

# Governance Hub Program

January 2017 to December 2021

## Baseline Survey Report

Commissioned by Cooperation Committee for Cambodia

By Dr. Chan Vibol and Kuy Mearssamng

December 2017

Partnerships for Sustainable Development in Cambodia



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## LIST OF ABBREVIATIONS AND ACCRONYMS

ASEAN	Association of Southeast Asian Nations
ADA	Asia Development Alliance
CBO	Community Based Organization
CCC	Cooperation Committee for Cambodia
CDF	Cambodia Development Forum
CSA	Civil Society Academy
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CPP	Cambodian People's Party
CIVICUS	Civics World Alliance for Citizen Participation
DCPS	Development Cooperation and Partnership Strategy
D&D	Decentralization & Deconcentration
DNH	Do No Harm
EXCOM	Executive Committee
GDCC	Government Development Cooperation Committee
GHP	Governance Hub Program
GPP	Governance and Professional Practice
GRS	Global Reference Standards
HRBA	Human Rights Based Approach
ICT	Information Communication and Technology
IFP	International Forum of National NGO Platform
ISAF	Implementation of Social Accountability Framework
IP	Implementation Plan
LANGO	Law on Associations and NGOs
LEMNA	Law on the Election of Members of the National Assembly
MFI	Micro-Finance Institute
M&E	Monitoring & Evaluation

MSI	Multi-Stakeholder Initiative
MSE/P	Multi-Stakeholder Engagement and Process
NAA	National Auditing Authority
NEP	NGO Education Partnership
NGO	Non-Governmental Organization
NSDP	National Strategic Development Plan
OECD	Organization for Economic Co-operation and Development
OIO	Outcome Impact Orientated
OGP	Open Government Partnership
PAR	Public Administration Reform
PCM	Project Cycle Management
PIME	Planning-Implementation-Monitoring-Evaluation
RGC	Royal Government of Cambodia
RBC	Responsible Business Conduct
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevance and Time bound
SNDD	Sub-National Democratic Development
TWG	Technical Working Group
UN	United Nations
UNGPs	UN Guiding Principles on Business and Human Rights

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## EXECUTIVE SUMMARY

### **Relevancy and Appropriateness**

The GHP is highly relevant because it was designed to meet the needs and development trends impacting civil society, and promoting the enabling environment for both at national and sub-national levels. In a particular focus, the following five major challenges and needs identified at the design stage, 1) CSO Institutional Governance, 2) CSO Competencies Development, 3) Civic Space and Enabling Environment, 4) Cooperation and Harmonization amongst CSOs, and 5) CSO Financial Sustainability, will be responsive to.

Interventions were made aligned and supportive to the key national development policies and strategies such as National Strategic Development Plan (NSDP), the Cambodia's Sustainable Development Goals (CSDGs), the Development Cooperation and Partnership Strategy (DCPS), and the Sub-national Democratic Development (SNDD) including the Implementation of Social Accountability Framework (ISAF). The GHP also supports the European Development Cooperation Strategy for Cambodia (2014-2018) and the EU Country Roadmap for Engagement with Civil Society. Multi-stakeholder initiative is adopted as one of the key approaches of the GHP to promote inclusive partnership and effective development cooperation across sectors and at all levels.

Interventions are highly appropriated to get the GHP's objectives achieved. The four interventions are appropriate in developing the capacity of CSOs to enable them to innovatively respond to development challenges.

### **Primary target groups and target areas**

The proposed primary target groups and the target areas are highly appropriate and feasible, with some suggestions to give priority on some provinces, such as Battambang, Steung Treng, Svay Rieng, Monduliri, and Takeo.

### **Baseline data**

All the 43 indicators – 8 outcome indicators and 35 output indicators – were confirmed from the secondary and primary sources. All the 8 proposed outcome indicators are appropriate, while 29 out of 35 output indicators are appropriate, and 6 output indicators are suggested to be modified the indicator statement, deleted or merged, and adjusted the proposed baseline figure. 7 out of 8 proposed targets are appropriate, while 1 proposed target is suggested to

modify the value of the target. 26 out of 35 proposed output indicators are appropriate, while the 9 ones are suggested to be modified the value of the target. The detail information is found in the table annexed.

## **FEASIBILITY OF CCC**

GHP is highly feasible. CCC has adhered the principles to promote equality, equity, and inclusiveness so that everyone could meaningfully participate in the common development efforts. CCC has well interacted with diverse stakeholder groups including the civil society organizations, government, development partners, private sector, development partners, and the community. CCC has five main strengths and three major factors were also identified which are essential contributions to the successful project implementation.

**Most of the proposed targets are corresponding to the baseline.** Over 95 percent of the 46 Impact, Outcome and Output indicators are well corresponding to the baseline status. Few proposed targets which are far or less to be achieved were reviewed and recommended for the adjustment.

**High organizational capacity, human resource and financial resource invested for GHP.** Institutionally, CCC has operated for nearly 3 decades in the area of coordinating and developing capacity of CSOs and to create enabling environment for CSOs, to contribute to the democratic and sustainable development in Cambodia in which GHP puts as the program focuses and intervention. CCC is governed by the ExCom, composed of seven members whom were selected from amongst the NGO members. Amongst the 39 staff to be deployed, over 90 percent of them had intensive working experience in managing previous phases of GHP. Clear roles and responsibilities of the executive body are identified and equipped. Staff capacity building is intensively focused. Financially, in 2016, CCC managed to mobilize a total budget of US\$ 1,082,144, of which US\$ 963,627 was grant funded from more than ten funding partners, and US\$ 118,518 was its own incomes.

**High relevance of the GHP intervention to the need and focus of CSOs, funding agencies, and DPs.** The GHP interventions fall well in the context, development trends and the challenges, needs and focuses of the CSOs in the larger scale and of its target groups in a specific sphere. Interventions were made aligned and supportive to the key national development policies and strategies of the governments. It's also in line with the strategic focuses and priorities of key funding agencies and DPs.

**High reputation and specialization of CCC in the proposed interventions.** CCC is increasingly well known as an umbrella NGO coordinating the collective voice of CSOs to contribute to the democratic and sustainable development in Cambodia and playing more active engagement at regional level and to some extent at global level. CCC successfully implemented and supported the GPP Certification system and has many specialists. There are adequate number of staff who have rich capacity and intensive working experience to coordinate for capacity development of CSOs in various fields such as M&E, Finance Management, Human Resources Management and ICT. CCC has also strengthened its engagement with other stakeholders at the regional and global level, so that it can explore for effective collaboration at all levels.

**Good coordination and cooperation of CCC with CSOs at various levels, with the government institutions at the sub-national and national levels, and with the private sectors at national and regional levels.** In the past recent years, CCC has expanded its cooperation with and support to provincial networks and CBOs. CCC also works with 200-300 representatives of sub-national administrations (SNAs) including governors, and councilors in 23 provinces. At national level, CCC has strong and collaborative partnership with other umbrella NGOs and L/INGOs, besides its NGO members. CCC has increasingly cooperated with various large scale and active private companies in and outside Cambodia through its engagement with the Cambodia CSR platform, ASEAN CSR platform, and OECD Watch. With the governments, CCC has been active in collaboration with 10 relevant ministerial departments and the National Assembly. At least 6 ministerial departments attended actively in different key events organized by CCC, as of end 2016.

**Limited cooperation and collaboration of CCC with some government institutions, private sectors, and CBOs.** Mostly, CCC has attained good cooperation and partnership with some government institutions at different levels however the engagement with private companies are only built at national level. At the same time, even CCC has established some engagement with CBOs, it generally remains limited and it is in need for greater improvement. Exploring the possibility to have official partnership with some ministries and TWGs is recommended. Exploring a strategic engagement with private companies is also found of importance. Increasing the engagement of CBOs in provincial networks and CCC learning forums and other round table meetings and consultations at national levels is also advisable.

**Lacking specialized support from CCC to the CSO members in the areas of legal, policy, and advocacy, knowledge management and fundraising.** It's logical with the believe of CCC that every stakeholder has resources to contribute to certain issues and discussion. While it is

recognized that general coordination – within the scope of three functions and roles, coordinator, governance champion, and advocate – of CCC has worked quite well. But the findings indicated the need for CCC to have own specialists who can advise CCC and support CSOs in legal, policy, advocacy, knowledge management as well as fundraising.

## **RECOMMENDATIONS/ROADMAP**

Following the findings, analysis and conclusion made in the previous sections, the Baseline survey would like to withdraw key supporting points to CCC and use them as the key road map to ensure the success of the GHP.

**Promote and strengthen the Multi-Stakeholder Initiatives.** While the collaboration within the civil society sector may be relatively advanced than the collaboration with others, it confirms the need for CCC to strengthen the partnership with all of them including the private sector, CSOs, and the government agencies, particularly the Ministry of Interior, National Assembly, Council for the Development of Cambodia, the Ministry of Planning, and the Office of the Council of the Ministers. CCC should dedicate its resources and efforts to promote multi-stakeholder initiatives and relationship, and also to promote the application of the-leave no one behind principle in all development stages and decision making. Multi-stakeholder engagement and inclusive partnership at the national and sub-national levels should be strengthened.

**Explore the mechanism to select one coordination institution to represent CSOs with the rotation working approach (every 2 years).** This is important to foster the cooperation with the Royal Government of Cambodia institutions and the Joint Technical Working Groups which are co-led by the government and the DPs, as well as increase their role at the regional, international, multilateral, UN and non-UN networks. The concept of the CSO Governance Structure is vital in this regards. The survey also realized the diverse perception and interest amongst the CSOs themselves. It's not easy to have one representative, while at least four different NGO umbrella networks being existed, and working independently, and separately, even though they share the coordination and the coloration on some key issues and interventions. The creation of the CSO Governance Structure would be a complex, long and challenging process. But it does not mean that it cannot happen. To enable the creation and functioning of the CSO Governance Structure, the key intervention and process should be taken, as the following. First, CCC should initiate to discuss with all the existing NGO umbrella networks, focusing on the key and critical challenges which limited the collective voices of the CSOs, even though the sector-based worked at some extent. Independent facilitator(s) should

be hired to play the facilitation of the meeting, rather than CCC facilitates. Secondly, if it is required or suggested, a joint and independent study on the pros and cons, and the process to form the structure should be commissioned and financed by the four Networks. Thirdly, a series of meetings jointly organized by the four Networks with the participants of each of the respective Network should be organized, to explore the possibility of the creation, or other discuss on other alternatives. It is recommended that the representatives from the government, DP and private sectors should be invited to share their views on the various steps and platforms per se.

**Explore a mechanism to set up a CBO federation.** It has been estimated that there are 25,000 CBOs operating across Cambodia. However, their capacity remains low, in general, both in terms of organizational development and the technical competence. Beyond the capacity, the collaboration and the collective voices of the CBOs was found as limited. The study would recommend that the CBO federation should be formed and made functional in order to strengthen their harmonization and unity. To do so, key interventions should be taken place. Firstly, CCC works in close cooperation with the Provincial Networks and related institutions to conduct the regional consultations on the needs and the possibility in creating the CBO Federation, otherwise, other alternatives, to foster the harmonization and unity of the CBOs. Secondly, CCC with other NGO umbrella networks should jointly organize a series of national consultations and discussions with the participation of the provincial NGO networks, CBOs, governments, DPs and private sector to discuss on the pros and cons of the CBO Federation and the future support from all actors if the creation of such federation will happen. Thirdly, CCC and key actors should develop a joint program/project to build up the capacity of the CBO Federation, with clear exit and accompaniment strategy.

**Explore a mechanism to set participation of CBOs.** As the strength of civil society is in the hands of its members, CCC should work with and through its members and partners to strengthen CBOs' quality of works, to better harmonize, to effective mobilize and use of resources, as well as to mainstream CCC vision and efforts to CBOs across the country.

**Strengthen a strategic coordination with DPs, regional, and international networks.** Building up from the current partnership, CCC should discuss with DPs those have offices in Cambodia for more strategic partnership and regular dialogues. The discussion should be made to identify key issues that CSOs are facing with and intended to bring to the government and relevant stakeholders at certain times. Coordination should be the key role of CCC. If possible, CCC should facilitate CSOs and the DPs to come up with a set of roles to support each other and to best realize the democratic and sustainable development in Cambodia. Where necessary,

MoU should be developed. Joint actions should also be initiated. And systematic coordination and update mechanism and events should also be made. This should be done similarly for the regional and international networks. Having learned from the UN's Universal Periodical Review (UPR) and Shadow Report, similar mechanisms should be explored and tested to ensure the effectiveness of the partnership which bring great back up, support and results to CSOs.

**Develop guideline principles to manage the Civil Society Fund.** CCC should revisit and conduct mapping on the existing and potential sources of funding. The resource mapping database will be regularly updated and made available online to serve the interest of CSOs. A feasibility study should be conducted to assess the viability and possible composition of a Trust Fund for CSOs. Trust Fund and small grants should be provided to provincial NGO networks, small and grassroots organizations support their contribution to the enhanced effectiveness and impact of CSOs and to the improved enabling environment for CSOs.

**Explore the mechanism to adopt VIADO for CCC and GPP certificate NGOs.** It is clearly acknowledged that CCC has already complied with various principles and standards such as the GPP standards, donor requirements and the government's laws and regulations. To promote the accountability to the public, the application of (VIADO) is a value added to CCC itself and to show up as the example to its members and other CSOs and institutions.

**Strengthen the coordination of provincial NGO network and the cooperation between NGOs and CBOs.** As CCC has no branch office in any provinces, it would be good if CCC works with its members, provincial NGO networks and individual organizations to support them to play and provide similar roles and services as CCC. Key interventions of the five-year program will be delegated to provincial networks and/or local organizations after their capacity has been strengthened.

**Expand the accessibility online learning to wider CSOs, not just CCC members.** As CCC is one of the biggest NGOs umbrellas, and it has created the online learning platform to build the capacity of NGOs members, this service should be accessed by NGOs and CBOs at large even though they are not member of CCC, so that it will serve the interest of CSOs. Topics that CCC is specialized in, and reflect the need of the wider CSOs even should be expanded, regardless the members or non-members.

**Develop a results framework with the confirmed Baseline status and the confirmed value of the target and get the agreement with the funding partners.** Key steps and activities are recommended. Firstly, conduct CCC management team meeting to discuss and the confirmed baseline and the suggested value of the target the Baseline survey made, and to develop a final version of the results framework, containing the final baseline value and the target value. Secondly, review the activity plan and the working budget to fit with the proposed target value. Thirdly, call for a meeting with funding partners to present and agree on the newly proposed baseline value and target value.



## INTRODUCTION

### BACKGROUND

In response to the challenges and problems identified, the GHP was designed to strengthen the role and contribution of CSOs in promoting democratic and sustainable development in Cambodia, through enhancing the effectiveness and impact of CSOs and improve enabling environment for CSOs.

With the expected amount of fund worth USD\$5,470,691 from more than 10 funding partners, GHP will be directly implemented by the Cooperation Committee for Cambodia (CCC) in the next five years, between 1st January 2017 through 31st December 2021. GHP will work in all provinces in Cambodia, but the first priority will be given to 15 provinces and Phnom Penh. These provinces include Ratanakiri, Kratie, Steung Treng, Kampot, Sihanouk Ville, Prey Veng, Svay Rieng, Kampong Thom and Siem Reap (who have already got the MoUs signed with CCC) and another six provinces namely Kampong Chhnang, Pursat, Battambang, Monduliri, Takeo, and Kampong Speu (who have not established any formal collaboration with CCC).

It's projected that about 1850 individuals, of whom about 41 percent are women, from all NGO members of CCC (around 200 organizations), 600 representatives of 300 NGOs, 250 participants of 250 CBOs from 15 target provinces and Phnom Penh, and 15 provincial NGO networks will be targeted as the primary target groups. Representatives from NGOs, commune/district/provincial councilors, national assembly members and authorities (local governors, and line ministries), companies/corporations from private sector, development partners, CBOs and community people as members and beneficiaries of the target CBOs and NGOs from the 15 target provinces and Phnom Penh will be the operational partners or secondary beneficiaries.

Following the very critical and comprehensive analysis and assessment on the context and trend, GHP focuses on three specific issues. Firstly, it will increase capacity of CSOs for innovative response to development challenges. Secondly, the focus will be on improving multi-stakeholder partnership in policy development and effective development cooperation. And finally, it's to strengthen the active participation of CCC members and innovative services of CCC secretariat itself.

Seven Program strategies were planned to be implemented, include governance systems and tools, learning and capacity development, research, multi-stakeholder engagement and inclusive partnerships, campaigns and advocacy, civil society fund/financial sustainability, and ICT and innovation. To guide the implementation, GHP will deploy four approaches. These're Member Centred Approach, Decentralization, Inclusive Partnership, and Rights Based Approach/Do No Harm.

## **OBJECTIVES OF THE BASELINE SURVEY**

The Baseline Survey had five specific objectives as the following:

1. To provide baseline information for all of the indicators as stated in the logical frameworks of the GHP.
2. To validate the feasibility of CCC to successfully implement the logical frameworks for the GHP.
3. To validate the GHP target groups and project target areas.
4. To determine the relevance and appropriateness of the project interventions required for the GHP.
5. To generate strategic recommendations as road map for the GHP start up.

## **INTERVENTION CONTEXT**

Data from a study of CCC indicated more than 3,500 registered CSOs, of which around 1,350 are active NGOs and associations. The number of active NGOs and associations is believed to be far less than this figure given that civil society in Cambodia is particularly facing financial challenges. However, the valid population of CSOs in Cambodia, in both the rural and urban areas, have made significant contribution to the high-level policy dialogue fora alongside with the Royal Government of Cambodia, donors, and private sector. The contribution was made through various means and mostly, the level of influence and the acceptance of the inputs from civil society by the government were affected by some common factors including: the nature of the civil society organizations, their constituents and location (whether it is membership-based or not, whether it is the NGO or association, whether it is the local or international NGO), the type of work it carries out (service delivery, rights, watchdog, advocacy) and the level of which the organizations operate (national or sub-national).

With the existing mechanisms, civil society in Cambodia is provided some spaces to participate in the policy formulation. Many commonly known platforms are the annual Government-CSO dialogue (through the Development Cooperation and Partnership Strategy, DCPS), the Technical Working Groups (TWGs), the Implementation of Social Accountability Framework (ISAF) and some other invited spaces at both the national and sub-national levels. However, in practice, those partnership mechanisms were not brought into full function such as the annual Government-CSO dialogue which was endorsed since 2014 but has never happened until now. Additionally, most of the mechanisms have indicated that the government prefers to work in partnership with CSOs who are working in the service delivery field rather than other sensitive fields such as democracy, human rights and advocacy. To maximize the space, value the partnership, as well as promote the integration of CSO' inputs into the national policies, there are needs for civil society to:

- Capacitate the sector to become a strong and capable civil society to address relevant development challenges. At this stage, the important capacity development for the sector should range from organizational development, professional advocacy, financial sustainability and the critical concept on sustainable development.
- Conduct appropriate awareness raising and partnership campaign to inspire civic engagement. Citizens in Cambodia need to understand more about their rights and the general trends of development so that they could effectively exercise that space to promote responsiveness from the government.
- Strengthen partnership with other development actors including the government, development partners, private sector, community and within the civil society sector itself. So far, the connectivity between civil society and the private sector just reaches the seedling stage, particularly through the area of Corporate Social Responsibility. Building an inclusive partnership with them, with special attention on the private sector, would promote the feasibility and pace of implementing the Cambodian Sustainable Development Goals (CSDGs).
- Monitor the change in the enabling environment and conduct some necessary advocacy activities to fulfil the gaps and ensure that the space and legitimacy of civil society space is well protected and promoted in all platforms of development.

## **METHODOLOGY OF THE RESEARCH**

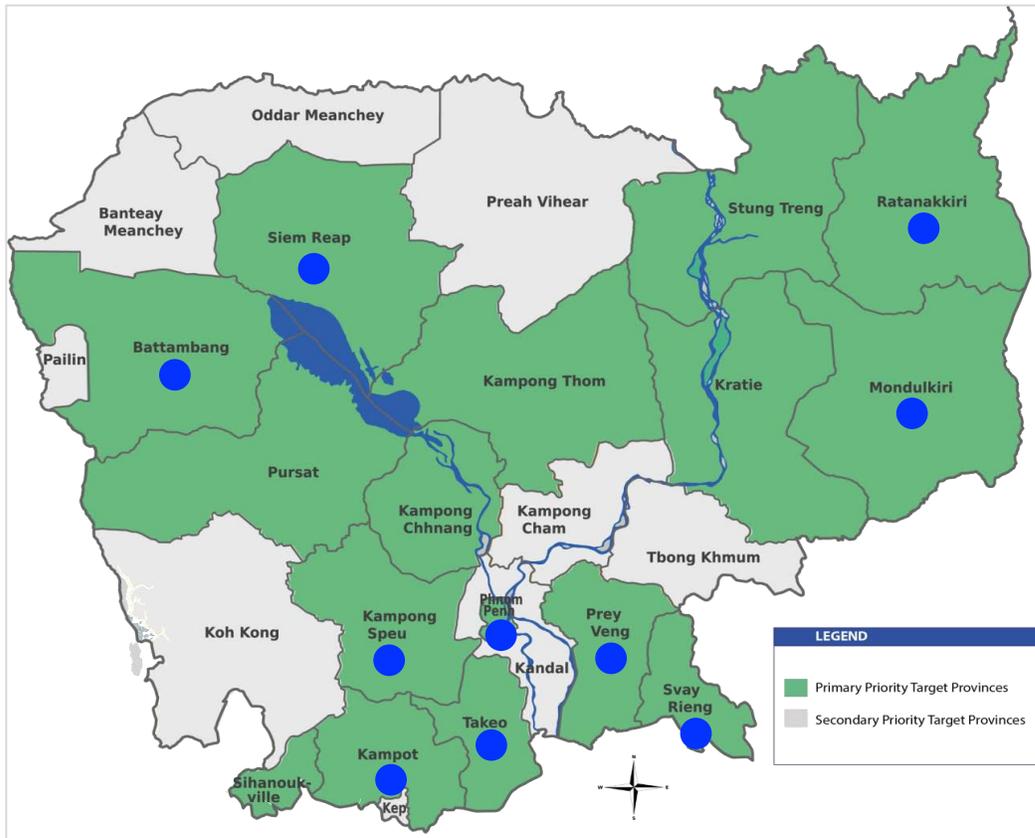
### **Data Collection Method and Analysis**

This baseline survey was conducted based on desk review, individual interview, focus group discussion and online survey with CCC NGO members, Non-members, and relevant stakeholders. In the desk review, researchers reviewed relevant documents and reports of CCC, and other relevant studies which were conducted by different institutions.

A mix method is applied in the data collection process. This mix method was designed to elicit information on some areas of particular interest with regard to CSOs and development in Cambodia, including activity level/status, sources of funding, stakeholders, accountability and networking, and disposition regarding governance and the CCC-managed NGO GPP. Data collection was arranged based on the available lists and databases of NGOs, mainly offered by CCC, while other respondents, including representatives of the embassies, donors, CBOs, private companies, and government officials, were contacted based on the relationship with the research team.

We used two ways in collecting data from the respondents: fill in online questionnaires, and direct interview through individual interview and focused group discussion. Online survey questionnaires - Google Form - was sent to the local and international NGO leaders. However, the result was minimal. Interviews were conducted in the 10 targeted areas, including Phnom Penh, Kampong Speu, Takeo, Kampot, Prey Veng, Svay Rieng, Battambang, Siem Reap, Mondolkiri, and Ratanak Kiri. Most CSOs (local and international) are located in these provinces which has representativeness and accessibility within the scope of the research. We also collaborated with CCC to arrange focus group discussions, who are the representatives of local and international NGOs in Phnom Penh at the CCC's bi-monthly meeting on 3<sup>rd</sup> August 2017.

Figure 1: Targeted provinces selected for the Baseline survey (Blue points)



Data was entered into restricted Google forms, which was then generated automatically a clean data in the Google sheets. This statistic was also used to generate descriptive statistical summaries, such as tables, graphs and charts. The statistical analysis of the quantitative data, as well as qualitative, interpretive analysis of the open question has provided the substance for the two analytical sections of this report.

## **Limitations**

There are several limitations of this study. These are outlined below:

1. The views of some stakeholders, especially government and unregistered community based organizations, are under-represented in this report. As noted above, it proved very difficult to identify government actors who were willing and available to be interviewed at the time the research was undertaken. With more time or perhaps with assistance from other stakeholders, it is possible that the research team may have been able to identify some government stakeholders willing to be interviewed and may have also been able to facilitate a focus group with community based organizations, as was originally planned.
2. It is really difficult to make an appointment with the targeted respondents. The main purpose of this research is to understand the current situation of the democracy and CSOs in Cambodia, which may help CCC to design plan and activities to achieve the GHP objectives. This requires to interview senior officials and leaders of the CSOs, private companies, development partners, and international NOGs; however, it is really challenging to make an appointment with those leaders due to their tight schedule. There were many CSOs leaders change their workplace and sector, while others expired their contact. It was very hard to contact CBOs because CCC does not have an update contact list of CBOs, and they are located in remote areas.
3. The indicators are complex. This study is required to identify the current statistic and situation of many indicators; however, many indicators are complicated, there is no single source of information to validate their status. So the survey collected data from many sources of information and they were used to triangulate the analysis.

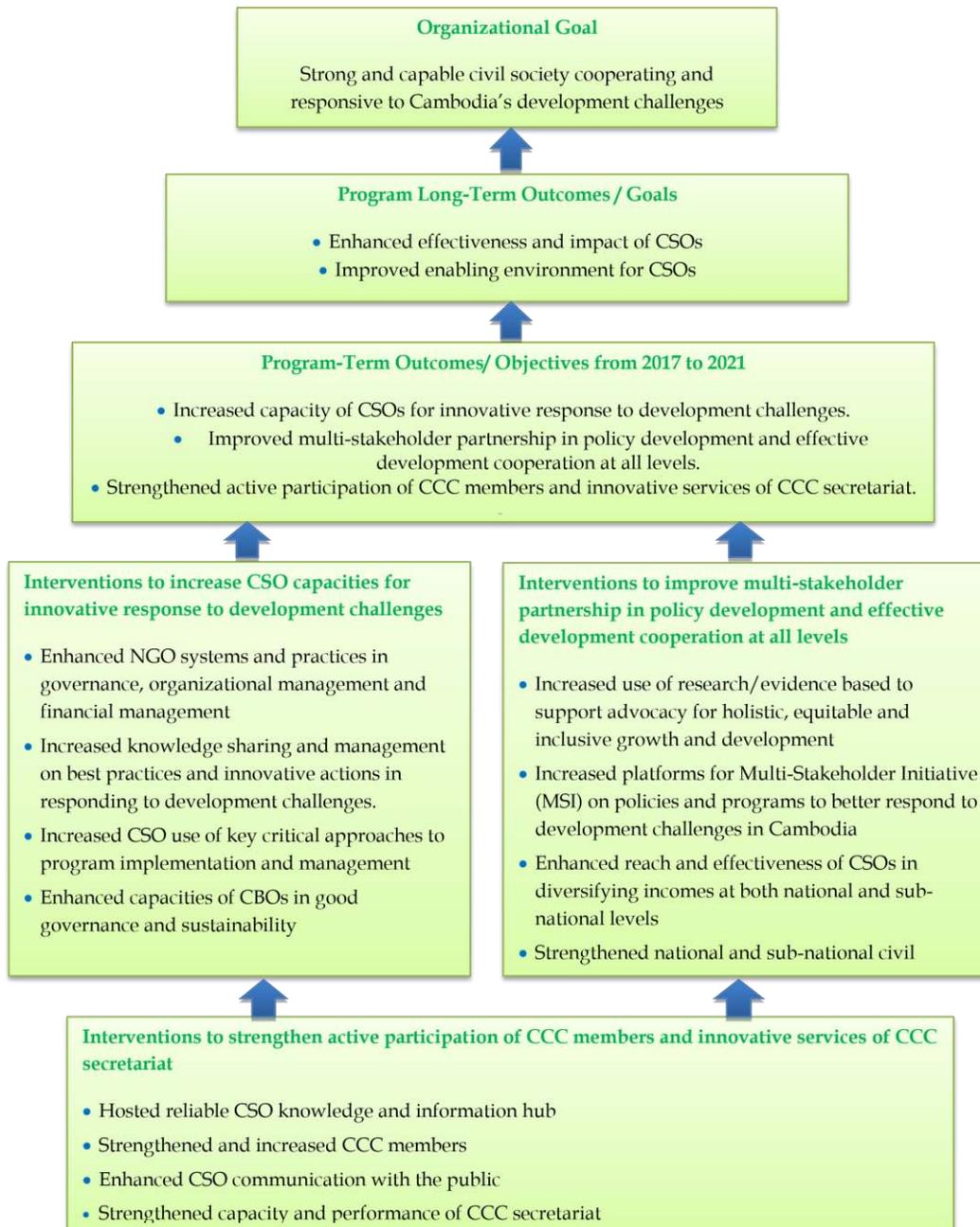
## **SCOPE OF THE RESEARCH**

The Baseline Survey studied on all the GHP outcome (3 specific objectives) and all the 12 outputs and all their 43 indicators. The focusing timeframe was dated back to the end of 2016, i.e. the time prior the program implementation. According to the GHP, CCC will work in all provinces in Cambodia, while only 15 provinces will be the focus, as listed in the list of the target provinces above. Due to the time limitation, however, this baseline survey focused only in Phnom Penh and 9 provinces, including Kampong Speu, Takeo, Kampot, Prey Veng, Svay Rieng, Siem Reap, Battambang, Mondolkiri, and Ratanakiri, for the data collection.

## THEORY OF CHANGE

The GHP was designed based on the needs and challenges identified by the members and the wider CSOs in Cambodia, with the critical look at the context and the trends. The diagram below illustrates briefly the Theory of Change of the GHP:

Figure 2: Theory of Change



## FINDINGS

### 1. BASELINE STATUS OF THE OUTCOME AND OUTPUT INDICATORS

This section provides the baseline status for outcome and output indicators which were captured based on the analysis of the information derived from secondary and primary sources. The applicability of the baseline figures proposed in the GHP logframe is also analyzed and the new proposal is also provided, as presented in detail in the Annex 1.

#### **Specific Objective 1: Increased capacity of CSOs for innovative response to development challenges**

Capacity for innovative response to development challenges refers to the internal governance and accountability, knowledge management and innovated projects of CSOs. In exploring the level of the capacity of NGOs, the Baseline Survey raised up a number of questions. Findings from the response and the data made available from the CCC's mentoring and database are presented under each of the indicators below.

**INDICATOR-SO1.1: At least 50% of the NGO Applicants engaged in GPP Certification System complied with GPP Standards.** (Previous indicator: At least 95% of NGOs engaged in the GPP system improve their internal governance and accountability with an increase in average scores by 15-20%.)

**Baseline status:** Generally, it was noticed that the compliance of the NGO who were engaged in the GPP Certification System was improved. However, the survey did not examine comprehensively the key criterion that this indicator<sup>1</sup> intended to measure, which include the functioning of the board and management, strong financial management, steady or increased funds/funding partners, appreciation and satisfaction of the stakeholders of the NGO engaged in GPP Certification System. Therefore, the baseline value for the newly replaced indicator is not available.

Nevertheless, the survey found that the internal governance and accountability of NGOs gradually increased, with the reference to the functional Board of Directors, clear policies, regular auditing and auditing reports, M&E system and reports, and accountability and

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<sup>1</sup> The indicator statement was modified after the completion of the baseline survey, by the CCC team.

transparency mechanism. The findings of this Baseline Survey affirmably supported the findings of the Member Satisfaction Survey 2016. Most of the respondents showed their high satisfaction and appreciation the GPP certification system because it helped increase the quality of work, general operation, the code of ethics and the internal governance and accountability of NGOs. Beyond these benefits, some of the respondents perceived that the GPP certificate helped attract donors for funding raising.

**INDICATOR-OP1.1.A: 164 NGOs fulfilled organizational gaps through GPP application process**

**Baseline status:** Generally, it was noticed that the organizational gaps of the NGOs who were engaged in the GPP Certification System was improved. However, the survey did not examine comprehensively the key criterion that this indicator<sup>2</sup> intended to measure, which refer to the improvement or response of the applicant NGO in corresponding to the recommendations made by NGO-GPP NGO Code Compliance Committee (NCCC), and partially or fully respond to the recommendations made. But according to the secondary data from the CCC, at this baseline stage, 114 NGOs fulfilled their organizational gaps resulted from the engagement in GPP application process.

**INDICATOR-OP1.1.B: Percentage of NGO Executive Directors that self-report improvements in organizational capacities in at least 75% of GPP index/standards.**

**Baseline status:** 33 percent of NGO Executive Directors reported the improvement of organizational capacity. About 33 percent of the respondents whose organization engaged in the GPP system revealed that Executive Directors have self-report which explicit the improvement of the organizational capacity of their respective organizations that follow the GPP standards. The survey did not probe on the specific GPP standards the respondents referred to or were included in the self-report, with the assumption they know about GPP standards. About 16 percent have high quality, while 28 percent have lowest quality followed by 9 percent for low quality. Another 16 percent don't know about the case.

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<sup>2</sup> The indicator statement was modified after the completion of the baseline survey, by the CCC team.

**INDICATOR-OP.1.1C: Rate of increase of score in internal governance and accountability index.**

Since it was not clear what the internal governance and accountability index is, the Baseline study did not look at this indicator. It's suggested that this indicator is not applicable and it should be modified or deleted.

**INDICATOR-SO1.2: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice**

**Baseline status: 50 percent of capacitated NGOs integrated lessons gained from the capacity development, learning exchange platforms and innovative practice CCC provided.** Four main different types of the learning forum that CCC organized include the Monitoring and Evaluation, the Finance Management, the Human Resources Management, and the ICT. In 2016, almost all the CCC NGO members attended these learning fora. According to the CCC Annual Report 2016, 142 NGOs participated in Finance Management forum, 140 NGOs participated in HRM forum, 94 NGOs participated in ICT forum, and 30 NGOs participated in M&E forum. Besides these learning fora, CCC also provided capacity building on GPP process to the NGOs applied for GPP. According to the Baseline survey, respondents are appreciated the knowledge they gained. 50 percent of the NGO members interviewed reported they have integrated the knowledge within their respective organization.

**INDICATOR-OP1.2.A: Number documentation on NGO best practice shared through learning exchange platforms of CCC and other networks.**

**Baseline status: About 4 documents on NGO best practice were shared through learning exchange platforms of CCC and other networks.** In general, about 2-4 documents were shared through the learning exchange platforms of CCC and other networks. About 60 percent respondents said yes in response to the question, has your organization ever shared any documentation on best practice with learning exchange platforms of CCC? They have shared their documents and best practice with other learning exchange platforms of CCC, followed by 40 percent who said no. None of the respondents said don't know. The documentations they used to share so far included the applicable policies, complaint mechanism, procurement and anti-corruption, laws and related documents. Key specific documents were shared include Child Rights Protection guideline, ethic of journalist, Core Humanitarian Standards.

**INDICATOR-OP1.2.B: Number and level of NGO staff who participate in learning exchange forums.**

**Baseline status:** The average of 10 staff per NGO (about 50 people), including ED, Senior and Junior staff used to participate the learning exchange fora. In general the participation of NGO staff in the learning exchange forum of CCC was relative low. About 47 percent of respondents reported that about 10 staff members from their respective organization participated in the exchange fora that CCC organized in 2016, while 53 percent said that they did not participate. One of them said don't know.

In comparison, the proportion of the senior staff (34 percent) who participated was high than junior staff (26 percent) and ED (25 percent) as well as other staff (15 percent). However, in term of the frequency, the findings showed similar status between the three pre-identified positions: ED, Senior, and Junior staff. Looking separately for ED, about 56 percent of the respondents said that ED very often or always participated, followed by 25 percent said that ED just participated sometimes and 18 percent said that ED never participated. For senior staff, 64 percent very often or always participated, while 23 percent sometimes or seldom participated, followed by 14 percent who never participated. Finally, the very often participation of junior staff was about 41 percent, followed by 35 percent for those who sometimes participated and 24 percent who never participated.

**INDICATOR-OP1.2.C. Percentage of NGO staff who report improved capacity as a result of increased knowledge sharing among NGOs.**

**Baseline status:** About 25 percentage (the average of 5 staff per NGO, totally, about 50 people) of the NGO staff increased capacity from NGO knowledge sharing platform. (Calculate the total number) It was hard to count the actual number of NGOs' staff who increased capacity resulted directly from the CCC learning forum, sharing and support due to the size of the sampled NGOs. To simply the counting, the survey defined three different scales to capture the number of staff who increased capacity. As the result, the survey found that many respondents reported that about 1 to 5 staff in their respective organization increased the capacity, while very few respondents reported that about 5 to 10 or more than 10 staff in their organization increased capacity. This can be acknowledged that the respondents mainly referred to those staff who actively engaged with the CCC platforms.

**INDICATOR-SO1.3: At least 5 projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct and ICT based)**

**Baseline status: Zero projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct and ICT based).** Not any specific projects were initiated by NGOs. However quite a number of organizational and program management and performance was improved resulted from the knowledge they gained from the knowledge exchange forums. Governance, financial management, Monitoring and Evaluation, Human Resources and ICT were the key changes happened in the NGOs.

**INDICATOR-OP1.3.A: Percentage of NGOs with activities on raising awareness and participation of rights holders and duty bearers.**

**Baseline status: 28 percent of NGOs raised awareness to rights holders and or duty bearers.** It's quite diverse in term of the program or project operation of the sampled NGOs. The survey team observed that some respondents could not clearly identify who are or differentiate between rights holders and duty bearers. However, in general, most of the NGOs have organized awareness to both - rights holders and duty bearers. About 28 percentage of the NGOs used to organize or have organized awareness to rights holders and/or to duty bearers. Training or awareness on rights-based approach, participatory approach, Do No harm are the key topics the organizations conducted.

**INDICATOR-OP1.3.B: Percentage of NGOs with change-oriented plans and monitoring-reporting**

**Baseline status: 25 percent of NGOs have change oriented plans:** Change-oriented plan refers to the planning process which focuses on the results-based rather than the process- or activity-based. The survey team also realized that respondents may have different understanding on the term or refer to different process or tools even though the discussion during the interview was clarified by data enumerators. According to the data gathered, about 25 percent of the respondents said that their respective organizations have the change-oriented plans.

**Over 25 percent of NGOs have monitoring reporting.** Monitoring reporting refers to the report which focuses on the project results which cover from output, to outcome and impacts and the targets which are set at the planning and reviewed at the implementation stages. In response to the question, does your organization have monitoring reporting, some respondents

stressed that their organized have such reporting, while some said no. About 25 percent have the proper ones.

**INDICATOR-OP1.3.C: Percentage of NGOs using CPPB tools when engaging with various stakeholders**

**Baseline status: 30 percent of NGOs using CPPB tools when engaging with various stakeholders.** Even though the engagement process and methods is varied, but in general the survey found that different tools have been used by different NGOs when they are engaged with stakeholders. Some of the organizations reported that they have applied the rights-based approach in their program. They have used the RBA framework in implementing their program and engaging with stakeholders. Some referred to the partnership agreement their respective organization developed in partnership with their respective funding agencies or donors or operational partners. Do-no-harm framework and tools was also used by some organizations. Sharing the information with partners and stakeholders through the M&E system and reporting was indicated by some respondents. In relation to the pre-identified survey used, about 30 percent of the respondents shared their views that their organizations used CPPB (Conflict Prevention and Peacebuilding) when/for the engagement with stakeholders.

**INDICATOR-OP1.4.A: Number NGOs staff (at national and provincial levels) who have completed training as trainers-coaches**

**Baseline status: Zero staff trained as trainer-coaches.** As planned CCC will organize trainings to NGO staff at national and provincial levels. Participants will be trained as the trainer-coaches so that they are capable to train CBOs on CBO guideline. Since this activity is a new initiative, by the Baseline Survey time there was no any staff whom were trained as the trainer-coaches yet.

**INDICATOR-OP1.4.B: Number provincial networks with functional CBO trainers/training teams**

**Baseline status: Zero provincial networks with functional CBO trainers/training teams.** CCC has recognized the importance of the provincial networks. Provincial networks emerged in the last decade and it has been increased in number. Provincial networks is the alliance of the NGOs working in the same province. The findings from this Baseline survey indicated that the

activism of the provincial network is varied across the studied provinces. Many respondents have seen the quality of the coordination and mobilization of provincial networks remains weak in general. Besides the role in coordinating the NGOs in mobilizing inputs to governments and stakeholders, provincial networks also vital roles in building capacity of and providing technical support to CBOs. To play this role, it's that provincial network would have functional CBO trainers or training team. But by the Baseline time, there is no any CBO trainers or training teams yet at the provincial networks.

**INDICATOR-OP1.4.C: Number CBOs using CBO guidelines to strengthen governance and operations**

**Baseline status: Zero CBOs using CBO guidelines to strengthen governance and operations.**

In late 2015, CCC has started to engage and support Community Based Organizations (CBOs) through various actions. One of which is the development of the practical guideline on good practice and sustainability for CBOs. CCC developed a guideline of good practice, with the participation from grassroots, CBO TWG, and endorsed by multi-stakeholders. About 20 CBOs who participated in the guideline development process, by end of 2016. The guideline is expected to be used to support those formal and informal grassroots organization. CBO themselves can get and learn from CCC directly through Facebook group, hotline call, online learning platform, or guideline book. On the hand, the guideline is promoted throughout partner organizations that are working with CBO, provincial-based networks and so on. This guideline is expected to revise periodically, too. Probably, every 2 or 3 years.

CCC will pursue providing capacity of those CBOs whether through series of learning forum facilitated by CCC, or through ToT partners (partnered NGOs or provincial-based networks) in addition to existing online portals. CCC will select volunteer partners and equip them the capacity and those partners will replicate trainings or capacity modality to their target CBOs. It's expected that those CBOs can operate themselves in good practice manner, more accountable, transparent and sustainable. Grassroots platform shall be strong. For example, they can form themselves as federation or whatever than is more cohesive and networking approach to deal with their challenges in development.

## **Specific Objective 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels.**

The umbrella organizations, CCC, the NGO Forum and NGO Education Partnership have been instrumental in enabling Cambodian civil society to feed in to higher level policy forums between the Royal Government of Cambodia (RGC) and its development partners. In the last two decades. There are numerous engagements to discuss overall progress in socio-economic and democratic development. According to the assessment CCC conducted, the findings noted that the collaboration and engagement between civil society and the Cambodian government is not inclusive, stable or predictable. The collaboration is more productive in the field of service delivery while the collaboration in the other sensitive fields such as human rights, environment, natural resource management, and advocacy organizations rarely happens (ccc 2016, p. 23).

**INDICATOR-SO2.1: At least 25% of inputs from CSOs for improving the contents and process of at least four laws and policies (LANGO, Cyber Law, SDG localization and D&D reform) are integrated and reinforced.**

**Baseline status: Less than 10 percent of the inputs from CSOs for improving the contents and process of the four laws and policies (LANGO, Cyber Law, SDG localization and D&D reform) are integrated and reinforced.** In general, vast majority of the respondents found difficult and were reluctant in assessing the proportion of the inputs raised by CSOs accepted, integrated and reinforced by the governments in the policy development and the general issue, since there's no specific mechanism to measure from the CSOs. Elaboration can be seen in OP2.1.C below.

**INDICATOR-OP2.1.A: Number research conducted and consolidated by CCC related to the development and democratization process.**

**Baseline status: 4 researches conducted and consolidated by CCC related to the development and democratization process per year.** About 4 studies and researches were conducted per year by CCC, following the topics identified in consultation with members, stakeholders and reflection the context and the trend. Within the six-month of 2017, 3 studies were completely conducted, include CSO Sustainability Index, Member Insight Survey, and Member Satisfaction Survey. Other three studies have been on the way: Feasibility on CSOs Development Effectiveness in Cambodia, Baseline Study of Governance Hub Program, and

Feasibility on CSO Funding in Cambodia. In response to the context, trend, challenges and needs of CSOs in Cambodia, seven studies are put in pipeline to be conducted in 2017 and the subsequent years. These include Advance Standards of Good Practice for NGOs Operating in Cambodia, Need Assessment on Institutional and Program Development of NGOs and CBOs, Enabling environment (EE) and CSO Contribution for Cambodian Development, Research on Taxation, Research and develop implementation strategies for CSOs, Research and develop implementation guideline on multi-stakeholder partnership for CSOs, and Member Satisfaction Survey 2017. The Baseline survey that findings from the studies were shared with NGO members, non-members, stakeholders and the public through CCC's learning forums, meetings and events as well as its website. The works of CCC in relation to the research was satisfied and appreciated. However, the amount of the research seemed not adequate. About 60 percent of the respondents rated the adequate amount of the research at moderate, followed by 12 percent at low, another 12 percent at lowest. 16 percent could not share their assessment. But the topics seemed appropriate. About 29 percent of the respondents rated the right topics at high and highest levels, while 57 percent rated at moderate. None of them rated at low or lowest. Similarly, the quality of the research seemed good. About 70 percent rated at moderate and 6 percent rated at high. Only 2 percent rated at low and none rated at lowest.

#### **INDICATOR-OP2.1.B: Number users who accessed the CCC research database**

**Baseline status: About 300-400 visitors accessed to research database.** To increase the accessibility to the documentations, publications and important information, CCC created and has actively hosted the research database, in which it contains key relevant materials, especially the findings of the researches CCC conducted and consolidated. The Baseline survey found that 64 percent of the respondents used to access to the database, while 14 percent never accessed to and 23 percent didn't know about it. According to the data received from CCC, about 300-400 access to research database. Besides the research database, the respondents shared that they have accessed to information from CCC through different ways, including hard copies from mail box, E-mail, and CCC meeting. To increase the accessibility, respondents made suggestion as the following: put more relevant information, create easy way for CSOs to access information, create comments inbox and update regularly, Better use email for sharing to reduce of using material such papers, ccc should think about inclusive, create short video clips and documentaries. Be noticed as well, in some places the access to internet is challenging due to poor internet speed. In this regards, some respondents suggested to continue sharing information and materials in printed versions. Creating mechanism to monitor the usage of the

findings was also identified as the area for CCC to improve to ensure the effectiveness of the findings shared.

**INDICATOR-OP2.1.C: Number instances where CSO inputs are considered by government and other stakeholders**

**Baseline status: Less than 10 percent of instances where CSO inputs are considered by government and other stakeholders.** Inputs from CSOs are diverse and varied. Many sectors and issues were identified and raised by CSOs through different mechanisms: social media, petition and joint statement, roundtable discussion, workshop, forum, meeting, campaign, gathering, and findings of research paper and position paper. The effectiveness of the mechanisms is varied, depending on the case. Meeting and consultation amongst CSOs, and participation of CSOs representatives in the government Technical Working Groups, and the meeting between CSO representatives with development partners were three important mechanisms identified. Engagement and inputs into the LANGO was repeatedly mentioned by some respondents. Few respondents indicated the SDG and Cyber Law, very few named the D&D reform.

In general, the quality of the inputs mobilized or raised by CSOs to governments and relevant stakeholders was challenging. None of the respondents rated at the highest level. About 19 percent rated at high level. 32 percent rated at moderate level, followed by 27 percent at low and 10 percent at lowest percent. About 12 percent could not rate or assess.

Looking at CCC, in general the coordination, facilitation and support of CCC is satisfied and appreciated. About 53 percent of the respondents rated the quality of the coordination and facilitation of CCC in supporting CSOs to bring inputs to governments and stakeholders at moderate and high levels. The role and position of CCC was also reflected. The current role and position the CCC has played is appropriate. CCC is perceived that its working approach is in the middle path. But some respondents suggested CCC to be more active in advocating governments, for its members and other CSOs. Of which the LANGO discussion process and the results was much referred to.

Many factors effected the CSOs. Political, legal, economic and social space for CSOs are increasingly shrinking, limiting them in raising inputs to governments and relevant stakeholders. The legal space is much shrinking, then the political and economic ones. Over 60 percent of the respondents rated the legal space is at low or lowest, while approximately 28 percent rated at moderate level. Only 9 percent rated the space at high, while none of them

rated at highest level. Restriction made by the LANGO was repeatedly mentioned and referred to as the indication or evidence of the shrinking. Almost 60 percent of the same sampled respondents felt political space is at low or lowest levels. None of them rated at the highest level. Political intimidation and the critics by the governments is high, accusing that CSOs have affiliated with the opposition parties and or worked against the governments. Approximately 50 percent of the respondents rated the space at low and lowest, while 19 percent rated at moderate and 30 percent rated at high. Only 2 percent rated at highest level. Changing the financing landscape, which some of potential donors and development partners left or are going to leave Cambodia implied on the reduction of funding to CSOs, while the expectation of funding from the Royal Government of Cambodia (RGC) and private company is almost non-existent, which a vast majority of CSO has on own income.

CSOs worked separately. This has weakened the common and collective voice of CSOs. The findings indicated that CSOs focused on their own and respective program, rather than the common issues or joint program of the whole spectrum of CSOs. Another issue was related to the lacking of real representative of CSOs. Most of the respondents expressed that in Cambodia seemed have no real or official organization which can really represent CSOs. They observed that there are quite a number umbrella NGOs, or they called NGO networks or alliance, but they are not really the one voice of CSOs. They are working separately following their different mission and sectors.

Areas of intervention were also identified as the challenging. The observation of many respondents revealed that those NGOs who are working on human rights, governance and advocacy have faced greater challenges in comparison with those who are working on general development such as on education, health and agriculture.

Besides the quality of the inputs raised, the Baseline Survey also explored the monitoring mechanism of the CSOs in pushing and monitoring the acceptance and integration of the raised inputs by governments and stakeholders. The findings showed that there is no clear mechanism in place by the CSOs for such purpose.

Some suggestions were made to increase the quality of the inputs raised and the acceptance of the inputs:

- Selection of a representative of CSOs was repeatedly raised by many respondents. They suggested that this would have increase the collective and common voice of CSOs. A representative would have more official role and could have more power when talking to the governments, in particular.

- Better coordination and creating joint initiatives of CSOs would have bring greater understanding and joint effort which lead to faster and qualify the inputs. In connection to this, a suggestion to set up an office for the CSOs coordination was also raised. Developing common plan of CSOs on a certain issue and case was also identified.
- Increasing cooperation with governments was suggested by some respondents. They refer to the current context in which the cooperation of CSOs with government in vital to build up the trust. Connecting to this, it was also suggested visits of CSOs to relevant governments offices and works would help build up mutual understanding and trust. These would imply on the inputs of CSOs to those relevant government institutions.
- Getting back up support from development partners, UN agencies and or embassies was also identified as one of the ways forward. CCC, other umbrella NGOs and networks, and CSOs should develop common plan with development partners, UN agencies or embassies. The plans should clearly identify the cases and issues of concerns that CSOs plan to raise to governments. In parallel, those DPs should bring the cases to discuss with relevant government institutions, especially those they are providing support. The unsuccessful causes and issues should be linked with the regional and global levels, in more systematic ways. The UPR (Universal Periodical Review) and Shadow Report mechanism of the UN are an example.

**INDICATOR-SO2.2: At least 10 national and sub-national CSO networks respond collectively to 2-3 development issues each year.**

**Baseline status: 4 CSO networks responded collective to 2-3 development issues each year.** CSOs networks at national and sub-national worked so hard in responding to the development and policy issues. Localized SDGs, LANGO, IHRD, Cyber Crime Law were the key common issues that CSO networks worked collectively in the recent years. At national level, CCC, NGO Forum, NEP and recently HACC were active in coordinating the collective response from CSOs. Amongst these, CCC and NGOF have worked together closely to address issues related to CSDGs. Provincial networks played also important roles in this work, and the level of the activism seemed remain relatively low. The Baseline survey found that out of the 9 provincial NGO networks who signed MoUs with CCC, only two of them have collectively addressed common issues in 2016.

**INDICATOR-OP.2.2A: Number multi-stakeholder events between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights**

**Baseline status: Zero multi-stakeholder events between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights.** Events to promote joint meeting and discussion between the government, CSOs and private is vital. It is observed that the joint meetings between the government and private companies worked well within the recent 5-year. Annual joint meetings between the government and the private sector were organized, to discuss on the areas of the challenges and identify the durable solutions for the improved partnership and cooperation of the parties<sup>3</sup>. However, the mechanism for governments and CSOs partnership remains limited and weak. According to the data from CCC, so far, only the bi-parties partnership mechanisms happened such as the TWGs, UPR, DCPS, especially between the government and CSOs, or DPs and CSOs. Few TWGs which are co-hosted by the governments and DPs have functioned. Umbrella NGOs and NGO were invited to join the meeting of TWGs on certain issues or sectors, following their expertise and areas of working. Once participating, they mostly acted as the observer. Their power and influence over the decision remain low. It's exceptional for some TWGs such as those under the Ministry of Education, Youth and Sport (MoEYS), in which NEP is officially recognized as the official partner of the MoEYS. Mechanisms to promote the triple partnership between the government, private sector, and CSO which work together in all development stages and all levels seem not happen yet.

**INDICATOR-OP2.2.B: Number joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development**

**Baseline status: Zero joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development.** So far there was no any joint actions which was initiated jointly by CSOs and private sector and the government, according to the data obtained from CCC.

**INDICATOR-OP2.2.C: Number instances where CSO inputs are considered by government during policy development processes**

This indicator seems duplicate with the indicator, OP2.1.C: Number of instances where CSO inputs are considered by government and other stakeholders. It's therefore recommended to delete this indicator and merge with OP2.1.C or vice-versa.

**INDICATOR-SO2.3: At least 55% of NGOs and CBOs received active supports from Civil Society Foundation/Fund has formulated a strategy to diversity incomes to support their operations and programs.**

**Baseline status: Zero NGOs and CBOs received active supports from Civil Society Foundation/Fund has formulated a strategy to diversity incomes to support their operations and programs.** The CSO Social Fund (CSF) initiated by CCC is still on the development process and expected to be confirmed in 2017. Hence, support from CSF to NGOs and CBOs has not happened yet. Elaboration can be seen in OP2.3C below.

**INDICATOR-OP2.3.A. Number events/learning platforms provided on resource mobilization.**

**Baseline status: Zero events/learning platforms provided on resource mobilization.** Financial viability/sustainability of NGOs is high. Over 22 percent of NGOs mentioned that the level of the financial viability/sustainability of their respective organization is at high, while only 4 percent is at highest level. About 65 percent is at moderate level. About 4 percent is at low level. None of them have lowest level. Having funded by the current funding donors and the uniqueness of the program are key factors which help ensure the financial viability/sustainability. However, the same NGOs have expressed their concerns that the financial viability/sustainability is at risk due to some factors. Of those, the prominent factors include, lacking core funding, lacking diversified sources of funding, gradually phasing out of potential donors, high competition in fundraise amongst the NGOs, and the gradual increase of some INGOs implementing programs directly, rather than funding to NGOs. This observation seems contradict with the trend of the development partners which focusing on funding to local NGOs and to the consortium NGOs.

Resources mobilization was very critical and challenging for the CSOs. Sharing knowledge and experience on resources mobilization is vital to help CSOs increase their financing viability and

sustainability. CCC initiated to organize such platform because so far this has not taken place yet, according to the data obtained from CCC.

**INDICATOR-OP2.3.B. Number initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.**

**Baseline status: Zero initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.** Such initiatives and mechanisms are of importance for the CSOs to build up their capacity in fundraising and to bring the attention of the government and private sector in funding the operation of CSOs. However, the finding reported that there was no such initiatives or mechanisms were reported by the respondents.

**INDICATOR-OP2.3.C. Number CSOs received technical support and sub-grants by the Civil Society Fund.**

**Baseline status: Zero CSOs received technical support and sub-grants by the Civil Society Fund.** In response to the change of the financial landscape and the reduction of the funding to CSOs in Cambodia, CCC has initiated to create Civil Society Foundation. CSF aims at raising fund from potentially international funding agencies and donors, especially those have never funded to any CSOs in Cambodia. Initially, the CSF will provide funding to LNGOs and CBOs. CCC is still on the process to design the mechanism and process to manage it. Within the GHP, CCC planned to allocate about 150,000 USD for this purpose. So far, none of LNGOs and CBOs received any technical support and sub-grants from CCC's CSF yet.

In relation to its appropriateness, about 30 percent of the respondents are satisfied with this CSF initiative, while 22 percent are reluctant and about 12 percent are not happy. Those who are satisfied with the modality explained that it's important for CCC to provide fund to the LNGOs and CBOs because they have greatly challenging with raise fund by themselves. By providing fund CCC would attract more members. Some respondents explained that this would be appropriate as it is a value added of CCC beside the services provided. It could be also an opportunity for CCC where the funding from DPs could not be reached to those small LNGOs and CBOs. However, those who are not satisfied with the modality raised their concerns that this would affect the status of CCC because CCC would compete with its members. They also suggested CCC to increasingly focus coordination and building capacity of CSOs including the members.

**INDICATOR-OP2.4.A: Establishment of policies/plans and operational means to sustain long process of building mutual support and unity within civil society**

**Baseline status: Zero policies/plans and operational means to sustain long process of building mutual support and unity within civil society.** Even though the cooperation and support amongst the CSOs, CBOs, and the umbrella NGOs have existed for decades, i.e. since the start of the democratization time took place in the 1990s, but the proper and jointly developed policies policies/plans and operational means to sustain long process of building mutual support and unity within civil society have been made available yet. These would advance the unity of civil society towards strengthening the collective effort and support.

**INDICATOR-OP2.4.B: Percentage of NGOs and CBOs that reported improved coordination and effectiveness in their area/level as a result of having improved CSO collaboration mechanisms**

**Baseline status:** According to the data obtained from CCC, it's suggested that so far there was no any mechanism of national and sub-national civil society association and networks happened yet. However, the survey found that NGOs and CBOs have gradually improved their coordination and effectiveness resulted from their engagement in the CSO collaboration mechanisms.

**Specific Object 3: Strengthened active participation of CCC members and innovative services of CCC secretariat.**

CCC puts much more effort to increase the participation and engagement of its members to advance the collective voices and power. While at the same time, CCC has also promoted the quality of the service to the members. Some key services CCC puts much more emphasis on include the publication and knowledge management and sharing platforms, information dissemination portals/tools.

**INDICATOR-SO3.1: CCC members increased by 25% and at least 90% of CCC members get satisfied with the services provided.**

**Baseline status: CCC has 156 NGO members, and 83 percent of them are satisfied with the services CCC provided.** As of December 2016, CCC had 156 NGO members. In general, all members satisfied with all the service CCC provided, according to the CCC's members

satisfaction survey 2016. The services CCC provided and rated by the members include: M&E Forum, HR Forum, Finance Forum, ICT Forum, GPA, Salary Survey, NGO Mailbox, Online Database, Information Sharing and Sharing Funding Information. In connecting to these, the members also highly satisfied with the quality of the CCC's organization, reflecting the four dimensions: responsiveness, professionalism, support, and service delivery. It's important to note that CCC is well known, but many respondents are not aware of the CCC's Secretariat. Many respondents valued and are highly appreciated the role of CCC. However, some respondents shared their observation the limitation of CCC, related to: not so active in support the members, poor collaboration across sectors, and poor coordination with government.

**INDICATOR-OP3.1.A: Number CCC's publication and knowledge management/sharing platforms organized.**

**Baseline status: Zero CCC's publication and knowledge management/sharing platforms organized.** CCC put much more efforts to produce and share publications and strengthening the knowledge management. According to the data from CCC, at least 3 publications were produced annually. But the knowledge management platform is not yet standardized and organized.

**INDICATOR-OP3.1.B: Increase in accessibility of CCC and CSO publications and other information dissemination portals/tools**

**Baseline status: 1,500 users have accessed to CCC and CSO publications and other information dissemination portals/tools.** About 64 percent of the respondents reported that they have accessed to the publications and other information dissemination portals. Many respondents are satisfied with the given accessibility and the information they obtained. According to the data from CCC, as in 2016, about 1,500 people have accessed to CCC information hub. However, non-NGO members suggested that the portals should be open to non-members to be accessible.

**INDICATOR-OP3.1.C: Percentage of CSOs that report improved knowledge and skills in managing and using learning platforms**

**Baseline status: 35 percent of CSOs improved knowledge and skills results from the engagement in learning platforms.** Respondents reported increased knowledge and capacity

related to M&E, organizational and program management, financial management, HRM, and ICT, in which these are the results from the learning fora that CCC organized.

**INDICATOR-SO3.2: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period.**

**Baseline status: CCC holds its third GPP Certificate which is valid until August 2018.** CCC is highly committed to maintain its internal management quality and pursuing of the current GPP Certificate.

**INDICATOR-OP3.2.A: Percentage and status of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform...**

**Baseline status: 47 percent of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform.** In general, the participation of NGO staff in the learning exchange forum of CCC was good. In response to the question, how many staff in your organization particularly participated in learning exchange forums in 2016, about 47 percent of the respondents said yes, while 53 percent said no. One of them said don't know.

In comparison, the proportion of the senior staff (34 percent) who participated was high than junior staff (26 percent) and ED (25 percent) as well as other staff (15 percent). However, in term of the frequency, the findings showed similar status between the three pre-identified positions: ED, Senior, and Junior staff. Looking separately for ED, about 56 percent of the respondents said that ED very often or always participated, followed by 25 percent said that ED just participated sometimes and 18 percent said that ED never participated. For senior staff, 64 percent very often or always participated, while 23 percent sometimes or seldom participated, followed by 14 percent who never participated. Finally, the very often participation of junior staff was about 41 percent, followed by 35 percent for those who sometimes participated and 24 percent who never participated.

**INDICATOR-OP3.2.B: Percentage of CCC members that report improved operations as a result of increased support and services by CCC**

**Baseline status: 35 percent of CCC members improved program management as a result of increased support and services by CCC.** Good number of the respondents showed the positive changes at their respective organization which resulted from the engagement with and services of CCC. Answering to the question related to the changes on organizational management, 35

percent of the respondents said yes. While many respondents said no. In programming and program management, 40 percent of the respondents said yes, while others said no or don't know.

#### **INDICATOR-OP3.2.C: Number CCC members**

**Baseline status: CCC has 156 NGO members.** Since its establishment, CCC has kept increasing the member. According to the data from CCC, by the end of 2016, CCC had 156 NGO members.

#### **INDICATOR-OP3.3.A: Percentage of CSO leaders/officers who self-report an increase in their organization's capacity and means in social marketing and communicating with the public**

**Baseline status: 30 percent of CSO leaders had high organization capacity and means in social marketing and communicating with the public.** In relation to the capacity of NGO leaders, about 30 percent of the respondents shared their assessment that the capacity of leaders in social marketing and communicating with the public are at high level, followed by some respondents who rated at moderate and others rated at low level. None of the respondents rated neither highest nor lowest. To further improve the quality application of the social marketing plans, the suggestions were made in relation to strengthen internal staff to help with marketing and mobilizing resources, create more networks and broaden the image of an organization at higher levels. Upgrading the website was also suggested. More interestingly, some respondents expected to apply for GPP Certificate to help leaf up profile of the organization.

#### **INDICATOR-OP3.3.B: Percentage of CSOs and CSO networks that have drawn up and are implementing social marketing plans**

**Baseline status: 30 percent of NGOs have written social marketing plans.** According to the response, about 30 percent of the NGOs have implemented social marketing plans, while many respondents said no or have not implemented the plans. Increasing the reputation and the profile as well as the cooperation of their respective NGO with their existing donors, with other NGOs, development partners and stakeholders at national, regional and international, as well as with the communities were the areas they claimed on the functional social marketing plans. However, it seems that most of them do not have a proper written plan which are to

promote their works with the public, through a comprehensive social media and communications targeted yet.

**INDICATOR-OP3.3.C: Number or percentage of communities that report better understanding and appreciation of the roles and contribution of CSOs (using a community-derived satisfaction-approval index)**

Baseline status is not available. The impacts of CSOs would ultimately improve the living condition of communities in the respective targeted areas of CSOs and in the Cambodia society at the larger scale. The level of satisfaction of communities can be assessed through the community-derived satisfaction-approval index. Even though this Baseline survey missed to study this particular issue due to the time and resources constraint, but this proposed indicator is appropriate and applicable.

**INDICATOR-OP3.4.A: Increase in dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index**

**Baseline status: CCC holds its third GPP Certificate which is valid until August 2018.** Quality of CCC staff is highly valued and appreciated by vast majority of the respondents at various interactions. General coordination and capacity building are key areas of CCC which are appreciated. CCC management demonstrated high compliance with CCC internal policies and procedures and are highly committed to pursue the current Good Practice and Professionalism which are proofed by the GPP Certificates that CCC has gained for already three times.

**INDICATOR-OP3.4.B: Amount of fund generated by CCC both from donors and self-income generation**

**Baseline status: Over US\$ 800,000 of fund is raised and secured per year.** Throughout the year, CCC managed to mobilize a total budget of US\$ 1,082,144, US\$ 963,627 is a grant funded from various donors and US\$ 118,518 is from its own incomes mainly from the CCC membership, management oversight, services and training, GPP application and annual certification fees.

## **INDICATOR-OP3.4.C: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations**

**Baseline status: CCC complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.** CCC is holding a third GPP Certificate with the validity until August 2018. This indicates that CCC has complied with its relevant by-laws and GPP standards. According to the interaction with the CCC management, the findings indicated that CCC has maintained and built up good cooperation with various funding partners. Trust from funding partners is high. This can be interpreted that CCC has complied well with the funding partners' contracts.

## **2. RELEVANCE AND APPROPRIATENESS OF THE GHP**

### **2.1. PROJECT INTERVENTION AND RESULTS**

The GHP is highly relevant because it was designed to meet the needs and development trends impacting civil society, and promoting the enabling environment for both at national and sub-national levels. In a particular focus, the following five major challenges and needs identified at the design stage, 1) CSO Institutional Governance, 2) CSO Competencies Development, 3) Civic Space and Enabling Environment, 4) Cooperation and Harmonization amongst CSOs, and 5) CSO Financial Sustainability, will be responsive to.

Interventions were made aligned and supportive to the key national development policies and strategies such as National Strategic Development Plan (NSDP), the Cambodia's Sustainable Development Goals (CSDGs), the Development Cooperation and Partnership Strategy (DCPS), and the Sub-national Democratic Development (SNDD) including the Implementation of Social Accountability Framework (ISAF). Multi-stakeholder initiative is adopted as one of the key approaches of the GHP to promote inclusive partnership and effective development cooperation across sectors and at all levels.

Interventions are highly appropriate to get the GHP's objectives achieved. As presented in the [Table 1] below, the four interventions are appropriate in developing the capacity of CSOs to enable them to innovatively respond to development challenges. Similarly, the Objective 2, improved multi-stakeholder partnership in policy development and effective development cooperation at all levels, would be achieved once the interventions were implemented. The overarching objective, increased active participation of CCC members and innovative services of CCC secretariat, would also be achieved with the designed interventions.

Table 1: Project Objectives and Intervention

Project Specific Objectives	Project Intervention
Increased capacity of CSOs to innovatively respond to development challenges.	<ul style="list-style-type: none"> <li>• Enhance NGO systems and practices in governance, organizational management and financial management</li> <li>• Increase knowledge sharing and management on best practices and innovative actions in responding to development challenges.</li> <li>• Increase CSO use of key critical approaches to program implementation and management</li> <li>• Enhance capacities of CBOs in good governance and sustainability</li> </ul>
Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels.	<ul style="list-style-type: none"> <li>• Increase use of research/ evidence based to support advocacy for holistic, equitable and inclusive growth and development</li> <li>• Increase platforms for Multi-Stakeholder Initiative (MSI) on policies and programs to better respond to development challenges in Cambodia</li> <li>• Enhance reach and effectiveness of CSOs in diversifying incomes at both national and subnational levels</li> <li>• Strengthen national and sub-national civil society organizations</li> </ul>
Increased active participation of CCC members and innovative services of CCC secretariat.	<ul style="list-style-type: none"> <li>• Host reliable CSO knowledge and information hub</li> <li>• Strengthen and increase CCC members</li> <li>• Enhance CSO communication with the public</li> <li>• Strengthen capacity and performance of CCC secretariat</li> </ul>

## 2.2. TARGET GROUPS AND TARGET AREAS

The four different groups of people - staff members of NGO members of CCC, representatives of NGOs, participants of CBOs, and provincial NGO networks – are appropriate to be targeted as the primary target groups of the GHP. In response to the questions of the survey, as presented in [Table 2] below, most of the respondents rated the above proposed primary target groups between moderate and high levels of the appropriateness, while very few respondents rated at highest, low or lowest, even though some respondents cannot express their assessment on the level of the appropriateness.

Table 2: The appropriateness of the target groups and target areas

<i>Target Groups and Target Provinces</i>	<b>n</b>	<b>Highest</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>Lowest</b>	<b>Don't Know</b>
<i>Staff members of NGO members of CCC</i>	17	6%	24%	24%	0%	0%	47%
<i>Representatives of NGOs</i>	17	0%	41%	18%	6%	0%	35%
<i>Participants of CBOs</i>	16	0%	38%	13%	0%	6%	44%
<i>Provincial NGO networks</i>	17	0%	35%	12%	0%	0%	53%
<i>Ratanakiri</i>	11	0%	36%	18%	0%	0%	45%
<i>Kratie</i>	10	0%	30%	20%	0%	0%	50%
<i>Steung Treng</i>	13	0%	46%	15%	0%	0%	38%
<i>Kampot</i>	9	0%	11%	33%	0%	0%	56%
<i>Sihanouk Ville</i>	9	0%	11%	11%	22%	0%	56%
<i>Prey Veng</i>	11	9%	27%	9%	9%	0%	45%
<i>Svay Rieng</i>	12	8%	33%	8%	8%	0%	42%
<i>Kampong Thom</i>	10	0%	10%	30%	10%	0%	50%
<i>Siem Reap</i>	11	0%	18%	27%	9%	0%	45%
<i>Kampong Chhnang</i>	11	0%	18%	27%	9%	0%	45%
<i>Pursat</i>	11	0%	18%	27%	9%	0%	45%
<i>Battambang</i>	13	0%	31%	31%	0%	0%	38%
<i>Mondulkiri</i>	12	0%	33%	17%	8%	0%	42%
<i>Takeo</i>	11	0%	27%	18%	0%	0%	55%
<i>Kampong Speu</i>	10	0%	10%	30%	0%	0%	60%

In relation to the proposed target provinces, most of the respondents seemed not able to share their view on which provinces are appropriate to be targeted. Most of respondents seemed agree with CCC to focus their work in the following proposed provinces. While, some respondents would suggest CCC to give priority on some provinces, such as Battambang, Steung Treng, Svay Rieng, Mondulkiri, and Takeo.

## CONCLUSION AND RECOMMENDATIONS

All the 43 indicators – 8 outcome indicators and 35 output indicators – were confirmed from the secondary and primary sources. All the 8 proposed outcome indicators are appropriate, while 29 out of 35 output indicators are appropriate, and 6 output indicators are suggested to be modified the indicator statement, deleted or merged, and adjusted the proposed baseline figure. 7 out of 8 proposed targets are appropriate, while 1 proposed target is suggested to modify the value of the target. 26 out of 35 proposed output indicators are appropriate, while the 9 ones are suggested to be modified the value of the target. The detail information is found in the table annexed.

### FEASIBILITY OF CCC

GHP is highly feasible. CCC has adhered the principles to promote equality, equity, and inclusiveness so that everyone could meaningfully participate in the common development efforts. CCC has well interacted with diverse stakeholder groups including the civil society organizations, government, development partners, private sector, development partners, and the community. CCC has five main strengths which are essential contributions to the successful project implementation.

**Most of the proposed targets are corresponding to the baseline.** Findings showed that the proposed targets of over 95 percent of the 44 Outcome and Output indicators are well corresponding to the baseline status. Few proposed targets which are far or less to be achieved were reviewed and recommended to be adjusted. These indicate the high feasibility for GHP to succeed its planned targets.

#### **High organizational capacity and human resource and financial resource invested for GHP.**

Institutionally, CCC has operated for more than 3 decades in the area of coordinating and developing capacity of CSOs and to create enabling environment for CSOs to contribute to the democratic and sustainable development in Cambodia in which GHP put as the program focuses and intervention. CCC is governed by the ExCom, composed of seven members whom were selected from amongst the NGO members – both LNGOs and INGOs – with diverse and needy expertise. Amongst the 39 staff to be deployed, over 90 percent of them had intensive working experience in managing previous phases of GHP. Clear roles and responsibilities of the executive body are identified and equipped. Staff capacity building is intensively focusing. A lot of in house capacity development has been provided to CCC staff especially on various relevant topics, in particular related to the reporting system and report quality, personal goal

development, especially on progress and design of the new phase Governance Hub Program etc. CCC has paid more investment on its internal M&E system and performance especially for the implementation of the new phase GHP. In this regards, a team of consultants has been recruited to work on the improvement of internal M&E system such as digital data collection & reporting tool, knowledge management & learning system. CCC also made a draft for Monitoring & Evaluation Framework which is the guide for evaluate and collect results to against program targets. CCC has managed to secure funding for its program integration modality in which it plays important to secure the functionality of CCC as an institution and the developed projects. Financially, as of 2016, CCC managed to mobilize a total budget of US\$ 1,082,144, of which US\$ 963,627 was grant funded from more than ten funding partners, and US\$ 118,518 was its own incomes.

**High relevance of the GHP intervention to the need and focus of CSOs, funding agencies, and DPs.** As elaborated in sector 2 above in this report, the GHP intervention well the context, development trends and the challenges, needs and focuses of the CSOs in the larger scale and of its target groups in a specific sphere. Interventions were made aligned and supportive to the key national development policies and strategies of the governments such as National Strategic Development Plan (NSDP), the Cambodia's Sustainable Development Goals (CSDGs), the Development Cooperation and Partnership Strategy (DCPS), and the Sub-national Democratic Development (SNDD) including the Implementation of Social Accountability Framework (ISAF). It's also in line with the strategic focuses and priorities of key funding agencies and DPs.

**High reputation and specialization of CCC in the proposed intervention.** CCC is increasingly well known as an umbrella NGO coordinating the collective voice of CSOs to contribute to the democratic and sustainable development in Cambodia and playing more active engagement at regional level and to some extent at global level. CCC successfully implemented and supported the GPP Certification system and has many specialists. There are adequate number of staff who have rich capacity and intensive working experience in developing capacity of CSOs in various fields as M&E, Finance Management, Human Resources Management and ICT.

**Good coordination and cooperation of CCC with CSOs at various levels, with the government institutions at the sub-national and national level, and with the private sectors at national and regional levels.** In the past recent years, CCC has expanded its cooperation with and support to provincial networks and CBOs. CCC also works with 200-300 representatives of sub-national administrations (SNAs) including governors, and councilors in

23 provinces. This provided value added to CCC to better position itself in its coordination role to bring collective voices from CSOs at all levels. At national level, CCC has strong and collaborative partnership with other umbrella NGOs which such as NGO Forum on Cambodia, NEP and HACC and L/INGOs, besides its NGO members. In term of CSOs and private sector partnership, CCC has increasingly cooperated with various larger scale and active private companies in and outside Cambodia through its engagement with Cambodia CSR platform, ASAEN CSR platform, and OECD watch. With the governments, CCC have been active in collaboration with 10 relevant ministerial departments and assembly. At least 6 ministerial departments attended actively in different key events organized by CCC.

**Limited cooperation and collaboration of CCC with government, private sectors, and CBOs.**

Even though the good cooperation and partnership with some government institutions at different levels and private companies mainly at national level as well as with CBOs existed, but it generally remains limited and it is in need for greater improvement. Exploring the possibility to have official partnership with some ministries and TWGs is recommended. Exploring a strategic engagement with private companies is also found of importance. Increasing the engagement of CBOs in provincial networks and CCC learning forums and other round table meetings and consultations at national levels is also advisable.

**Lacking specialized support from CCC to the CSO members in the areas of legal, policy, and advocacy, knowledge management and fundraising.**

It's logical with the believe of CCC that every stakeholder has resources to contribute to certain issues and discussion. While it is recognized that general coordination - within the scope of three functions and roles, coordinator, governance champion, and advocate - of CCC has worked quite well. But the findings indicated the need for CCC to have own specialists who can advise CCC and support CSOs in legal, policy, advocacy, knowledge management as well as fundraising.

## RECOMMENDATIONS/ROADMAP

Following the findings, analysis and conclusion made in the previous sections, the Baseline survey would like to withdraw key supporting points to CCC and use them as the key road map to ensure the success of the GHP.

**Develop a results framework with the confirmed Baseline status and the confirmed value of the target and get the agreement with the funding partners.** Key steps and activities are recommended. Firstly, conduct CCC management team meeting to discuss and the confirmed baseline and the suggested value of the target the Baseline survey made, and to develop a final version of the results framework, containing the final baseline value and the target value. Secondly, review the activity plan and the working budget to fit with the proposed target value. Thirdly, call for a meeting with funding partners to present and agree on the newly proposed baseline value and target value.

**Strengthen the cooperation with private sector, CSOs, and the government agencies,** including the Ministry of Interior, National Assembly, Council Development of Cambodia, the Ministry of Planning, and the Office of the Council of the Ministers. As every stakeholder, including government, private sector and civil society, has the resources, the expertise, and potential to contribute to a sustainable and democratic country, it is important if CCC dedicates its resources and efforts to promote multi-stakeholder initiatives and relationship, and also to promote application of the-leave no one behind principle in all development stages and decision making. Multi-stakeholder engagement and inclusive partnership at the national and sub-national levels should be strengthened.

**Explore the mechanism to select one coordination institution to represent CSOs with the rotation working approach (every 2 years).** This is important to foster the cooperation with the Royal Government of Cambodia institutions and the Joint Technical Working Groups which are co-led by the government and the DPs, as well as increase their role at the regional, international, multilateral, UN and non-UN networks. The concept of the CSO Governance Structure is vital in this regards. The survey also realized the diverse perception and interest amongst the CSOs themselves. It's not easy to have one representative, while at least four different NGO umbrella networks are existed, and working independently, and separately, even though they share the coordination and the coloration on some key issues and interventions. The creation of the CSO Governance Structure would be a complex, long and challenging process. But it does not mean that it cannot happen. To enable the creation and

functioning of the CSO Governance Structure, the key intervention and process should be taken, as the following. First, CCC should initiate to discuss with all the existing NGO umbrella networks, focusing on the key and critical challenges which limited the collective voices of the CSOs, even though the sector-based worked at some extent. Independent facilitator(s) should be hired to play the facilitation of the meeting, rather than CCC facilitates. Secondly, if it's required or suggested, a joint and independent study on the pros and cons, and the process to form the structure should be commissioned and financed by the four Networks. Thirdly, a series of meetings jointly organized by the four Networks with the participants of each of the respective Network should be organized, to explore the possibility of the creation, or other discuss on other alternatives. It's recommended that the representatives from the government, DP and private sectors should be invited to share their views on the various steps and platforms per se.

**Explore a mechanism to set up a CBO federation.** It's a huge in number of the CBOs. As at the Baseline survey time, there're 25,000 CBOs across Cambodia. However, in generally, they're capacity is low, at various fields such as the leadership; the policies development and the project management; financial management, administrative management, documentation, resource mobilization. Other related fields also include the management of working committees of CBOs; communication and networking. Beyond the capacity, the collaboration and the collective voices of the CBOs was found as limited. The study would recommend that the CBO federation should be formed and made functional in order to strengthen their harmonization and unity. To do so, key interventions should be taken place. Firstly, CCC works in close cooperation with the Provincial Networks to conduct the regional consultations on the needs and the possibility in creating the CBO Federation, otherwise, other alternatives, to foster the harmonization and unity of the CBOs. Secondly, CCC with other NGO umbrella networks should jointly organize a series of national consultations and discussions with the participation of the provincial NGO networks, CBOs, governments, DPs and private sector to discuss on the pros and cons of the CBO Federation and the future support from all actors if the creation of such federation will happen. Thirdly, CCC and key actors should develop a joint program/project to build up the capacity of the CBO Federation, with clear exit and accompaniment strategy.

*Explore a mechanism to set participation of CBOs.* As the strength of civil society is in the hands of its members, CCC should work with and through its members and partners to strengthen CBOs' quality of works, to better harmonize, to effectively mobilize and use of resources, as well as to mainstream CCC vision and efforts to CBOs across the country.

**Strengthen a strategic coordination with DPs, regional, and international networks.** Building up from the current partnership, CCC should discuss with DPs those who have office in Cambodia for more strategic partnership. The discussion should be made to identify key issues that CSOs are facing with and intended to bring to the government and relevant stakeholders at certain times. Clearly identifying roles of CCC and DPs on such issues should be made clearly. Where necessary, the MoU should be developed. Joint actions should also be initiated. And systematic coordination and update mechanism and events should also be made. This should be done similarly for regional and international networks. Having learned from the UN's Universal Periodical Review (UPR) and Shadow Report, similar mechanisms should be explored and tested to ensure the effectiveness of the partnership which bring great back up, support and results to CSOs.

**Develop guideline principles to manage the Civil Society Fund.** CCC should revisit and conduct mapping on the existing and potential sources of funding. The resource mapping database will be regularly updated and made available online to serve the interest of CSOs. A feasibility study should be conducted to assess the viability and possible composition of a Trust Fund for CSOs. Trust Fund and small grants should be provided to provincial NGO networks, small and grassroots organizations support their contribution to the enhanced effectiveness and impact of CSOs and to the improved enabling environment for CSOs.

**Explore the mechanism to adopt VIADO for CCC and GPP certificate NGOs.** It's clearly acknowledged that CCC has already complied with various principles and standards such as the GPP standards, donors' requirements and the governments laws and regulations. However, only 66 percent of NGOs have high internal governance and accountability, while 33 percent rated at moderate level. To add value to these and further uplift the reputation of CCC to the public, it's suggested CCC should explore the mechanism to adopt voluntary income and asset declaration online (VIADO) for CCC itself and GPP certified NGOs which provide an opportunity to citizens to check the wealth of NGO's officials and report it through social media in case they found any differences. This would help increase the control over the corruption in NGO sector pressure on nepotism, in which VAIDO could be complemented to GPP. The main purpose of this innovation is that NGO leaders who manage funding should meet at least one of the conditions: show their integrity to the community through VIADO.

This will empower to citizens, who are the owners of the country, have power to check the integrity of NGO's leaders before, during and after their leadership. This is because they can check it online with their smart phones or computers, and they can report it through social media. We want to make sure that those leaders have very limit opportunity to commit corruption; and maintain their integrity to serve the public interest. So far, VIADO has been practicing in Cambodia for nearly two years, and it has been achieved a remarkable result. There are increasing demands of integrity among students, NGOs and political parties.

**Strengthen the coordination of the provincial NGO networks and the cooperation between NGOs and CBOs.** As CCC has no branch office in any provinces, it would be good if CCC works with its members, provincial NGO networks and individual organizations to support them to play and provide similar roles and services as CCC. Key interventions of the five-year program will be delegated to provincial networks and/or local organizations after their capacity has been strengthened.

**Expand the accessibility online learning to wider CSOs, not just to the CCC members.** As CCC is one of the biggest NGOs umbrellas, and it has created an online learning platform to build the capacity of NGOs members, this service should be accessed by NGOs and CBOs at large even though they are not member of CCC. So that it will serve the interest of CSOs. Topics that CCC is specialized in, and reflect the need of the wider CSOs even should be expanded, regardless the members or non-members.

Table 3: Proposed roadmap with timeline

No	Focus	Y1	Y2	Y3	Y4	Y5
1	Develop a results framework with the confirmed Baseline status and the confirmed value of the target and get the agreement with the funding partners	x				
2	Strengthen cooperation of CCC with government agencies and ministries: MOI, National Assembly, CDC, Ministry of Planning, Council of Ministers	x	x			
3	Explore the mechanism to select one coordination institution represent CSOs with rotation approach (every 2 years)	x	x			
4	Explore the formation and functioning of CBOs federation		x			
5	Strengthen strategic coordination with DPs, regional, and international networks		x			
6	Develop guideline, principles and structure within CCC to coordinate and ensure the transparency, integrity and trust on CSF		x			
7	Explore the mechanism to adopt VIADO for CCC and GPP certificate NGOs			x		
8	Strengthen the coordination of provincial NGO networks and the cooperation b/w NGOs and CBOs			x		
9	Expand the accessibility to online learning to wider CSOs, not just CCC members			x		
10	Explore mechanism to get participation from wider CSOs and CBOs, by reviewing the membership and membership fee		x			

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## ANNEXES

### Appendix 1: Baseline status and target analysis

Program Logic	Indicator Name	Description/ Measurement	Proposed baseline status	Confirm ed baseline status	Applica ble	Comment	Proposed Target	Feasibl e	Comment
					Yes/No			Yes/No	
Goal 1: Enhanced effectiveness and impact of CSOs	Improvement in the USAID Civil Society Sustainability Index for Cambodia (2015 as the baseline)	Seven dimension are used to measure the level of the CSO sustainability. These include legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image.	4.2	4.3	Yes	Keep the proposed baseline.	4	Yes	Keep the proposed target.

		<p>At the regional level, including for Asia, the CSO Sustainability Index is conducted by USAID, while in CCC commissioned such study in Cambodia.</p> <p>According to the CCC's commissioned study, the average score in Cambodia in 2015 is 4.2 or at sustainability evolving, according to the three categories identified by the index, Sustainability</p>							
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		Enhanced, Evolving, and Impeded. Finding from this annual study is the main source of the information used to confirm the status of the CSO sustainability.							
Goal 2: Improved enabling environment for CSOs	Increased average pillar score of national integrity system of civil society in Cambodia (2014 as the baseline)	Three areas are used to measure the national integrity system of CSOs: capacity, governance, and the performance of their roles. In 2014, the study on National Integrity System was conducted by Transparency	48	48	Yes	Keep the proposed baseline.	50	Yes	Keep the proposed target.

		International. Finding from the study is the main source of the information to confirm the status of the CSO integrity.							
	indicator: Increased CSO contribution toward the achievement of key national policies including D&D, ISAF, NSDP, CSDGs)	Evidences in the D&D, ISAF, NSDP and CSDGs which reflect the concerns, challenges and needs identified and raised by CSOs.	No proposed baseline in GHP's logframe	19%	Yes	Use the confirmed baseline. But need to modify the indicator.  It's not clear what exactly planned to be measured. It is not clear whether to count the inputs raised by CSOs at the design of the D&D, ISAF, NSDP, CSDGs. Or whether it's counted the	25%	Yes	Keep the proposed target.

					<p>spirit of mentioned policies which reflect the inputs raised by CSOs. Or whether it's counted the contributions of CSOs on the certain issues which listed in the mentioned policies once they are successfully achieved/implemented.</p> <p>To help the modification of the indicator, this indicator should be understood that it's under the Goal 2, Improved enabling environment for CSOs, rather that</p>			
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					<p>under Goal 1 or both. In this sense, the indicator should link directly with the enabling environment which allows CSOs to contribute their inputs into the development of the key mentioned policies.</p> <p>The new proposed indicator is, "Increased the integration of CSOs inputs in the four key national policies: D&amp;D, ISAF, NSDP and CSDGs.</p>			
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SO1: Increased capacity of CSOs for innovative response to development challenges	SO1.1: At least 95% of NGOs engaged in the GPP system improve their internal governance and accountability with an increase in average scores by 15-20%	The level of internal governance and accountability of the NGOs resulted from the engagement in the capacity building and application for GPP certificate coordinated and provided by NCCC and CCC, compare with the GPP scoring system. Key criteria of internal governance and accountability stipulated in the GPP guidelines are used for the	No proposed baseline in GHP's logframe	N/A	Yes	Modify indicator. Proposed indicator: At least 50% of the NGO Applicants engaged in GPP Certification System complied with GPP Standards	50%	Yes	Keep the proposed target.
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		measurement.							
	SO1.2: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice	Lessons from M&E, Finance, Human Resources, and ICT fora are integrated	No proposed baseline in GHP's logframe	50%	Yes	Use the confirmed baseline.	65%	Yes	Keep the proposed target.
	SO1.3: At least 5 projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct and ICT	CCC organized four different learning fora: M&E, Finance Management, Human Resources Management, and ICT. Any initiatives related to the forum topics initiated by	0	0	Yes	Keep the proposed baseline.	5	Yes	Keep the proposed target.

	based)	the NGOs who attended the above forums can be counted.							
OP1.1: Enhanced CSO systems and practices in governance, organizational management and financial management.	OP1.1.A: Number of NGOs successfully complete GPP process and requirements.	It's measured once the applicant NGO successfully get GPP certificate.	80 certificates awarded to 61 NGOs by December 2016.	114	Yes	Keep the proposed baseline.  Modify indicator. Proposed indicator: Number of NGOs fulfilled organizational gaps through GPP application process	164	Yes	Keep the proposed target.  More simplified GPP process, increased capacity building/support from CCC to applicants NGOs, and increased interest of NGOs on GPP.
	OP1.1.B: Number or percentage of NGO Executive Directors that self-report improvements in organizational	It is measured by counting the number of NGO Executive Directors have self report	No proposed baseline in GHP's logframe	33%	Yes	Modify the indicator.  The indicator is not fully understood or measurable, and the GPP	60% (previously: 75%)	Yes	Modify the target.  Following the clarification on the definition of indicator, the target

	capacities in at least 75% of GPP index/standards.				<p>index/standard seems are not clearly defined or made available by CCC.</p> <p>Proposed indicator:  Percentage of the NGOs that include the organizational capacities in the Executive Director self-report. Or  Percentage of NGO Executive Directors reported improvement in organizational capacity, by at least 75% of the GPP index/standards.  By at least 75% of the GPP index/standards</p>		<p>should focus on the NGO Executive Directors who reported on the improvement of the organisational capacity. With the confirmed baseline (33%), the proposed target should be max 60%, because it's quite changing to encourage EDs to particular included this in their report.</p>
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						could be included if CCC has such index/standards in place.			
	OP1.1.C: Rate of increase of score in internal governance and accountability index.  (To be deleted since there is no internal accountability and accountability index at CCC yet.)	Use the score of internal governance and accountability index	No proposed baseline in GHP's logframe	No available from the Baseline survey	No	To be deleted. There is no internal accountability and accountability index at CCC yet.	10%	No	Modify or delete the target. Refer to the applicability of the baseline for more analysis.
OP1.2: Increased	OP1.2.A: Number of documentation	It is measured by the number of	No proposed	4	Yes	Keep the proposed	5	Yes	Keep the proposed

knowledge sharing and management on best practices and innovative actions in responding to development challenges.	on NGO best practice shared through learning exchange platforms of CCC and other networks.	research or publications on NGO best practice shared by NGO members.	baseline in GHP's logframe			baseline.			target.
	OP1.2.B: Number and level of NGO staff who participate in learning exchange forums.	It is measured by amount of NGO staff, and their positions	No proposed baseline in GHP's logframe	10 staff per NGO (50 people)	Yes	Keep the confirmed baseline.	300	Yes	Keep the proposed target.
	OP1.2.C. Percentage of NGO staff who increased capacity as a result of increased knowledge sharing	It is measured by the number of NGO staff who gain additional knowledge or skills	No proposed baseline in GHP's logframe	5 staff per NGO (50 people, 25%)	Yes	Keep the confirmed baseline.	50%	Yes	Keep the proposed target.

	among NGOs.								
OP1.3: Increased CSO use of key critical approaches to program implementation and management.	OP1.3.A: Number or percentage of NGOs with activities on raising awareness and participation of rights holders and duty bearers.)	It is measured by the number of NGOs who organize raising awareness and participate on specific issues related to rights holders and duty bearers	No proposed baseline in GHP's logframe	28%	No	Modify the indicator. Indicator is too generic and confusing with the term "activities on raising awareness and participation." Proposed indicator: Number of NGOs organised awareness raising on right-based approach concept to rights holders and or duty bearers."	50%	Yes	Keep the proposed target.  The modified/proposed indicator: Number of NGOs organised awareness raising on right-based approach concept to rights holders and or duty bearers.
	OP1.3.B: Percentage of NGOs with change-oriented	It is measured by counting the number of NGO having change-	No proposed baseline in GHP's	25%	Yes	Keep the confirmed baseline.	50%	Yes	Keep the proposed target.

	plans, monitoring-reporting	oriented plans, and monitoring-reporting	logframe						
	OP1.3.C: Percentage of NGOs using CPPB tools when engaging with various stakeholders	It is measured by counting the number of NGOs using the CPPB tools	No proposed baseline in GHP's logframe	30%	Yes	Keep the confirmed baseline.	50%	Yes	Keep the proposed target.
OP1.4: Enhanced capacity of CBOs in good governance and sustainability	OP1.4.A: Number of NGOs staff (at national and provincial levels) who have completed training as trainers-coaches	It is measured by individual NGOs staff (national and provincial levels) who completed training as trainer-coaches.	0	0	Yes	Keep the proposed baseline.	50	Yes	Keep the proposed target.
	OP1.4.B: Number of provincial networks with functional CBO trainers/training	It is measured by counting the number of provincial network with	0	0	Yes	Keep the proposed baseline.	10	Yes	Keep the proposed target.

	teams	functional CBOs trainers							
	OP1.4.C: Number of CBOs using CBO guidelines to strengthen governance and operations	It is measured by counting the number of CBOs using CBO guidelines to strengthen governance and operations	0	0	Yes	Keep the proposed baseline. The CBOs guideline is on the development process. About 20 CBOs participated as end of 2016.	200	Yes	Keep the proposed target.
SO2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels.	SO2.1: At least 25% of inputs from CSOs for improving the contents and process of at least four laws and policies (LANGO, Cyber Law, SDG localization and D&D reform) are integrated and	It is measured by proportioning the specific issues of CSO to improve laws and policies (LANGO, Cyber law, SDG localization and D&D reform) which are integrated and reinforced	<10%	<10%	Yes	Keep the proposed baseline.	25%	Yes	Keep the proposed target.

	reinforced.								
	SO2.2: At least 10 national and sub-national CSO networks respond collectively to 2-3 development issues each year.	It is measured by counting the number of specific issues which are raised by national and sub-national CSO network on the development issues	4	4	Yes	Out of the 9 provincial NGO networks who signed MoUs with CCC, only two of them have collectively addressed common issues in 2016. At the national level, only CCC and NGOF have worked together to address issues related to CSDGs.	10	Yes	Keep the proposed target.
	SO2.3: At least 55% of NGOs and CBOs received active supports from Civil Society Foundation/Fund	It is measured by the percentage of the NGOs and CBOs received active supports from Civil Society	0	0	Yes	Keep the confirmed baseline. No CSO Trust Fund or similar initiative established (Zero baseline)	25%	No	Modify the target and keep only 25% from 55%.  As stated in the GPH document, the

	has formulated a strategy to diversity incomes to support their operations and programs.	Foundation/Fund							primary target group is 750 (500 NGOs and 250 CBOs.) It's quite high to reach 50% of this 750 within the project period, since the CSF is not on the process, not functional yet. With the planned 150,000USD for this schedule is not realistic to achieve over 300 NGOs and CBOs.
OP2.1: Increased use of research/evidence based to support advocacy for holistic,	OP2.1.A: Number of research conducted and consolidated by CCC related to the development and democratization	It is measured by counting the publication of research which are conducted and consolidated by CCC	No proposed baseline in GHP's logframe	3	Yes	Keep the confirmed baseline.	23	Yes	Keep the proposed target.

equitable and inclusive growth and development	process.								
	OP2.1.B: Number of users who accessed the CCC research database	It is measured by counting the number of users who access the CCC research database	200	400	Yes	Keep the confirmed baseline.	2500	No	Reduce the target from 5000 to 2500. With the current baseline, it's assumed that about 500 users accessed, with the GHP intervention per year, without double counting.
	OP2.1.C: Number of instances where CSO inputs are considered by government and other stakeholders (to be deleted, and merged with OP2.2C)	It is measured by counting the specific CSO inputs are considered by government and stakeholders	No proposed baseline in GHP's logframe	Very few	No	Merged with OP2.2.C. This indicator duplicates with OP2.2.C.	10	No	Delete or merge with OP2.2.C. This indicator duplicates with OP2.2.C.

<p>OP2.2: Increased platforms for Multi- Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia</p>	<p>OP2.2.A: Number of multi- stakeholder events between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights</p>	<p>It is measured by counting the specific multi- stakeholder events which are organized by government, private sector and CSOs on a code of principle and plan of action to promote linking of SDGs with Human Rights</p>	<p>Very few</p>	<p>Very few</p>	<p>No</p>	<p>Use the confirmed baseline, not the proposed baseline. Mainly, only the bi- parties partnership mechanisms happened in the past such as the TWGs, UPR,DCPS...., especially between the government and CSOs, or DPs and CSOs. There was no any mechanisms that enabled government, private sector, and CSO work together in all development stages and all levels. Zero multi- stakeholder events</p>	<p>3</p>	<p>No</p>	<p>Reduce the target from 5 to 3.</p> <p>Cooperation between the government and CSOs remains poor, while the cooperation between private sector and CSOs is extremely lacking. Having given the political and legal space, it's quite challenging to build up the cooperation. So it's suggested not to be much ambitious on the target.</p>
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						between government, private sector, and CSOs on a code of principles and plan of action to promote linking of SDGs with human rights.			
	OP2.2.B: Number of joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development	It is measured by counting the joint actions, research, meeting, or events which are organized by CSOs, private sector and the government to contribute to the holistic, equitable, inclusive development	0	0	Yes	Keep the proposed baseline. No concrete action about this joint action developed in the past (Zero baseline)	1	Yes	Keep the proposed target.

	<p>OP2.2.C: Number of inputs by CSOs to improve the process and content of the key national laws and policies.</p> <p>(Previous indicator: Number of instances where CSO inputs are considered by government during policy development processes)</p>	<p>It is measured by counting the specific instance of CSO inputs are considered by the government during policy development processes</p>		Very few	No	<p>Low proportion of instances where CSO inputs are considered by government and other stakeholders.</p>	10	Yes	<p>Keep the proposed target.</p>
<p>OP2.3: Enhanced reach and effectiveness of CSOs in diversifying</p>	<p>OP2.3.A. Number of events/learning platforms provided on resource</p>	<p>It is measured by counting events/learning platforms organized and facilitated by CCC</p>	0	0	Yes	<p>Keep the proposed baseline.</p>	5	Yes	<p>Keep the proposed target.</p>

income at both national and sub-national levels	mobilization	on resource mobilization							
	OP2.3.B. Number of initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.	It is measured by counting each initiatives/mechanism for joint action on fund raising and advocacy towards government and donors	No proposed baseline in GHP's logframe	0	Yes	Keep the confirmed baseline.	5	Yes	Keep the proposed target, one mechanism is planned per annum.
	OP2.3.C. Number of CSOs received technical support and sub-grants by the Civil Society Fund	It is measuring by counting the number of CSO receive technical support and sub-grants by the Civil Society Fund	0	0	Yes	Keep the confirmed baseline.	8	Yes	Keep the proposed target. It's feasible. But there are some points which need attention and efforts from CCC. Civil Society Foundation is on the process to develop.

									It's suggested that developing clear principles, guidelines and the coordination structure within CCC is strongly suggested to ensure the transparency, integrity and trust of the CSF.
OP2.4: Strengthened national and sub-national civil society associations and networks	OP2.4.A: Number policies/plans and operational means established to sustain long process of building mutual support and unity within civil society	It is measured by counting the number of establishment policies and operational means	0	0	Yes	Keep the proposed baseline.	1	Yes	Keep the proposed target.
	OP2.4.B: Percentage of NGOs and CBOs	It is measured by counting the number of	0	0	Yes	Keep the proposed baseline.	60%	No	Reduce the target from 80% to 60%, because the baseline

	that reported improved coordination and effectiveness in their area/level resulted from their engagement with CSO collaboration mechanisms	meeting, coordination, consultation which produce the specific results or common positions							is 0%, the coordination structure at sub-national level remains poor and consume time and resources to advance.
SO3: Strengthened active participation of CCC members and innovative services of CCC secretariat.	SO3.1: CCC members increased by 25% and at least 90% of CCC members get satisfied with the services provided.	It is measuring by comparing the current number of CCC member in comparison to the proportion of increasing membership, and conduct a survey the level of CCC members on satisfied service provided	156 NGO members, 83% of them are satisfied	156 NGO members, 83% of them are satisfied	Yes	Keep the proposed baseline.	25%/90%	Yes	Keep the proposed target.

	SO3.2: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period.	It is measured by the level of good governance, relationships and communications, sound financial management, accountability and transparency, quality assurance, and human resource management; and CCC receive GPP certificate during the project period.	Third GPP certificate valid until Aug 2018	Third GPP certificate valid until Aug 2018	Yes	Keep the proposed baseline.	1	Yes	Keep the proposed target.
OP3.1: Hosted reliable CSO knowledge and information hub	OP3.1.A: Number of CCC's publication and knowledge management/sharing platforms	It is measured by counting CCC's publication, research, report	3 per annum	3 per annum	Yes	Keep the proposed baseline. But to modify the indicator. Proposed indicator: Number of CCC's publications	5	Yes	Keep the proposed target.

	organised					produced and knowledge management/sharing platforms organized.			
	OP3.1.B: Number people accessed to CCC and CSO publications and other information dissemination portals/tools	It is measured by number of visit and download of CCC's website, publication, and other information dissemination portals/tools	1,500 access CCC information hub	About 1,500 people have accessed to CCC information hub.	Yes	Keep the proposed baseline.	5000	Yes	Keep the proposed target.
	OP3.1.C: Number or percentage of CSOs that report improved knowledge and skills in managing and using learning platforms	It is measured by counting the increase knowledge and skill on M&E, organizational and program management, financial	No proposed baseline in GHP's logframe	77%	No	Keep the confirmed baseline, but need to modify the indicator. Proposed indicator: Number or percentage of CSOs that report improved knowledge and	80%	Yes	Keep the proposed target.

		management, HRM, and ICT				skills resulted from the CCC's learning platforms			
OP3.2: Strengthened and increased CCC members	OP3.2.A: Percentage of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform...	It is measured by counting the number and status of CCC membership participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform....	About 50% of CCC members actively engaged in those membership platforms.	47%	Yes	Keep the confirmed baseline	60%	Yes	Reduce the target from 70% to 60% because the proposed baseline 47%
	OP3.2.B: Percentage of CCC members that report improved operations as a result of increased support and	It is measured by counting the increase number or percentage of activities or services in the operation after	No proposed baseline in GHP's logframe	35%	Yes	Keep the confirmed baseline.	50%	No	It's suggested more intensive support to selected NGO members should take place.

	services by CCC	receiving the support and services by CCC							
	OP3.2.C: Percentage of CCC members increased	It is measured by counting the current CCC members in comparison to the increase during the project period	156	156	Yes	Keep the confirmed baseline.	25%	Yes	Keep the proposed target. However, it's also suggested that the introduction about CCC to wider CSOs, engaging wider CSOs in some platforms CCC organised to encourage their participation, and reconsideration on the membership fee principles.
OP3.3: Enhanced CSO communication with the public	OP3.3.A: Percentage of CSO leaders/officers who self-report an increase in their	It is measured by the counting the number of activities and/or increasing quality	Not available	30%	Yes	Keep the confirmed baseline.	50%	No	It's suggested to modify the statement in the proposed target which is different from the

	organization's capacity and means in social marketing and communicating with the public	of services in social marketing and communication with the public							statement of the indicator. Statement in the proposed target: CSOs leaders/officers who participated in related capacity development/service . Statement of the indicator: CSO leaders/officers who self-report an increase in their organisational capacity....."
	OP3.3.B: Percentage of CSOs and CSO networks are implementing social marketing plans	It is measured by counting the number of CSOs and CSO networks that implement social marketing plans	No available	30%	Yes	Keep the confirmed baseline.	50%	No	It's suggested to modify the statement in the proposed target which is different from the statement of the indicator. Statement in the proposed

									target: CSOs leaders/officers who participated in related capacity development/service . Statement of the indicator: CSOs and CSO networks that have drawn up and are implementing social market plans.
	OP3.3.C: Percentage of communities that report better understanding and appreciation of the roles and contribution of CSOs (using a community-derived satisfaction-	It is measured by counting the CSO's activities or quality of services which are appreciated by the communities	No proposed baseline in GHP's logframe	Unavailable	Yes	Keep the indicator. But the Baseline survey missed to study this particular issue due to the time and resources constraint.	50%	Yes	Keep the proposed target.

	approval index)								
OP3.4: Strengthened capacity and performance of the CCC secretariat	OP3.4.A: Increase in dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index	It is measured by considering these factors: attentiveness, honesty, punctuality, working until assigned tasks are completed and of good quality, communicating effectively, dressing in proper business attire, and exhibiting good interpersonal skills, including respectfulness and civility.	CCC holds its third GPP certificate with validity till August 2018	CCC holds its third GPP certificate with validity till August 2018	Yes	Keep the confirmed baseline.	1	yes	Keep the proposed target.
	OP3.4.B: Amount	It is measured by	800,000	800,000	Yes	Keep the confirmed	4,000,000	yes	Keep the proposed

	of fund generated by CCC both from donors and self-income generation	counting the current amount of fund and self-income generation in comparison to the expectation	USD/year	USD/year		baseline.			target. 4,000,000 USD for the whole 5-year of the GHP course.
	OP3.4.C: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations	It is measured by cross check details activities in comparison to its by-laws, GPP standards, donors' contracts, Cambodian laws, and regulations	CCC fully complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.	Fully complied	Yes	Keep the confirmed baseline.	Complied	Yes	Keep the proposed target.

**Vision:**

Sustainable development for Cambodia.

**Mission:**

As a membership based organization, CCC works in inclusive partnership for good governance, enabling environment and sustainability of civil society organizations in Cambodia.

**Goal:**

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

**Values:**

- Integrity
- Responsiveness
- Cooperation
- Quality
- Inclusiveness

This study is funded by:



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