• The organization strong unless the Board (Govern more # Manage more)</li> </ul>	Mr. Lim Sokly Learning Specialist, CCC
02:00 - 03:15	<p>Session 5: Formation of Community of Practices for Board and ED</p> <ul style="list-style-type: none"> <li>• A presentation on draft concept note</li> <li>• Plenary discussion on the concept note</li> <li>• Way forward</li> </ul>	Mr. Soeung Typo, Learning & Capacity Development Component Manager, CCC
3:15 - 03:30	Conclusion and closing remarks	Dr El Sotheary Head of Program, CCC
03:30 – 04:00	Coffee breaks	

## សំណួរពិភាក្សាដេញដោល debate

1. ដើម្បីជួយឲ្យអង្គការមួយមានភាពរឹងមាំទៅបានដរាបណាក្រុមប្រឹក្សាភិបាលដើរតួនាទី  
ជា អ្នកអភិបាលច្រើនក្នុងអង្គការ (govern more) ។ ហេតុអ្វី? Why?
2. ដើម្បីជួយឲ្យអង្គការមួយមានភាពរឹងមាំទៅបានដរាបណាក្រុមប្រឹក្សាភិបាលដើរតួនាទី  
ជាអ្នកគ្រប់គ្រងច្រើនក្នុងអង្គការ (manage more)។ ហេតុអ្វី? Why?
3. ដើម្បីជួយឲ្យអង្គការមួយមានភាពរឹងមាំទៅបានដរាបណាក្រុមប្រឹក្សាភិបាលនោះចេះ  
ថ្លឹងថ្លែងក្នុងការបំពេញតួនាទីជាអ្នកអភិបាលផងនិងជាអ្នកគ្រប់គ្រងផងនៅក្នុងអង្គការ  
។ ហេតុអ្វី? why?