



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

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា  
Vision: Sustainable development for Cambodia

# Report of Governance, Professionalism and Accountability (GPA)



27-31 July, 2015

At Angkor Holiday Hotel, Siem Reap

## I. Introduction:

As the longest established membership organization in Cambodia, the Cooperation Committee for Cambodia (CCC) has been playing a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the Civil Society Organizations (CSOs) that are working across diverse sectors in Cambodia. The Cooperation Committee for Cambodia (CCC)'s vision is Sustainable development for Cambodia. We provide high quality services to civil society and influence Cambodia's development actors.

The NGO Governance and Professional Practice (NGO GPP), a flagship of CCC, aims to professionalize and promote internal good governance, accountability, transparency and good organizational practices for the NGO community in Cambodia through the development of the Code of Ethical Principles and Minimum Standards for NGOs.

To promote NGO good governance, the training course on Governance, Professionalism and Accountability (GPA) is one of a good way to support NGO community to be able to comply with the Code of Ethical Principle and Minimum Standard. This training course is planned to organize 3 times in the year 2015. In recent year, GPA was organized and coordinated by CCC's component II, in which training and learning forum is part of its key activities.

This is the report of the first training course on Governance, Professionalism and Accountability (GPA), which has conducted from 27 to 31 August 2015 at Diakonia center (ICF/KSSA Building), Phnom Penh, Cambodia. This training was opened to all interested NGOs both members of CCC, non-members and applicant NGO for NGO GPP who intent to strengthen their organizational governance and align with Istanbul Principles.

Totally, there were 20 participants (5 Females) from 17 different NGOs from Phnom Penh and provinces. All of participants are NGO leaders and senior managers. (*See participants list in annex 3*)

The five days training course on GPA was organized with clear objectives and expected outputs as below:

### **Objectives**

- To enhance good governance and effectiveness within their organization
- To promote their financial independence and sustainability.
- To advance their skills and working approaches in empowering to own their development process and result.

### **Expected outputs:**

- Participants will have improved their capacity and applied skills and knowledge from the course on organization effectiveness, financial independence, and community ownership in the process of development.
- Participants will have been able to reflect and compare their internal organization governance, accountability, and program delivery against the global CSO trend.
- Participants will have understood the importance and benefits of the GPP certification and prepared their organizations to apply for the voluntary certification system and some of them got the GPP certificates.

## II. Summary Outputs of the Forum:

The 2<sup>nd</sup> GPA training course was presided by Mr. Soeung Typo, Learning and Research Manager, CCC. Besides summarizing about CCC and its program, he told the main objectives of this course and introduced it as a tool to strengthen organization to be ready for donor trend. He reminded that applying funding-proposal is very competitive recently. He highlighted about the GPP certificate and its benefit in gaining more credit from funding agencies and other stakeholders. He strongly hoped, by offering this course, participant will be able to strengthen own internal governance.

Finally, he delivered a warm welcome remark to the participants and encouraged them to actively participate.

Before beginning the vital sessions of the 5-day training course, all participants and CCC staff had introduced themselves. The facilitator, Mr. Lim Sokly, Learning Specialist of CCC, presented the objectives; expected outputs and overview of the training course to participants, and then all the participants were asked to share their dreams with the next 3 years, expectations, and concerns toward the training course as follows:

### *Dream within the next 3 years:*

All participants were invited to share their dream in return from joining this course:

- I want to see my organization become more professional.
- I want to see my organization's project expansion bigger and bigger.
- I want to ensure my organization financial sustainability.
- I want to apply and receive GPP certificate.
- I want to see my organization more independent in financial sustainability.
- To attract more donor and ensure for my current program quality and more financial sustainability.
- I want to see my organization able to enlarge more target area.
- Strengthen my governance, accountability, and professionalism.
- I want to see my organization business run smoothly and more independent.
- Motivate kids in kindergarten level to go to school and never drop school.

### *Expectations from 5 training days:*

All participants shared own expectation and concern on the color card and set ground rules for the 5 days training course as follow:

- How to manage finance more effectively.
- Understand at least 60% of GPA and share with my colleagues.
- Have good leadership.
- Will know what good governance is.
- Will bring this knowledge to strengthen my organization.
- Increase my knowledge in M&E and know how to apply for GPP successfully.
- Gain more knowledge and experience from guest speakers and other participants.
- Know more about the procedures of good governance.
- Know how to write strategic plan.
- Understand about financial sustainability.
- Understand all content provided.
- Understand more of HRM and good governance in organization.

### **Concerns:**

- Will not understand of technical term.
- Will have no time enough for Q&A.
- Will not be able to understand deeply of session.
- My health is not good.
- Have urgent task at organization.
- Might have no time to share more to others.

### **Ground Rules:**

In order to ensure discipline in the workshop and smooth process, all participants agreed to respect the following ground rules:

- Daily starting time should be from 8:00 to 12:00 and break from 09:30 to 09:45 (in the morning). From 1:00 to 4:30 and break from 2:30 to 3:00 (in the afternoon).
- Be participation.
- Phone should be vibrated and talked outside.
- Respect each idea and delay prejudgment.

To meet with the main objectives set, Governance, Professionalism and Accountability training course has covered vital topics including: Istanbul Principles (IPs), NGO Governance Professional Practice (NGO GPP), Leadership and Management, Financial Sustainability, Strategic planning, Financial Management, Monitoring and Evaluation, Effective Human Resource, and Key approaches (PAR and PPCM) for community ownership and empowerment. (See training agenda in annex1).

The above topics were professionally facilitated by the honor guest speakers and CCC staff who are knowledgeable and experienced for years of the related topics in NGO sector. Before starting the first session, all participants were asked to complete the pre-test.

The Governance, Professionalism and Accountability training course has produced noticeable outputs as below:

## **o Key sessions of day one:**

### **Session 1: Istanbul Principles**

This session was facilitated by Mr. Soeung Typo, research and Learning Manager of CCC. The main purposes of this session are to build more awareness of the participants on global and national movement/trend, Istanbul Principles, and guidance for CSO development effectiveness, and to reflect real practice within their organization and create plan for the implementation of Istanbul principles and guidance into their organization implementation.

He commenced this session by asking what does Istanbul means? And what is development effectiveness?

#### ***What is the development effectiveness (DE)***

In respond to Mr. Typo's brainstorming question, participant raised that the DE is referred to:

Some participant answered that development effectiveness is the respond to the real need and follow our vision and mission to achieve goal; it's is a good development and ensure for sustainability. Moreover, it focuses on the outcomes.

### *Mean to development effectiveness*

We started to think about DE since 2002. There was an initiative in Monterrey (in Mexico) Consensus in 2002 and then there was a high level forum (HF) to talk about homonization (in Italy - Rome) between donors and other NGOs in 2003. In 2005, 2nd HF discussed about Aid Effectiveness in Paris and the Accra Action Agenda, the 3rd HF, was raise in Ghana in 2008 (this called for involment of NGO its self). 2010, there were so many events happened, about 200 NGOs discussed to develop IPs. There were 8 principles had been set afterwards:

- **1st Principle:** Respect and promote human rights and social justice guidance.
- **2nd Principle:** Embody gender equality and equity while promoting women and girls rights.
- **3rd Principle:** Focus on people's empowerment democratic ownership and participation.
- **4th Principle:** Promote environmental sustainability.
- **5th Principle:** Practice transparency and accountability.
- **6th Principle:** Pursue equitable partnerships and solidarity.
- **7th Principle:** Create and share knowledge and commit to mutual learning.
- **8th Principle:** Commit to realizing positive sustainable change.

Moreover, in 2011, CCC led an open forum in Siem Reap to discuss on how to implement these principles. And then the results broght to Busan in Korea on the "Development Effectiveness".

### *Group Discussion:*

All participants were devided into eight small groups and advised to select one principle then decide to match with the guidelines of IPs. They have to go through all guidelines and think of the meanings and activities of which principle it should goes to. In addition, the speaker explained more detail of each principle as below:

IP I: There are five basics of human right.

IP II: It has four guidedances which related to gender. Mainstreaming gender indicator in the activities plan.

IP III: It promotes participatory approach in discussion for decision making and enhances vulnerable woman and man voice.

IP IV: Mainstreaming sustainable environment; for example, we promote to maintain good environment in the internal policy.

IP V: Promote accountability and transparency and culture of consultant.

IP VI: Promote partnership working environment. Donor should have common consistence with their partner's program objective, strategies and other existing policies.

IP VII: Promote sharing culture among CSOs.

IP VIII: Promote and ensure for positive sustainable change and engage full citizen participation.

He further encouraged each of them to read all guidances once they go back and he advised do not serious with each term but better to understand meaning of the whole sentence.

He, finally, asked participant to complete the plan of applying IP in their own organization.

## **Session 2: Governance and Professional Practice “GPP”**

This session was facilitated by Mr. Chhorn Vatanak, NGO GPP Manager of CCC. His session intended to enhance the understanding of participants on Governance and Good Professional Practice (GPP) and voluntary certification system. Moreover, to understand more clearly of key contents of NGO GPP code and its process, and to reflect the organization practice to the code of NGO GPP.

His session was covered on what is GPP?, GPP Standards and Voluntary Certification System (VCS).

### ***What is GPP?***

GPP is one of the main programs of CCC, which we enhance CSO and governance effectiveness. GPP works on improving CSO's quality by promote good governance and professionalism with accountability and transparency.

There are many CSO selfregulations in the world and in Asia pacific, GPP is one among them. Likewise, the standard to ensure quality of a product, ISO.

He further informed about the structure and functions of GPP committees such as Voluntary Field Assessor (VFA) 25 people, Working Group 14 people, NGO Code Compliance Committee (NCCC) 9 people, Senior Management Team (SMT) 4 people as well as his dynamic team who are direct working with applicant NGOs.

Why do you want GPP's certificate? Some of participant understand that it can ensure for our quality and competency; moreover, it's a symbol of trust for donor.

Mr. Vatanak further mentioned that this system has a lot of benefits for NGO to improve ownselft and be able to affirm own good work too. Moreover, this system helps to measure the appropriate behavior of management and staff; this can be a safeguard against improper behaviour. It will be a symbol of trust for donors because some funding agencies/donors really wants to see CNGO apply funding proposal to them and they encourage their partners to apply or try to access this system too. It's a tip to gain recorgnition of accountability and honesty. It can show your effectitive mechanism to ensure internal fund available, it's a framework for a sustainable organization.

### ***GPP Standards***

He continued to recall all steps of the GPP revolution from year 2004 to 2014. Upto year 2014, NGO GPP's code is at the 12th revision.

GPP has 6 headings which contain 25 standards with 71 clear indicators:

1. Good governance (7 Standards, 20 Guidelines and 20 Indicators). We focus on the internal governance documents such by-law and functions of board members.
2. Relationships and communications (4 standars, 9 guidelines and 11 indicators). How well each staff have good relation with each other.
3. Sound financial management (3 standards, 10 guidelines and 8 indicators). How is the organization complies with own financial policy and cambodia tax law....etc.
4. Accountability and transparency (4 standards, 9 guidelines and 10 indicators). The policy of information sharing has been awared by all staff in the organization, conflict of interest policy was highly attentioned. it's about practical and documentations.
5. Quality assurance (1 standard, 6 guidelines and 4 indicators). We focus on the program .

6. Effective human resources management (6 standards, 11 guidelines and 18 indicators). How well HR policy be written and staff appraisal done.

He further shared about the chart of NGO GPP committees and application assessment team members.

### ***Voluntary Certification System (VCS)***

First, applicant NGO have to contact NGO GPP for user name and password to access online application form. Then GPP team will go through the application and documents to develop a summary report for Working Group to do desk review; field assessment will be conducted by GPP team & VFA once the standards are met. The report of field assessment will be submitted to the NCCC to final check and the three years-valid certificate will be awarded if all standards are complied. To ensure for their always complying of the standards, individual certified NGO (CNGO) will be required to be followed up two times per three years. Through this process, this CNGO can be re-awarded the certificate if he still complies. However, if the NCCC addresses that applicant NGO (ANGO) are not met all the standards yet, NCCC will advise that ANGO to build more capacity and re-submit.

*For further details, please see attached slide presentation on CCC website.*

## **o Key sessions of day two:**

### **Session 3: “Leadership and Management”**

This session was facilitated by Mr. Soeung Typo, Research and Learning Manager of CCC. The purposes of this session were to sharpen understanding of participants to see the different roles between leadership and management, styles of leadership and leadership traits as well as to reflect to the real practice of leadership and management in participant’s NGO.

In addition to the understanding of participant on the different between leader and manager, the speaker distinguished between the two actors clearly. *The detail can be seen in his slide presentation.*

#### ***Management skill:***

He informed about the core skills that manager should obtain like technical skill, conceptual and decision-making skill, and competence in communication.

#### ***What leadership is?***

**Leadership** has been described as a process of influencing management and enlists a suitable working environment to enable staff or organization to accomplish a common objective.

#### ***The role of leader***

1. Lead the process of working
2. Propose to have common vision
3. Encourage and motivate team members
4. Create happy environment
5. Provide feedback
6. Provide resource, time, chance and techniques support

7. Get results from team

### **Leadership skill:**

1. Personal characteristic
2. Communication skill
3. Motivation skill - being a leader should understand about staff situation and his/her work burden.
4. Planning skill

Management is doing things right (manager do things right) and Leadership is doing the right things (leaders do the right things).

### **Leadership styles**

She continued to explain the four styles of leadership. The **authoritarian** leadership style, keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers. This kind of leader keeps close supervision and feels this is necessary for anything to be done by supervisee and always controls discussion with followers. The **structural** leadership style provides efficiency, effectiveness, and consistency that contribute directly to quality, predictability, and reliability and it plays a decisive role in shaping organizations. It works with clear system that continually experiment, evaluate, and adapt. **Team**, is another style of leadership. It is characterized by consultation with the subordinates and their participation in the formulation of plans and policies. He encourages participation in decision-making. He leads the subordinates mainly through persuasion and example rather than fear and force. It increases good co-operation between staff and management and reduces of absenteeism and employee turnover. The last style, introduced by our guest speaker, is **Laissez-Faire**. The laissez-faire type of leader passes on the responsibility for decision-making to his subordinates and takes a minimum of initiative in administration. It can be effective in situations where group members are highly skilled, motivated, and capable of working on their own.

He, finally, advised the participant to under more about their staff so that they can apply their management style correctly.

*For further details, please see attached slide presentation on CCC website.*

## **Session 4: “Monitoring and Evaluation”**

This session facilitated by Ms. Chhom Charkriya, M&E Specialist, CCC with the support from Ms. Kay Lefever, M&E Advisor, CCC. The objectives of her session were to understand the overview of M&E, to reflect on current M&E system in organization of participants and to understand the link of M&E to the NGOGPP Codes.

She commenced with asking on the picture of cat and lion in the mirror (on the cover page of her slide presentation). It's the way that reflects your ability to claim your achievement.

She introduced M&E guideline to the participant and encouraged them to read more as it's very useful material to improve your M&E knowledge.

Her session covered on the content:

- Overview of M&E
- Cycles of M&E

- Conclusion

Some participants expect to know more about monitoring report format, be able to create tool to M&E, which level we use M and which level we use E?

### Overview of M&E

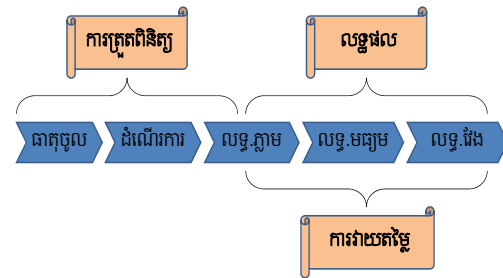
She raised a brainstorming question that what is monitoring and evaluation?

**Monitoring:** is an ongoing process of collecting and analyzing information of the project. It intends to achieve the effectiveness and efficiency of the program or organization and can be done based on the mile stone and project activities. Furthermore, it helps manager to know whether we are on the right track or not, where we are now and what resources we have in hand.

**Evaluation:** Is the periodically compare of long term impact with the activities plan. We highly focus on the plan and we look at what and how we have done. It can be formative and summative (when the project ends and it takes about 2 or 3 years after ending).

Monitoring is conducted every day, every week, and every month. Thus they identified the levels of M&E within the organization as organizational and program/project level.

We do monitoring on inputs, process and outputs and evaluation on the result such as outputs, outcomes and impact.



It's very important to do M&E because it helps to strengthen accountability, it leads to better management and evaluation and ensures for quality, sustainability, and efficiency. Moreover, by doing this, we will meet with donor requirement.

### Cycles of M&E

It is very important that M&E practitioners should understand the common cycles of M&E work such as:

1. Planning & designing: We do the (literature) review on the project. We start by understanding the project, what does this project wants? Then we have to know who will responsible for M&E, we evaluate the capacity of M&E doer and how the indicator can be set. Create M&E framework (much more detail of our program which exist goal, objective, method and indicator) after developing log frame/results framework (the main point is assumption). At the end, we gather the evidence and set up activity of M&E plan.
2. Data management: We develop data base and design data collection method (there are two type of data, qualitative and quantitative). Another step, we provide training (Ex: how to fill the form) after setting up software and systems. We conduct data cleaning after collected, then proceeding data analysis.
3. Reporting: Define report format and who will be the reader. Analyze data and compare with the result achieved so that we can prepare a table or chart to illustrate. Before finalize the report, we have to consult with our stakeholders on the draft.
4. Sharing knowledge: Define who are the stakeholders then disseminate this report to, so that the reader can use the result for internal decision making and use as a tool to evaluate the sustainability before continual developing activity plan.

She further shared about a sample of logic model of HACC which focus on five dimensions such as strategic plan component, key inputs and activities, outputs, outcome and impact. She also proposed to have four small groups discussion on the each cycle of M&E and identified any point considered as gap and need to be fulfilled in their organization before doing gallery walk.

Ms. Kay - had also share about the M&E Framework /Result framework which the example can found in the M&E practical guideline of CCC on page 19 and 20 and on page 16 is the introduction of M&E framework.

The different between framework and log frame. Log frame usually told or required by your donor (normally in proposal). Short and it has four columns, very tight and very formal structure. M&E framework is much more details for management and inside your organization as it will tell about target and mile stone. There are similarities between them. Donors are not always want log frame but want M&E frame. Usually Log frame will be provided by donor.

The Different between M&E framework and M&E work plan. Can be almost the same work plan (it's just a plan not for data entry) have budget and time and resource-name of people which more detail than M&E framework.

### **Conclusion**

In conclusion, an organization should conduct monitoring because this will inform the organization on its progress in achieving its vision, mission, goal and objectives. Moreover, it promptly checks implementation problems at early stage which helps prevent any unnecessary waste of resources or possible damage to expected results. And it helps apply appropriate and timely solutions in order to ensure accomplishments of goals and objectives.

Evaluation is also strongly encouraged to do since it helps to make timely decisions toward improving organizational management and identify lessons that will improve the practices of the organization. Additionally, it identifies changes in the life of people which is directly or indirectly working for one organization and increases credibility with donors, partners, communities and individuals the organization they work with and provides data on what works and informs futures planning and scaling up.

*For further details, please see attached slide presentation on CCC website.*

## **o Key sessions of day three:**

### **Session 5: "Strategic Planning"**

This session was facilitated by Dr. Pou Sovann, Consultant/Lecturer (Development & Management). The key objectives of this session are to understand what, why and how strategic planning, to study the process of strategic planning and to be familiar with strategic planning report.

**SP** is a systematic process aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes. The process takes into consideration contextual environment issues and has specific goals and objectives.

#### **Why?**

It's important to develop strategic plan because it will show you where to go and what to do since it includes vision and mission of the organization. SP development can be coordinated by third party (freelance / outsider) and then presented to internal staff and/or stakeholders. It is required to analyze a lot.

If you change your SP, you also have to revise vision and mission too, but make sure that the new SP is not beyond your organization capacity.

What are the benefits of strategic planning?

It helps the NGO with avoiding competition and enhancing opportunities for partnering with other organization. And staff also aware of what they supposed to do.

Brainstorming question: what is the process of developing SP? Participants shared about their experiences and awareness of developing SP in the condition of having less and much budget.

We do strategic planning once starting an organization, changing vision, mission, and vision, there is a negative impact by external factor on the organization and when the organization need to be more focused.

He further shared about some documents that will be required once they need to develop strategic plan. Those documents are by-law, structure, previous reports, existing strategic plan, need assessment report, government policies, pilot surveys/feasibility study, existing goals, objectives, and activities, financial management procedures, constituency documents, strategic plan of a peer organizations and human development report.

There are 10 steps of strategic planning process:

*Step 1:* Situation analysis. Tool: problem identification and prioritization and problem tree analysis.

*Step 2:* Articulating core organizational values. Manage by rule is not effective as manage by value. Some time we have to review our core value too because not all values are imply in our organization.

*Step 3:* Developing a vision statement. A vision is the desired end, or an image of the future toward which an organization is committed.

*Step 4:* Developing a mission statement. What does the organization do? A mission statement is a statement of purpose and the primary reason for which plans and resources, including administrative and programmatic staff, are directed.

*Step 5:* Developing strategic goals. A goal should be achievable after implementing a series of actions within the timeframe of the strategic plan. Goals are what an organization needs to work towards or needs to do in order to fulfill its mission and achieve its vision.

*Step 6:* Reviewing organizational capacity and potential. We do SWOT analysis and analyze human resource in our organization. It is an analysis of internal and external influences. It includes organizational, programmatic, and environmental factors.

*Step 7:* Developing strategic objectives. Objective is the different outcomes or results organizations would like to achieve in their work in order to achieve their goals. Objective should be SMART (specific, measureable, achievable, realistic, and time bound)

*Step 8:* Developing strategy. Normally we have one goal in SP. Strategies are usually described with a short statement. The verb is the key word in a strategy statement. For example: To lobby, to mobilize, to identify etc.

*Step 9:* Developing activities. Goals, objective, strategies and activities. One goal can have two or three objectives. One objective can have one or two strategies. One strategy can have many activities.

*Step 10:* 10 Developing indicators and means of verifying indicators. Indicators can be described as signs, measures, yardsticks, or benchmarks which help those involved in monitoring and evaluation to measure change and determine progress.

**Monitoring:** is the routine collection and analysis of data in order to determine the progress of an activity or the results within a plan of action or specific implementation period.

**Evaluation:** Evaluation seeks to determine the value or worth of the change that has occurred. It is a systematic and objective process which determines the relevance, effectiveness, and impact of changes against the stated objectives, goals, mission, and vision of an organization.

He further shared about the sample of contents for strategic plan report. *(Please check in annex1 for strategic plan report format)*

Finally, he gave a remark that strategic plan should signed/approved by BoD because it's an organization's strategic plan and do the literature review to get in-depth understanding on the local, regional and global contexts is the most important for your Strategic Plan.

*For further details, please see attached slide presentation on CCC website.*

## Session 6: "Human Resource Management Effectiveness"

This session was facilitated by Mr. Lim Sokly, learning specialist of CCC. The purposes of this session are to enable participants to share practical experience and discuss on HRM function, tools and key elements for measuring of HRM performance, and to understand more of HRM relating to the code and minimum standards and determine gaps for further fulfillment, moreover to promote good governance and good practice of HRM forward to comply with the NGO GPP code.

Today session will be covered on the definition of HRM, who is responsible for HRM, roles of HRM and the important tools to measure the effectiveness of HRM.

Its functions are to ensure for success of own organization and achieve staff personal's goal too. HR is the heart of organization

HR involves three things: recruitment (put the right person in the right place), development (provides training and use MC2 - Motivation, Capacity and Capability) and WIIM means what is it for me?

Participants were encouraged to discuss on the recruitment process, capacity development process, Performance appraisal process, compensation, and benefits management process.

Staff recruitment process:

- Identify staff need and prepare JD and JR.
- Committee
- Announcement
- Short list
- Test and interview
- Select and check reference
- Job offer.

Staff capacity development process:

- Need assessment ( make sure that the need is more relevant)
- Prepare training plan (objective indicator)
- Organize training (Internal and external)
- Evaluate ( sometime they set contract with staff what will they support after attending)

Performance appraisal process:

- Set performance plan
- Capacity building
- Implement and regular monitor
- Performance appraisal

Compensation and benefits management process:

Compensation and benefits, we have two types of compensation (financial and non-financial compensation).

- *Financial compensation:*
  - Set salary scales and criteria for promotion
  - Allowance
  - Other compensations
- *Non-financial compensation:*
  - Leave (annual leave or other special leave)
  - Training opportunities.

Staff relation process:

- Staff motivation
- Promotion or demotion
- Education (provide more opportunity, issue warning letter)
- Problem solving

There are many tools of human resource management:

1. JD
2. Employment Contract
3. Appraisal form
4. Development Supervision
5. Salary scale
6. Staff policy and procedures

He continued to share about the performance appraisal form which competency-based approach and management by objectives are the element.

He advised that table of salary scale should exist before developing budget plan of proposal to donor. The scale set base on the position, education, year of experience and grading from one level to another will be based on the percentage in your policy.

To ensure for the effectiveness of HRM, we highly focus on the:

- Staff turnover
- Job satisfaction
- Productivity of staff capacity
- Percentage of staff absence.

*For further details, please see attached slide presentation on CCC website.*

## o Key sessions of day four:

### Session 7: “Financial Sustainability”

This session was facilitated by Mr. Thorn Vandong, ED of Buddhism for Social Development Action (BSDA).

The purpose of this session, a speaker wished participants to consider the current status of NGO whether NGO should be stand still or change for financial sustainability, in particular focused on the income generation activities for NGO sustainability.

BSDA start to think of making more sustain through education by providing computer course for money. We keep improving ourselves. We think of our staff and beneficiary about their sustainable too.

Before talking about sustainable, you should have strategic plan in hand. Develop SP we have to look at the opportunity, and then we identify the need of our target beneficiary and our resources available. We should independent and be strong.

He further shared about strategic issue that - determine the target beneficiary have to be smart not so limit (Ex: We should say vulnerable people not HIVaid patient).

He advised that when we're seeking for help from other, we have to be smart to ask for help although that person does not work for us for 8 hours per day.

Another way to make our community more sustainable is provide training. We should have a proper system to record our work and achievement. Assign one people to handle fund raising affair and respond/report to donor. Don't forget to strengthen and maintain competence staff, we have to set up staff capacity building system (both money and technique) compensation for staff should be acceptable if we want them to stay with us for long.

We have to set up clear structure which link between NGO's and our social enterprise unit. And register with relevant ministry once we want this enterprise become independent and legalistic.

How many year of this social enterprise be independent? It depends on the requirement of charity base program and income of social enterprise.

BSDA social enterprise has many kinds of business like APSARA Dance & Music, smile restaurant and hand made gift. You should set the structure of business into autonomic operation - business in business (share the profit). One more marketing strategy is asking donor in abroad to do marketing for our gift shop.

He continued to share about the challenge happened within the period of transforming (prepare myself for NGO GPP). He used to gain no trust from SMT when separate and lack of investment to start up, structure, procedure, policies is mix up-complicate, and moreover, he has no motivation from Government (law and taxation). To have a decision making on time, we have to separate social enterprise from the organization's program/project. This is related to dealing with customer's satisfaction.

He, finally, said “Failure will have once we have done nothing” and shared his lesson learnt and recommendation as below:

- Start with big dream but have to act it with small scale of business
- Just do in what you are compassionated on it and don't be afraid to be failed but if it is failed, please learnt from it.

- You have to be clear and well understood on it first, before you start it so far, for example D6 (Products, Place, Price, Promotion, Process and People)
- Let and explain your colleagues to understanding your innovations, train them how to do it and then monitor and supports.
- Talk with your donors openly that you want to be independent from their funding in the future

*For further details, please see attached slide presentation on CCC website.*

## Session 8: “Sound Financial Management”

This session was facilitated by Mr. Try Sokha, Finance Specialist of CCC. The key messages of this session of sound financial management are to build more awareness of participants on sound financial management.

His session covered on the introduction of finance management, seven principle of financial management, the importance of financial management, financial management effectiveness, responsibilities of organizational staff on financial management, internal and external audit, and why external audit is important.

### *Introduction to financial management:*

There are four steps for financial management such as:

1. **Planning:** refers to the preparation of setting up strategic plan so that we know what we do and how much do we need to achieve our plan. Cash flow forecasting is also a part of planning too, it can help us to control budget line that each of our activities will be affordable.
2. **Organizing:** How smart you can manage and allocate the budget and priority your work?
3. **Controlling:** Comparing the report. How much we spent and how much we achieved. Some time we have to compare our expense (quarterly) with our quarterly activities plan.
4. **Monitoring:** Ex: auditing is one of our tools to monitor our money, financial status update meeting and other software or system help us to be easier to monitor. Summary sheet is another tool to monitor too.

Q: Please distinguish between Monitoring & Controlling

A: Monitoring is like audit report which can show to outsider.

Controlling is like we look at account code.

### *Seven principle of financial management*

He continued to show about the 7 principles of finance management which can reflect the internal implementation:

1. **Consistency:** It's a weak point which other people can negatively think of our organization.  
Ex: Cost of house rental and is not the same as expense.
2. **Accountability:** We have to show our accuracy to our stakeholders
3. **Transparency:** NGO must be open about their work, providing information about activities and plans to all stakeholder ( accurate and timely financial report)
4. **Viability:** Income must be higher or equal expense.
5. **Integrity:** Be honest from internal individual.
6. **Stewardship:** Related to operational cost should be steward.

7. **Accounting standard:** This standard is not applied to NGO yet and some time we follow donor requirement. Our state law is not yet applied or required yet.

### *The importance of financial management*

All participants were divided into four small group discussions on the importance of financial management.

- Help cash flow more systematic.
- More transparent in expense
- More trust from donor
- Organization fund will be more sustainable
- Ensure effective and efficiency in using fund
- Program activities can be implemented on time
- Easy for management to make right decision.
- Show organization strength on internal control
- Able to manage future situation.
- Can extend more activities
- Enlarge opportunity to gain more fund
- Achieve project objective
- Can ensure our finance policy

### *Financial management effectiveness:*

To ensure for effectiveness of financial management, we have to focus on budget planning. It is necessary for planning a new project, so that managers can build up an accurate idea of the project cost. There are four types of budget including 1) incremental budget 2) zero based budget 3) activities based budget 4) top down or Bottom up budget. Our financial report will be more accurate once the correct transaction was recorded. Moreover, some other importance points that we should pay attention on are listed below:

- 1) Financial Policy and Procedure
- 2) Accounting Policy (this is part of financial policy)
- 3) Official receipt
- 4) Petty cash
- 5) Cash in Bank
- 6) Safety of asset management (COH, CIB): limitation of keep money in safe book, signature of management in bank account.
- 7) Expenditure
- 8) Fixed Asset Management
- 9) Advance
- 10) Internal Biding
- 11) Travelling policy
- 12) Staff payroll
- 13) Financial statement ( BS, P&L and Cash Flow)
- 14) Budget review
- 15) Auditing

16) Other policies

### *Responsibilities of organizational staff on financial management*

Not only people in finance department are responsible for financial management but all staff and management. They are:

1. Board of Director
2. Executive Director
3. Program manager
4. Finance manager
5. Accountant
6. Cashier
7. Other staff

### *Internal and External audit and its importance*

Internal audit ensures more accurate and minor a mistake once the external auditor checks. External audit is an independent examination of financial statements prepared by the organization.

External audit is very important because it:

- Ensures the organization complied with own finance policy and procedures.
- Gains more trust from other stakeholders.
- Is an independence recommendation on financial report
- Gives feedback of internal control procedures and ensures effectiveness and efficiency.
- Double checks on the internal audit.

*For further details, please see attached slide presentation on CCC website.*

## o Key sessions of day five:

### **Session 9: “Participatory Development Approaches”**

This session was facilitated by Mr. Soeun Typo, Research & Learning Manger of CCC. His session is intended to promote knowledge on methods for development and empowerment of community ownership and mainstreaming the approach to promote the participation and empowerment in the project and organization.

His session was mainly covered on reflecting the trend of the development process and the use of methods / tools in project and participatory action research.

The speaker proposed participants sharing the tool that they experienced and used in their organization. As a result, three interesting tool has been selected to consult in detail especially on its process, target, time frame and focal person involved in applying tool.

1. HVCA tool: Hazard vulnerable capacity assessment (shared by AFD).
2. DEL tool: Development effectiveness learning (with 18 indicators). (Shared by ChilFund).
3. CLTS tool: Community Lead Total Sanitation (shared by CHHRA).

**Childfund: DEL:** Development effectiveness learning (with 18 indicators) and VRA: vulnerable risk assessment.

1. Process:

- 1.1. Pre preparation (objective, questionnaire, set target, location)
    - 1.1.1. Orientation to staff (budget plan, select interviewer, arrange schedule and logistics).
    - 1.1.2. Train the interviewer & staff
    - 1.1.3. Field interview preparation (questionnaire, logistics, material like mater, scale...)
  - 1.2. During process
    - Data collection (Interview Individual)
    - Data interpretation and analyze
    - Consultation with relevant group to update result (community level)
    - Consultation with district level (relevant authorities) to update result.
    - Send data and send result to Sydney for DEL manager to final review and send back to target area.
  - 1.3. After process: Select and prioritize problem for proposal development.
2. Target: (9 people in a village)
    - 2.1. Interview local authority
    - 2.2. Youth (18-25)
    - 2.3. Children (6-12) year of age
    - 2.4. Mothers (2 people in 1 family)
  3. Time frame: (3 years)
    - Year 1 and year 3
    - Duration (2 months)
    - Before period start and end of period (3 years)
    - Year 3 - do statement with the relevant target group interviewed (they write themselves) (60% from ChildFund and 40% from others)
  4. Focal person:
    - Staff
    - Local authorities
    - Target group

**CLTS tool:** Community Lead Total Sanitation (shared by CHHRA).

1. Process:
  - 1.1. Village mapping ( mapping their village that have Ex: where is their house, school,...)
  - 1.2. Feast calculation (one person they shit per day, per week, per month and per year)
  - 1.3. Transection walk to OD – open defecation ( go to visit the place they pup)
  - 1.4. Transmit and prevention route analyze (They effect of their pup by flight, drinking water)
  - 1.5. Medical Expenses (expose about their expense on medical treatment ...total calculate how big expense they are)
  - 1.6. Lifting a child (Ask them whether they want their child to be healthier or not)
  - 1.7. Community planning to reach ODF ( ask them to plan)
2. Target: Any village exist toilet under 50%
3. Time frame:
  - Right time ... January – April
  - Flexible. Area
4. Focal person:

- Public department staff
- Commune
- Staff and partners

**HVCA tool:** Hazard vulnerable capacity assessment (shared by AFD).

1. Process:
  - 1.1. Background of the village (Meeting with anyone who know this background)
  - 1.2. Targeting by mapping and determine the area.
  - 1.3. Priority the symptom and effect (meeting to discuss and scoring)
  - 1.4. Trend of CC (climate change) – brainstorming about the disaster and its frequency in the last 30 years.
  - 1.5. Important event – discuss to determine time and the most side effect (disaster, war and resource using).
  - 1.6. Role of men and women – discuss about role of men and women both inside and outside the house.
  - 1.7. Calendar – discuss about before, during and after happening.
  - 1.8. Analyze stakeholders – explore the information/address of organization, individual who work in that community.
  - 1.9. Walking in the commune – team members have to walk across the commune to see the resource available and know the situation.
2. Target:
  - Area that effected by disaster.
  - Population, village and commune.
  - Other relevant NGOs working there.
3. Time frame: Apply in between January and April (before disaster happening).
4. Focal person: Project staff and other stakeholders (VDMQ)

### *Participatory action research*

Cycles of PAR:

- Reflection.
- Identify issues/questions.
- Data collection and analysis.
- Meeting and planning activities
- Implementation and follow up

### *Conclusion:*

PAR is an effective way to study and deal with the problem. Promote learning to improve capacity and ownership. Moreover, it's a mechanism to change power and lead to local development with sustainability.

*For further details, please see attached slide presentation on CCC website.*

## **Review sessions for five days training**

After the 5 days training provided, Mr. Lim Sokly, learning specialist of CCC led the participant to review all topics they had learnt. IDE commit to apply IPs in their organization and other also admired GPP as not only ensure trust from GPP but also a tool to improve internal governance in his organization. It's a flection and can help us to fulfill our weak points. Strategic

planning is very important guideline to direct our organization. HR, recruit and develop and maintain relationship. Financial sustainability and sound financial management are very important to ensure organizational sustainability. PAR it helps the organization to strengthen the community.

## **Plan:**

1. IdE – IP ...in application form can contact Mr. Chhun @ 017 848422
2. LHA (IP&GPP) : IP in August and GPP in early Dec, Please contact Maly, 012 315050
3. CIDO (IP&GPP): IP in Aug, GPP in Nov . Contact: Kunthea 097 25 44 929
4. RS (IP): in Oct . Contact : Phong Maly, 012 38 7778
5. AFD (IPs) Leadership: in 2<sup>nd</sup> week of Aug . Contact Mr. Sopheak 092 10 361 206
6. PEPY (IP & GPP): IP in Aug, GPP in progress. Contact Ms. Kimsru 017 63 64 43
7. None Khmeng (IP & GPP): in application form. Contact Mr. Savuth 010 800 777
8. CHHRA (IP & GPP): IP in Aug, GPP in Sep. Contact Mr. Kim Noeum, 012 42 49 71
9. BSDA (IP & GPP): All in Aug. Contact Mr. Sovannara, 012 20 81 42
10. Salariin Kampuchea: IP in Aug, GPP in Oct. Contact Mr. Ravy 012 320 562
11. ICS: IP share in Sep, and GPP in next year. Contact Mr. Den 012 88 50 03
12. Cambodia Trust: IP & GPP in Sep. Contact Ms. Sopheap 092 700 523.

## **III. Closing Remarks:**

On behalf of CCC management team, Mr. Seoung Typo, R&L manager, CCC thanks participants for full participation. Although it's long but all of participant have shared a lot of interest and actively participated. He appreciated for their commitment.

This course focused on 9 topics, both practical and theories. He hopes this course will be part of organization development. It will help to ensure effectiveness and hope to see participant NGO apply to NGO GPP for certificate. CCC will host a donor meeting to inform about the NGO GPP Certificate. CCC will facilitate and help from the bottom of heart and commit to follow the plan. He added, CCC has coaching and mentoring specialist to support interesting or applicant NGO.

If you have any trouble in applying these lessons, please come back to CCC and once you have commitment we will be ready to help you.

Once again, he thanked participant and wished them good luck on the way back home and hope to see them again in the next CCC event.

## **IV. Evaluation and Conclusion:**

The GPA training course was conducted successfully with active participation by all participants and professionally supported by honored guest speakers and fruitfully produced great outputs as expectation.

To be effective learning and fit to the need of the participants the training organizer required all participants to give daily feedback and comment at the end of every training day. The key contents for feedback focused on what do they like for today training? And what do they dislike for today training? In the result of five days feedback, most of participant said good and happy with the concept and usefulness of topic, competency of guest speakers and logistics arrangement for the whole training days. However, there were still few of them complained about the duration of some topics that were too short and some guest speakers did not share much about real practice and example.

Within this training the important topics Istanbul Principles, Governance and Professional Practice, NGO Leadership and management, Monitoring and Evaluation, Strategic planning, Human resource management, Financial Sustainability, Financial management and Key Approach for Community Ownership and Empowerment, were presented to the participants.

To measure their understanding and commitment to make change in own organization and to seek for constructive feedback, all of the participants were asked to completed the pre-test and post-test and evaluation form at the end of the training.

Base on result of Pre and Post Test, after consolidation, the entire participant understands the 9 topics only 53% before the start of all topics. However, all of them better understood of the all topics up to 71% after trained.

Regarding the consolidated result of evaluation form completed by the participants, most of them valued as good on the process, venue, logistics providing and organizer, and 82% said the duration of the training is medium.

Among the participants, 81% of them addressed that strategic planning is very important and useful topic for them and their organization as a whole followed by 76% of them admired the importance of Governance and Professional Practice with the other 71% are interested in Leadership and management topic. All of them were also appreciate the facilitation techniques used by each guest speaker and wished CCC to provide longer time for such important training program. Related to their commitment there were 75% of all participants would bring back knowledge to apply within their organization as NGO GPP, leadership and management, financial management, effective HRM and M&E. Last but not least, they suggest CCC providing more vital training courses.

All in all, GPA training course provided a great opportunity for NGO colleagues to build up capacity stronger and share experiences and challenges of their daily operation. We, CCC, as an organizer are very proud of this fruitful result. Moreover, we commit to put more effort to improve and extend such good training course to serve as a pool of building more capacity together.

## Annexes:

### Annex 1- Strategic plan report format

Forward (may be the board)

Acknowledgement

Introduction

**Section 1:** Review of relevant government policies (progresses, challenges, and opportunities)

**Section 2:** Profile of the Organization

**Section 3:** Process of developing strategic plan

**Section 4: Description of the Strategic plan**

4.1. Vision, Mission, and Goal

4.2. Areas of Focus (Organization, Program, Adm/Fin)

- Organizational Development
- Program Development
- Operations (admin/Finance)

4.3. Strategic Objectives

- Strategic objective 1
- Strategic objective 2
- Strategic objective 3
- Etc.

4.4. Expected Results

4.5. Strategic Activities

- Strategic objective 1
  - Act.1.1:
  - Act.1.2:
- Strategic objective 2
  - Act.2.1:
  - Act.2.2:
- Strategic objective 3
  - Act.3.1:
  - Act.3.2:

4.6. Target groups and target areas

4.7. Duration of the strategic plan

**Section 5: Monitoring and Evaluation of the strategic plan**

Annexes:

- Annex A: Organizational Structure
- Annex B: Logframe
- Annex C: Budget plan

## Annex 2- Training Agenda:

ពេលវេលា	ដំណើរការ	អ្នកសម្របសម្រួល
<b>ថ្ងៃទី១: ២៧ ខែកក្កដា ឆ្នាំ២០១៥</b>		
០៧:៣០-០៨:០០	<ul style="list-style-type: none"> <li>ការចុះឈ្មោះ</li> </ul>	លោកស្រី សំ វឌ្ឍនៈ មន្ត្រី ផ្នែកសិក្សារៀនសូត្រ នៃអង្គការ CCC
៨:០០-០៨:១៥	<ul style="list-style-type: none"> <li>កិច្ចស្វាគមន៍ និងមតិបើក</li> </ul>	លោក ស៊ីង ទីប៉ូ អ្នកគ្រប់គ្រងផ្នែកសិក្សាស្រាវជ្រាវនិងរៀនសូត្រ នៃអង្គការ CCC
០៨:១៥-០៩:២០	<ul style="list-style-type: none"> <li>ការណែនាំអំពីវគ្គ និងការណែនាំឲ្យស្គាល់គ្នា</li> <li>សេចក្តីរំពឹងទុករបស់សិក្ខាកាម</li> <li>បទបញ្ជាញពីគោលបំណងនៃវគ្គ</li> <li>ការបង្កើតបទវិន័យ និងព័ត៌មានផ្នែកភស្តុភារ</li> </ul>	លោក លឹម សុខលី អ្នកជំនាញផ្នែករៀនសូត្រ នៃអង្គការ CCC
០៩:២០-០៩:៣៥	<i>សំរាកអាហារសម្រន់</i>	
០៩:៣៥-១២:០០	<b>មេរៀនទី១:</b> គោលការណ៍ ទីក្រុងអ៊ីស្តាន់ប៊ុលនិងការឯកភាពរួមរបស់អង្គការសង្គមស៊ីវិល	លោក ស៊ីង ទីប៉ូ អ្នកគ្រប់គ្រងផ្នែកសិក្សាស្រាវជ្រាវនិងរៀនសូត្រ នៃអង្គការ CCC
១២:០០-០១:៣០	<i>សំរាកអាហារថ្ងៃត្រង់</i>	
០១:៣០-០២:៣០	គោលការណ៍ ទីក្រុងអ៊ីស្តាន់ប៊ុលនិងការឯកភាពរួមរបស់អង្គការសង្គមស៊ីវិល	
០២:៣០-០២:៤៥	<i>សំរាកអាហារសម្រន់</i>	
០២:៤៥-០៥:០០	<b>មេរៀនទី២:</b> អភិបាលកិច្ច និងការប្រតិបត្តិប្រកបដោយវិជ្ជាជីវៈ NGO GPP	លោក ឈន វឌ្ឍន អ្នកគ្រប់គ្រងផ្នែកប្រព័ន្ធវិញ្ញាបនបត្រនៃអង្គការ CCC
<b>ថ្ងៃទី២: ២៨ ខែកក្កដា ឆ្នាំ២០១៥</b>		
០៧:៣០-០៩:៤៥	<b>មេរៀនទី៣:</b> ភាពជាអ្នកដឹកនាំ និងការគ្រប់គ្រងស្ថាប័ន	លោកស្រីបណ្ឌិត: អែល សុផារី ប្រធានកម្មវិធីនៃអង្គការ CCC
០៩:៤៥-១០:០០	<i>សំរាកអាហារសម្រន់</i>	
១០:០០-១២:០០	ភាពជាអ្នកដឹកនាំ និងការគ្រប់គ្រងស្ថាប័ន	
១២:០០-០១:៣០	<i>សំរាកអាហារថ្ងៃត្រង់</i>	

09:30-03:00	<b>មេរៀនទី៤:</b> ការត្រួតពិនិត្យ និងវាយតម្លៃសម្រាប់ស្ថាប័ន	កញ្ញា ឆោម ចរិយា អ្នកជំនាញផ្នែកត្រួតពិនិត្យ និងវាយតម្លៃនៃ អង្គការ CCC
03:00-03:15	<i>សំរាកអាហារសម្រន់</i>	
03:15-05:00	ការត្រួតពិនិត្យ និងវាយតម្លៃសម្រាប់ស្ថាប័ន	
<b>ថ្ងៃទី៣: ២៩ ខែកក្កដា ឆ្នាំ២០១៥</b>		
07:30-09:45	<b>មេរៀនទី៥:</b> ការកសាងផែនការយុទ្ធសាស្ត្រសម្រាប់ស្ថាប័ន	លោកបណ្ឌិត: ពូ សុវណ្ណ ទីប្រក្សាផ្នែកអភិវឌ្ឍន៍អង្គ ការនៃអង្គការ CORD Cambodia
09:45-10:00	<i>សំរាកអាហារសម្រន់</i>	
10:00-12:00	- ការកសាងផែនការយុទ្ធសាស្ត្រសម្រាប់ស្ថាប័ន	
12:00-01:30	<i>សំរាកអាហារថ្ងៃត្រង់</i>	
01:30-03:00	<b>មេរៀនទី៦:</b> ការគ្រប់គ្រងធនធានមនុស្សប្រកបដោយប្រសិទ្ធភាព	លោក លឹម សុខលី អ្នកជំនាញផ្នែករៀនសូត្រ នៃអង្គការ CCC
03:00-03:15	<i>សំរាកអាហារសម្រន់</i>	
03:15-05:00	ការគ្រប់គ្រងធនធានមនុស្សប្រកបដោយប្រសិទ្ធភាព	
<b>ថ្ងៃទី៤: ៣០ ខែកក្កដា ឆ្នាំ២០១៥</b>		
07:30-09:00	<b>មេរៀនទី៧:</b> និរន្តរភាពផ្នែកហិរញ្ញវត្ថុ	លោក ថន វ៉ាន់ដុង នាយកប្រតិបត្តិនៃអង្គការ BSDA
	<i>សំរាកអាហារសម្រន់</i>	
	និរន្តរភាពផ្នែកហិរញ្ញវត្ថុ	
12:00-01:30	<i>សំរាកអាហារថ្ងៃត្រង់</i>	
01:30-05:00	<b>មេរៀនទី៨:</b> ការគ្រប់គ្រងហិរញ្ញវត្ថុ	លោក ទ្រី សុខាអ្នកជំនាញ ផ្នែកហិរញ្ញវត្ថុនៃអង្គការ CCC
	<i>សំរាកអាហារសម្រន់</i>	
	ការគ្រប់គ្រងហិរញ្ញវត្ថុ	
<b>ថ្ងៃទី៥: ៣១ ខែកក្កដា ឆ្នាំ២០១៥</b>		
07:30-09:45	<b>មេរៀនទី៩:</b> វិធីសាស្ត្រសំខាន់ៗក្នុងការងារអភិវឌ្ឍន៍តាមបែប	លោក ជេន សុរៀន

	<b>ចូលរួម ដើម្បីពង្រឹងសិទ្ធិអំណាច និងភាពជាម្ចាស់ (PAR and PPCM)</b>	អ្នកជំនាញផ្នែកសិក្សា ស្រាវជ្រាវនៃអង្គការ CCC
០៩:៤៥-១០:០០	<i>សំរាកអាហារសម្រន់</i>	
១០:០០-១២:០០	<b>វិធីសាស្ត្រសំខាន់ៗក្នុងការងារអភិវឌ្ឍន៍តាមបែបចូលរួម ដើម្បី ពង្រឹងសិទ្ធិអំណាច និងភាពជាម្ចាស់ (PAR and PPCM)</b>	
១២:០០-០១:៣០	<i>សំរាកអាហារថ្ងៃត្រង់</i>	
០១:៣០-០៣:០០	<b>• ផែនការបន្ទាប់ និងការបូកសរុបការរៀនសូត្រ</b>	<b>លោក លីម សុខលី</b> អ្នកជំនាញផ្នែករៀនសូត្រ នៃអង្គការ CCC
០៣:០០-០៣:១៥	<i>សំរាកអាហារសម្រន់</i>	
០៣:១៥-០៤:៣០	<b>• បិទកម្មវិធី (ការវាយតម្លៃវគ្គ ការបង្ហាញចំណាប់អារម្មណ៍ របស់សិក្ខាកាម ការផ្តល់វិញ្ញាបនបត្រ)</b>	

### Annex 3- Participants list:

ល.រ #	ឈ្មោះ Name	ភេទ M/F	អង្គការ/ស្ថាប័ន Organization	តួនាទី Title
1	Lay Chhun	M	iDE	Humanity Organization for Development President
2	Lo Savuth	M	KoneKmeng	E.D
3	Sok Vannra	M	BSDA	HR Manager
4	Pel Martin	M	ChildFund	Program Area Team Leader
5	Som Sopheak	F	AFD	Program Manager
6	Sim Salun	Ven	RS	Progrma Officer
7	Sor Ratanak	M	Trailblazer angkor	E.D
8	Vang Ravy	M	Salariin	E.D
9	Monysopeap Ouk	F	TLC	Chief Finance Officer
10	Duth Kimsru	F	Peppy	Project Manager
11	Hour Chan Sokun	M	iDE	Admin Manager
12	Chhoeu Chhardaphea	M	iDE	Finance Manager
13	Sok Sopheap	F	Cambodia Trust	Accountant
14	Nuon Savin	M	Cambodia Trust	HEPC
15	Sem Sam An	M	CRID	E.D
16	Moun Sokuthea	F	CIDO	D.E.D
17	Heng Kim Noeum	M	CHHRA	P.M
18	Nhov Den	M	ICS	PM
19	Van Ratha	M	LHA	Project Officer
20	Voernng Savorn	Ven	LHA	Project Officer