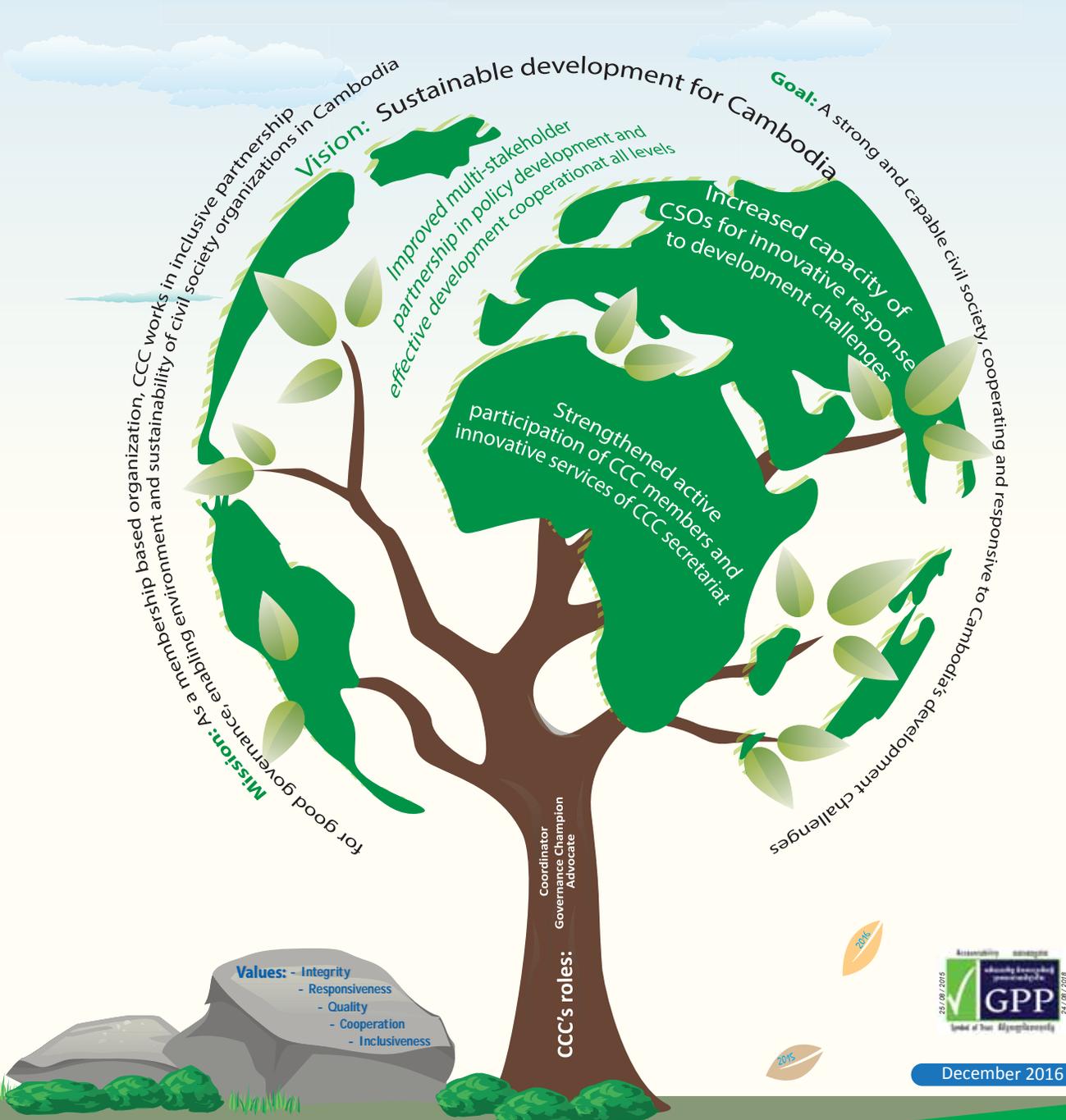




Governance Hub Program (GHP)

PHASE 3 (2017 - 2021)



Message from CCC EXCOM Chair and Executive Director

We are pleased to introduce the Phase 3 of CCC's Governance Hub Program (GHP) for the five year period 2017-2021. The GHP Phase 3 has been formally endorsed by CCC's Executive Committee. This follows wider consultations with CCC donors/funding partners, members, Executive Committee (EXCOM), Executive Director, Senior Management Team, staff and other stakeholders, including the representatives from UN agencies, provincial NGO networks, and community based organizations (CBOs), government and the private sector. It includes the reflection on the results of the mid-term review of GHP Phase 2 (2014-2018).

The GHP Phase 3 (2017 – 2021) supports the CCC vision of **“sustainable development for Cambodia”** and its goal **“a strong and capable civil society, cooperating and responsive to Cambodia's development challenges”**.

The GHP Phase 3 introduces dozens of new changes and innovations. They are included in the CCC's mission, program goals, objectives, key focuses, working approaches and strategies, and target audiences/partners. These developments can assist the civil society organizations (CSOs) to achieve better results and bigger impacts toward the Sustainable Development of Cambodia. The CCC's mission now states that **“as a membership based organization, CCC works in inclusive partnership for good governance, enabling environment and sustainability of civil society organizations in Cambodia”**.

At the impact level, the GHP Phase 3 will produce two impacts:

- 1) Enhanced effectiveness and impact of civil society organizations (CSOs)
- 2) Improved enabling environment for CSOs

Three outcomes will be delivered by the GHP Phase 3:

- 1) Increased capacity of CSOs for innovative response to development challenges
- 2) Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels; and
- 3) Strengthened active participation of CCC members and innovative services of CCC secretariat.

This five year program has 46 indicators, 12 expected outputs, seven strategies, 40 key interventions, and 210 detailed activities.

The GHP Phase 3 will focus on two priorities: 1) addressing the multi-dimensional and systemic drivers in the UN's Sustainable Development Goals (SDGs): it is crucial to strengthen and enhance the role and effectiveness of CSOs in advocating for and contributing to inclusive and sustainable development, founded on the principles of good governance - transparency and accountability and respect for human rights - that benefits all, and leaves no one behind, and 2) responding to the decrease of funding and increasing political polarization and shrinking space for meaningful dialogue in Cambodia: it is critical for CSOs to strengthen their work with various stakeholders, including the private sector, to improve the enabling environment for the growth and development of civil society and democratic reforms.

CCC will apply four (4) working approaches: 1) **Member Centred Approach**, CCC will work with and through its members and partners to strengthen their quality of work, to better harmonize, to effectively mobilize and use resources, as well as to mainstream CCC's vision and efforts to communities and individual citizens across the country. 2) **Decentralization**, CCC will direct its efforts, resources and key interventions to the sub-national level. 3) **Inclusive Partnership**, CCC will promote inclusive partnership where all development actors (government, private sector and civil society) are working together for democratic and sustainable development in Cambodia. 4) **Rights Based Approach/Do No Harm**, CCC will assist CSOs to apply a right based approach (RBA) and/Do-No-Harm (DNH) into both their organization and programs.

CCC will employ seven (7) Program Strategies: 1) **Governance Systems and Tools**, CCC will advance and develop a number of existing and new systems and tools for promoting good governance, and professional practices within civil society organizations in Cambodia. 2) **Learning and Capacity Development**, CCC will provide and facilitate a range of learning and capacity development services focusing on institutional effectiveness and program quality within CSOs to be provided through various platforms (virtual and online) to different stakeholders, especially to CCC members, provincial NGOs and Community Based Organizations. 3) **Research**, CCC will facilitate and conduct research related to CSOs enabling environment and challenges, and research findings will be used to inform advocacy and other decision making on policies and legal frameworks. 4) **Multi-Stakeholder Engagement and Inclusive Partnerships**, CCC will focus on promoting effective development cooperation and inclusive participation for all stakeholders, ensuring no one is left behind, in all development stages. 5) **Campaigns and Advocacy**, CCC will focus campaigns on localization of the SDGs and other related emerging issues affecting CSOs. An evidence based 'light touch', and professional advocacy approach, will be used and encouraged to influence policies and legal frameworks that affect CSOs. 6) **Civil Society Fund/Financial Sustainability**, CCC will focus on creation of a Trust Fund for CSOs, and providing small grants to provincial NGO networks, small and grassroots organizations, which can contribute to the enhanced effectiveness and impact of CSO interventions, , and to the improved enabling environment for CSOs. 7) **ICT and Innovation**, CCC will enhance data, information and knowledge management, and a number of ICT

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packages such as the CSOs database, research database, M&E App, video production, learning and knowledge management system, online advocacy platforms, and many others, and these will be available to CCC members and other stakeholders.

The GHP Phase 3 will take effect from **01 January 2017 to 31 December 2021**, with independent mid-term and end of program evaluation. The GHP will require USD\$5,470,691 for the entire five years.

CCC 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). Interventions of the program will provide benefits to primary beneficiaries: **1,000** (400 women) staff members of all NGO members of CCC (around **200** organizations), **600** (250 women) representatives of **300** NGOs, **250** (100 women) participants of **250** CBOs from **15** target provinces and Phnom Penh, and **15** provincial NGO networks.

We hope that the government, development partners, private sector, and the civil society at all levels support this GHP Phase 3. We look forward to working in partnership with you, having your cooperation and support.


Date: 30 / 12 / 2016
Mr. Chat Sophiep
Chairman of CCC Executive Committee


Date: 30 / 12 / 2016
Mr. Soeung Saroeun
Executive Director of CCC

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List of Acronyms:

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 Professional Practice
GRS	Global Reference Standards
HRBA	Human Right 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 Member of the National Assembly
MFI	Micro-Finance Institute
M&E	Monitoring & Evaluation
MSI	Multi-Stakeholder Initiative

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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 Orientation
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
SDG	Sustainable Development Goals
SMART	Specific Measurement Attribute Relevant Time
SNDD	Sub-National Democratic Development
TWG	Technical Working Group
UN	United Nations
UNGPs	UN Guiding Principles on Business and Human Rights
UNGPs (NAP)	UN Guiding Principles on Business and Human Rights (National Action Plan)
VCS	Voluntary Certification System

I. Executive Summary

The Cooperation Committee for Cambodia (CCC) was established in 1990. The organization is deeply respected and is recognized as the largest Non-Governmental Organization (NGO) membership based organization in Cambodia. CCC currently has more than 160 NGOs as members, comprised of both local and international NGOs. Contributions of those members are made through diverse development sectors, constituting around USD 280 Million annually to the whole development budget of the country.

CCC is recognized for its leadership, coordination, advocacy, and networking among all development actors to:

- 1). **Promote good governance and institutional effectiveness.**
- 2). **Improve the enabling environment and inclusive partnerships for development.**

Since 2011, CCC has implemented a single program called the Governance Hub Program (GHP). Key interventions have focused on these two areas. Currently, CCC is a home of Governance & Professional Practice (GPP), leading in CSO learning and research, and coordinator and advocate on Enabling Environment for CSOs in Cambodia. Regular reviews have been conducted to understand the relevance, effectiveness, efficiency, impact and sustainability of those interventions, as well as to ensure that the program is responsive to the emerging development context.

The mid-term review of the Governance Hub Program (GHP Phase 2, 2014-2018) was undertaken in 2016 in response to the rapidly changing situation both globally and in Cambodia, particularly the UN Sustainable Development Goals and the national political context. The mid-term review assessed the effectiveness of the GHP and identified adjustments to be made to the GHP mission and design to make it more 'fit-for-purpose' and responsive to the changing context. The review and stakeholder engagement confirmed CCC needed to make some modifications to the organizational strategic elements, specifically the Mission Statement, to make it more informative and understood by the audience. Thus, for the next five years, CCC has the following strategic elements as the guiding principles to sharpen its GHP interventions.

- **Vision:** Sustainable development for Cambodia.
- **Mission:** As a membership based organization, CCC works in inclusive partnerships for good governance, enabling environment and sustainability of civil society organizations in Cambodia.
- **Values:** Integrity, Responsiveness, Quality, Cooperation and Inclusiveness

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- **Goal:** A strong and capable civil society, cooperating and responsive to Cambodia's development challenges¹.

The key difference from GHP Phase 2 is that GHP Phase 3 is better placed to assist CCC members and CSOs in Cambodia to respond to the two key development challenges that Cambodia is facing both now and in the future:

- **First**, is the challenge of addressing the multi-dimensional and systemic drivers within the UN's Sustainable Development Goals: it is crucial to strengthen and enhance the role and effectiveness of CSOs in advocating for and contributing to inclusive and sustainable development, founded on the principles of good governance - transparency and accountability and respect for human rights - that benefits all, and leaves no one behind.
- **Second**, is the decrease of funding, and increasing political polarisation and shrinking space for meaningful dialogue in Cambodia: it is critical for CSOs to strengthen their work with various stakeholders, including the private sector, to improve the enabling environment for the growth and development of civil society and democratic reforms.

The GHP 2017-2021 has **two** goals, **three** objectives, **46** indicators, and **12** expected results, through which **40** key interventions and **210** detailed activities will be implemented.

Two Program Goals:

- **Goal 1:** Enhanced effectiveness and impact of CSOs
- **Goal 2:** Improved enabling environment for CSOs

Three Program Objectives	12 Expected Results
SO1: Increased capacity of CSOs for innovative response to development challenges.	ER1.1: Enhanced NGO systems and practices in governance, organizational management and financial management
	ER1.2: Increased knowledge sharing and management on best practices and innovative actions in responding to development challenges.
	ER1.3: Increased CSO use of key critical approaches to program implementation and management
	ER1.4: Enhanced capacity of CBOs in good governance and sustainability
SO2: Improved multi-stakeholder partnership in	ER2.1: Increased use of research/ evidence based to support advocacy for holistic, equitable and inclusive growth and development

¹ Development challenges mentioned in this GHP strongly referred to the context of Sustainable Development Goals (SDGs), institutional effectiveness and enabling environment for civil society sector in Cambodia.

Three Program Objectives	12 Expected Results
policy development and effective development cooperation at all levels	ER2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia
	ER2.3: Enhanced reach and effectiveness of CSOs in diversifying incomes at both national and sub-national levels
	ER2.4: Strengthened national and sub-national civil society associations and networks
SO3: Strengthened active participation of CCC members and innovative services of CCC secretariat.	ER3.1: Hosted reliable CSO knowledge and information hub
	ER3.2: Strengthened and increased CCC members
	ER3.3: Enhanced CSO communication with the public
	ER3.4: Strengthened capacity and performance of the CCC secretariat

To achieve all elements in the GHP Phase 3, both at the organization and program level, CCC will employ **three important roles, four program approaches, and seven program strategies:**

Three Roles:

1). Governance Champion: Bringing and sharing the unique knowledge, experience, expertise, systems and tools in shaping institutional governance, transparency and accountability for the civil society sector in Cambodia.

2). Coordinator: Bridging the gaps within and among the development stakeholders in terms of capacity development and inclusive partnership. CCC will coordinate to have regular and tailor made capacity development and effective knowledge management services. It will also facilitate for better environment for effective development cooperation among all development actors. Furthermore, CCC will consolidate the CSOs networks at both national and sub-national levels as well as in responding to emerging issues.

3). Advocate: Raising awareness on development challenges related to new global, regional, national and sub-national policies/strategies (e.g SDGs, NSDP, D&D, etc.), and advocating for enabling environment and long lasting changes.

Four Program Approaches:

1). Member Centred Approach: It is CCC’s belief that the strength of civil society in Cambodia is in the hand of its members. CCC will work with and through its members and partners to strengthen their quality of works, to better harmonize, to effectively mobilize and use of resources, as well as to mainstream CCC’s vision and efforts to communities and individual citizens across the country.

2). Decentralization: CCC has no branch office in any province, but many members are working in each province. CCC has been working with its members, provincial NGO networks and individual organizations to support them to play and provide similar roles and services as CCC. CCC will work with key members in each province and also NGO networks to implement the key activities and services of CCC. It is our expectation that each provincial NGO network will play a key role, like CCC, in the future. Key interventions of the five year program will be delegated to provincial networks and/or local organizations after their capacity has been strengthened.

3). Inclusive Partnership: CCC believes that every stakeholder, including government, private sector and civil society, has the resources, the expertise, and potential to contribute to a sustainable and democratic country. To this end, 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.

4). Rights Based Approach/Do No Harm: The participation of both rights holders and duty bearers is fundamental to the sustainable and democratic development of Cambodia. CCC will promote the application of right based approach (RBA) and/Do-No-Harm (DNH) into the work and organisation of CCC members and partners. CCC will build awareness on the importance of RBA, and train and provide support to members and partners to apply RBA and/or DNH in their projects/programs.

Seven Program Strategies:

1). Governance Systems and Tools: The GHP Phase 3 will advance and develop a number of existing and new systems and tools which can promote good governance, and professional practices within the civil society organizations in Cambodia. The GHP Phase 3 will build on the current GPP, draft guideline for CBO good governance and sustainability, and the draft global reference standards for CSOs accountability and sustainability.

2). Learning and Capacity Development: There will be a range of learning and capacity development services provided through different objectives of the GHP Phase 3. They will include capacity development on good governance, project cycle management with human rights based approach to development, evidence based advocacy, business development, resource mobilization and financial sustainability (including tailor made capacity development), and general development trends - especially the Sustainable Development Goals. Target beneficiaries for the capacity development will include CCC members, certified NGOs, NGO partners of donors, provincial NGO networks, and CBOs. The GHP will apply different methodologies for learning and capacity development such as in class training, mentoring and coaching, back to class reflection, learning forum and online learning platform. It is intended to engage with the private sector for learning and capacity development. Exposure and exchange visits will also be used as a method for the target NGOs and CBOs to promote the exchange of best practices and learning which can further strengthen their institutional and program capacity and networks.

3). Research: To inform advocacy and other decision making, realistic and appropriate information must be in hand. The GHP will undertake at least five research activities including: the update study on the enabling environment for civil society in Cambodia; the study on CSO contribution and participation in the development of Cambodia; the study on existing and potential sources of funding for CSOs which includes a feasibility study on the set up of an independent trust fund for CSOs in Cambodia; and the study on the possible revision of the GPP standards. Findings from this research will be used to develop strategies for civil society to speak with a common voice and to advocate for an improved enabling environment for the sector, including the legal framework and resource mobilization. Findings from the study on the enabling environment, and the role of the private sector, in Cambodia would likely be of interest to the existing CSR Platform. Similarly, the study on potential funding sources could help shape the structure and function of the CSO Trust Fund/Foundation. The Research Advisory Board (RAB) which consists of researchers from various research backgrounds will provide significant inputs to the design, conduct, report and dissemination of the research mentioned above and other necessary topics which need CCC to facilitate.

4). Multi-Stakeholder Engagement and Inclusive Partnerships: GHP Phase 3 will put more effort into promoting effective development cooperation and ensuring inclusive space for all the stakeholders, ensuring no one is left behind and can participate in all development stages and decision making. CCC will engage with platforms at both national and sub-national levels such as the Development Cooperation and Partnership Strategy (DCPS), the Technical Working Groups (TWGs), the Cambodian Development Forum (CDF), the Corporate Social Responsibility (CSR) platform and others. We will seek to influence and ensure these 'spaces' are inclusive and functioning effectively. The GHP will actively engage in policy debate with government, development partners and civil society on localization, implementation and monitoring the Cambodian Sustainable Development Goals (CSDGs). At the sub-national level, the GHP also will participate in promoting the Implementation of Social Accountability Framework (ISAF), and advocate for having the multi-stakeholder forum in place to help ensure that all development actors (government, private sector and civil society), have the space to talk about their own issues as well as to share some perspectives to overcome any development challenges. The platforms could also act as the bridge to shorten the gaps between the rights holders and duty bearers. CCC will explore opportunities to establish mechanisms such as CSO congress/assembly, an association of staff members/CSO workers, etc. - aiming to improve harmonization and secure collective responses to development challenges.

5). Campaigns and Advocacy: The GHP will facilitate some campaigns on localization of in the SDGs and other related emerging issues affecting CSOs. An evidence based 'light touch', and professional advocacy approach, will be used and encouraged by the GHP to promote the attainment of the deliverables. Research, particularly the one on enabling environment and potential funding sources for CSOs, will be used up to construct the advocacy campaign. Human rights based advocacy will be used in combination with other strategies, such as media

campaigns, public forums, public debates, meetings, social media... etc. to help ensure that the activities are conducted in a professional manner, and engages all relevant people. It is important that solidarity among CSOs is built and reflected in all advocacy activities. CCC will play a strong coordination role.

6). Civil Society Fund/Financial Sustainability: There is a need for civil society in Cambodia to improve their capacity towards financial sustainability. The GHP will 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 will be conducted to assess the viability and possible composition of a Trust Fund for CSOs. GHP staff will manage the Trust Fund and provide small grants to provincial NGO networks, small and grassroots organizations to support their contribution to the enhanced effectiveness and impact of CSOs, and to the improved enabling environment for CSOs.

7). ICT and Innovation: The GHP will enhance data, information and knowledge management. CCC will become a hub of CSO data, information, and knowledge. CCC will use ICT as a key approach to ensure that the contents and process of the GHP are well managed and delivered. A number of innovative products and services will be developed and maintained by CCC to support work in addressing the development challenges. Packages will include the CSOs database, the research database, the M&E App, video production, learning and knowledge management system, online advocacy platforms, etc.

The GHP Phase 3 will take effect from **01 January 2017 to 31 December 2021**. CCC will work in all provinces in Cambodia, but the primary target provinces 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, Mondulkiri, Takeo, and Kampong Speu (who have not established any formal collaboration with CCC). Interventions of the program will provide benefits to **primary beneficiaries: 1,000 (400 women) staff members of all NGO members of CCC (around 200 organizations), 600 (250 women) representatives of 300 NGOs, 250 (100 women) participants of 250 CBOs from all 15 target provinces and Phnom Penh, and 15 provincial NGO networks including the 9 networks currently having the collaboration agreement with CCC.**

The GHP Phase 3 requires a number of resources to ensure that all the proposed interventions are carried out effectively and efficiently. In terms of human resource, **39 staff** will be employed, hundreds of volunteers will be recruited and supported and dozens of government, development partners, private sector representatives and civil society organizations at the sub-national, national, regional and international levels will be partnered with. In term of financial capital, a total budget of **USD\$5,470,691** is required to ensure the implementation of all interventions as well as the operational support.

USD\$2,159,233 will be allocated for **objective 1: Increased capacity of CSOs for innovative response to development challenges**. USD\$1,504,252 will be allocated for **objective 2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels**, and USD\$1,807,205 will be allocated for **objective 3: Strengthened active participation of CCC members and innovative services of CCC secretariat**.

In addition to conventional income generation techniques, the establishment of the Fund Raising and Business Development Unit within CCC, and the proposed establishment of a Civil Society Fund, are expected to support CCC in generating additional funding, and assisting provincial based and grassroots organizations to access small grants to support their operations and programs.

II. Context Analysis

A. Country Context:

The Kingdom of Cambodia is a country located in Southeast Asia. It is **181,035** square kilometres (**69,898** sq. mi) in area, bordered by Thailand to the northwest, Laos to the northeast, Vietnam to the east, and the Gulf of Thailand to the southwest.

As of 2016, Cambodia has a population of over **15** million, **70%** of which aged below **35** years old. The capital and largest city is Phnom Penh which is known as the political, economic, and cultural centre of Cambodia. The kingdom is a multiparty liberal democracy in the framework of a constitutional monarchy. Cambodia has graduated from Least Developed Country (LDC) to Low Middle Income Country (LMIC) in July 2016, and is expected to become an Upper Middle Income Country (UMIC) by 2030.

Cambodia has marked some satisfactory achievements in realizing its localized Millennium Development Goals (CMDGs). In a nutshell, Cambodia has achieved at least four out of the nine set goals (child care, maternal health, communicable diseases and partnership) and it was moving quite close to meeting the poverty reduction goal. To reconfirm its commitment towards this global development agenda, the Government of Cambodia has integrated these MDGs to its current National Strategic Development Plan (NSDP 2014-2018 and the previous NSDPs). Recently, the Royal Government of Cambodia has endorsed the next global development agenda called the Sustainable Development Goals (SDGs) 2016-2030. So what is the current status of the RGC to realize this ambitious agenda by 2030?

The economy of Cambodia is an open market system (market economy) and has seen rapid economic progress in the last decade. In the Cambodia country assessment "Where Have All The Poor Gone? Cambodia Poverty Assessment 2013", the World Bank concludes: "Over the seven years from 2004 through 2011, Cambodian economic growth was tremendous, ranking amid the best in the world. The poverty rate dropped from **52.2%** to **20.5%**, surpassing all expectations. However, the majority of these people escaped poverty only slightly: they remain highly vulnerable—even to small shocks—which could quickly bring them back into poverty.

The 1993 Cambodian constitution provides for a wide range of internationally recognized human rights, however, Cambodia still faces numerous challenges and socio-political issues that stunt its development as a nation. The 2016 [Corruption Perspective Index \(CPI\) report](#) indicated that Cambodia 2015 was scored a **21 out of a scale of a 100** (highly clean) to **0** (highly corrupt), which also ranked the most corrupted nation as a ranking of **150** out of **167** nations. [2015 World Justice Project's Rule of Law Index](#) released in 2016 placed Cambodia at **112th out of 113 countries** and the worst in the region. According to [Freedom House in its 2016 report](#) (assessed **195** countries around the globe) scored Cambodia a **5.5** out of a scale of **1** (Free) to **7** (Not Free) indicating that Cambodia as a nation is 'Not Free'. As of 2015, the [Human](#)

[Development Index \(HDI\)](#) ranks Cambodia 143th of 188 countries which indicates that Cambodia has lower medium to low development presently. The [2016 Global Peace Index \(GPI\)](#) ranked Cambodia at 104 out of 163 countries which is one of the 79 less peaceful countries. According to the 2016 [Global Hunger Index](#), Cambodia currently ranks as the 48th hungriest nation (or 21.7 score = 0 is the best score =no hunger) in the world out of the list of the 50 nations with the worst hunger situation(s) in the world.

[The Global Environmental Performance Index \(EPI\)](#) put Cambodia with an overall ranking of 146 out of 180 countries in 2016. This is among the worst in the Southeast Asian region, only ahead of Laos and Myanmar. Overall, environmental destruction in Cambodia comprise many different activities, including illegal loggings, poaching of endangered and endemic species, and destruction of important wildlife habitats from large scale construction projects and agricultural businesses.

B. Civil Society Context:

The 2011 Busan Declaration on Development states that civil society organizations (CSOs) play a vital role in enabling people to claim their rights, in promoting rights-based approaches in shaping development policies and partnerships, and in overseeing their implementation. CSOs also provide services in areas that are complementary to those provided by States. Goal #17 of the UN's Sustainable Development Goals (SDGs) also states that civil society organizations are an important partnership and development actor that contributes to the actualization of the SDGs.

The history of CSOs in Cambodia attests to these declarations. CSOs include national and international non-governmental organizations (NGOs) as well as community-based organizations (CBOs) and membership associations (such as mutual help associations, resource management associations, occupational associations, advocacy associations, business associations, ethnic associations, religious or recreational associations), media professional bodies, trade unions, parliamentary and academic organizations.

2013 CCC-sponsored assessments on CSOs in Cambodia show that there are more than 3,500 registered CSOs, of which around 1,350 are active NGOs and associations. About 25,000 smaller, community based organizations work informally at grass-roots level and do not always register their presence with authorities. These organizations employ approximately 43,000 Cambodians and provide indirect benefit to all Cambodians (nearly 15.5 millions). NGOs have also become more capable in addressing development challenges and in articulating issues both at the national and sub-national levels.

Over the past two decades, CSOs, specifically NGOs, have played various roles including delivering frontline socio-economic services, provision of capacity-building and institutional support (including research and financing) towards CSO sector development, and engagement/advocacy with government at local and national levels on policy development and

improving delivery of basic social services as well promoting human rights, democracy and decentralization and de-concentration.

However, the sector in Cambodia still has significant room for improvement in order to effectively respond to development trends and challenges. This has been indicated through a number of studies such as 2013 Enabling Environment National Assessment (EENA), 2013 CSO Contributions to Development of Cambodia, 2013 National Integrity System Assessment (NISA), and 2015 CSO Sustainability Index (CSI) conducted recently related to the roles, governance, performance, relationships, and finances of the civil society sector. These studies reveal serious gaps and challenges in the capacity and effectiveness of CSOs to perform their designated roles.

Those gaps have been consolidated and clustered around the five areas that will be addressed by the GHP Phase 3. These include: **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.**

1. CSO Institutional Governance:

Globally, civil society organizations (CSOs) have been recognized as a development actor in their own right, as stated in ACCRA Agenda for Action 2008, and the UN Agenda 2030-Sustainable Development Goals (SDGs), adopted by the UN head of states during the 70th General Assembly, September 2015.

CSOs face challenges in improving transparency and accountability within their own organizations and activities. Currently, transparency is mainly focussed on financial disclosure and rarely in terms of decision-making processes and governance more broadly. The practice of democracy within organizations is limited and is often intertwined with embedded structures of hierarchy, nepotism and patronage, autocratic and authoritarian leadership and secrecy. CSOs are seeking to lead by example by strengthening their own accountability through various initiatives and to mirror internally the changes they seek in their external environment.

Globally, after ACCRA, the Istanbul Principles for CSO Development Effectiveness were jointly developed by and for CSOs in 2009. The Siem Reap Consensus on International Frameworks for CSO Development Effectiveness and Advocacy Toolkit was adopted, during the second Global Assembly, co-hosted by Cooperation Committee for Cambodia and Open Forum for CSO Development Effectiveness in 2011. To address implementation of the SDGs, CSOs in Cambodia and other parts of the world have come together to develop Global Reference Standards (GRS) for CSO Accountability, aimed at improved internal governance and accountability, reduced transaction costs, and strengthened contribution to an enabling environment for CSOs. The Cooperation Committee for Cambodia (CCC) is one of the nine project partners tasked to facilitate the development process of the GRS for the next three years. The GRS will be finalized

within 2017 and key strategic actions to turn this set of standards into practice will be carried out in the following years.

In Cambodia, CSOs recognize good governance is one of the most important indicators to demonstrate credibility, integrity, trust, and accountability to their beneficiaries, as well as to secure their own sustainability. They are seeking to lead by example by strengthening their own accountability and sustainability through the introduction of the NGO Good Governance and Professional Practice (NGO GPP) mechanism, which includes the Code of Ethical Principles and Minimum Standards and the Voluntary Certification System. The GPP mirrors internally the changes NGOs seek in their external environment by both government and the private sector.

The Code of Ethical Principles and Minimum Standards for NGOs were developed in 2005 through a participatory process by and for the NGO community in Cambodia, and in consultation with the government and other development stakeholders. This Code aims to maintain and enhance standards of good organizational practice and to ensure public trust in the integrity of individuals and organizations, as well in the effectiveness of NGO programs.

The Voluntary Certification System (VCS) has been progressively implemented since 2007 with **61** organizations certified to date (December 2016) as compliant with **25** standards of good practice and professionalism as stated in the NGO Code. A further **320** organizations have been engaged in the process of securing certification. According to GPP data, about **65%** of the NGOs engaged with GPP have significantly improved their internal governance and accountability. The remaining **35%** of NGOs have weak internal systems of governance and accountability, primarily due to a lack of strong leadership, limited financial and technical capacity to address the issues and comply with the standards. GPP certification system is only applicable for NGOs. This has disappointed the thousands of community based and grassroots organizations who are operating throughout the country with governance and sustainability risks.

CSOs in Cambodia face increasing challenges to secure financial support from their stakeholders, especially donors, to fund the training of staff to develop the operating systems and policies required to ensure they meet the GPP principles and standards.

2. CSO Competencies Development:

CSOs have contributed significantly to the socio-economic development of Cambodia over the past three decades. They are recognized as a development actor in their own right. However, civil society still faces many challenges to maintain their performance and effectiveness, and their capacity to remain accountable and responsive to the complexity of both development global development trends (Sustainable Development Goals - SDGs, and Financing For Development), and the national issues/trends such as Cambodian SDGs 2016-2030, National Strategic Development Plan - NSDP 2014-2018, Implementation of Social Accountability Framework -ISAF 2016-2018, legal frameworks (e.g Law on Association and NGO -LANGO,

Law on the Election of Members of the National Assembly (LEMNA), Telecoms Law, etc.), and other reforms.

Governance and capacity assessments undertaken by CCC identify the following key issues that CSOs need to address:

- Weak membership base, networking and participation
- Lack of grassroots connection or popular mandate,
- CSO management based on individuals' interests and perceptions
- Lack of member-based CSOs, with the exception of the trade unions
- Weak development and strengthening of member-based organizations and grassroots organizations
- Grassroots CSO not linked strongly with bigger local or international NGOs.
- CSOs depend almost entirely on external financial support
- Upward accountability to donors suggests CSOs not 'home-grown or organic' civil society
- Lack of professional development investment strategies to strengthen human capital resulting in high levels of staff movement
- Weak mechanisms to evaluate performance, including network performance
- Limited understanding of aid effectiveness and the changing aid paradigm
- Lack of, and weak mechanisms, for receiving complaints and redress of grievances, including among networks

CCC assessments point to several continuing challenges for NGOs/CSOs in improving the design, implementation and management of their projects and programs. In terms of working with target communities and other stakeholders (e.g. authorities and the private sector), the following were assessed to still be hampering CSOs' effectiveness and impact:

- Weak response to local social injustice and economic inequality
- Inadequate skills in facilitating participatory processes
- Weak in organization, mobilization and empowerment of target beneficiaries
- Lack of active participation in CSOs democratic structures and in sustainability planning
- On-going poor NGO accountability to beneficiaries
- Activities based on funding availability rather than strategic planning

- Donor driven, less responsive to the real needs of the beneficiaries
- CSOs more accountable to donors than to local citizens
- Inadequate reflection on development trends (e.g. SDGs, NSDP, IP3, D&D) and the role of the private sector as a development actor
- Inadequate, weak NGO participation in dialogues with government; weak quality of NGO participation in forums and investment in understanding technical and policy
- Inadequate research skills (in order to provide sound evidence for advocacy and influencing), contributing to:
 - Weakness in providing/disseminating relevant public information and educating citizens about key issues of public concern
 - Weak capability to engage effectively with the government and private sector

The above recurring challenges indicate that mainstreaming critical and robust approaches to development work, to developing and monitoring programs, and managing well the project cycle remains a challenge. CCC analysis identifies four approaches that should be given particular attention if NGOs/CSOs are to be more effective and innovative in their response to emerging issues and the current operating environment:

- Human rights based approach to all projects, programs, and operations (HRBA)
- Multi-stakeholder initiatives and engagement (MSI/MSE) with CSOs, government and business
- Outcome/change oriented PIME (planning-implementation-monitoring-evaluation)
- Conflict Prevention and Peace Building (CPPB) as well as Do No Harm (DNH)

It must also be noted that CSO capacities vary, depending at which level they operate, and the level and source of their funding. Well-established national-level NGOs that are relatively well funded are usually able to organise learning activities and establish systems and internal management practices that have helped develop the capacities of their staff and program cycle management.

Smaller and provincial based NGOs, as well as CBOs, receive less funding, have insufficient resources for training, and receive less capacity development support. Given the emerging need to boost CSO performance and effectiveness especially at the sub-national level, it is critical to give special attention to building the capacities of NGOs/CBOs operating at sub-national levels.

3. Civic Space and Enabling Environment:

The right to form a civil society organization (CSO) in Cambodia is guaranteed by the Constitution of Cambodia and, in practice, citizens are able to access and use this right. **Article 42 “the Constitution states that Khmer citizens shall have the right to establish associations and political parties and that these rights shall be determined by law. Khmer citizens may also take part in mass organizations for mutual benefit to protect national achievements and social order.”**

In many policies and occasions, the Royal Government of Cambodia recognises CSOs as development partners **“to engage in the process of socio-economic rehabilitation and development, to promote democracy and the respect for human rights and dignity as well as to participate with the Royal Government in monitoring the implementation of various policy strategies.”** However, in recent years the introduction of legal and regulatory frameworks have created systemic barriers for CSOs to operate in Cambodia, particularly those involved in advocacy, human rights, land rights and sensitive industry sectors.

3.1. Legal Frameworks:

Civil Code of Cambodia 2007 regulates formation and registration of NGOs and associations, both for-profit and non-profit, based on voluntary registration. The provisions of the Code are supplemented by various additional laws, regulations and prakas (proclamations). Registration requirements can be confusing and onerous (the Code contains **1,305** articles in nine books and only a few of these provisions seem to apply to NGOs and/or associations) allowing government discretion to play a role in determining registration process.

The Law on Association and NGO (LANGO), Law on the Election of Member of the National Assembly (LEMNA), Law on Telecommunications, Law on Trade Union, and three laws related Judiciary reforms have been introduced which possibly turn into risks for CSOs. According LANGO, CSOs in Cambodia are currently subjected to formal government audits or inspections, and reporting on their progress to government.

The press in Cambodia has been deemed ‘not free’ and the space for freedom of expression has been limited. Television and newspapers are largely controlled by the dominant political party, whilst the internet is regulated less strictly. The Penal Code 2009, abolished the crime of disinformation, and while it continues to criminalize defamation, the charge no longer carries a prison sentence.

The Law on Taxation 2004 contains provisions for NGOs eligibility to apply for a tax exemption which is not automatic and the process of applying can be a long one. NGO employees remain subject to income (salary) tax and NGOs still need to comply with other related requirements including contributing to the National Social Security Fund. In practice, however, many NGOs do not pay tax even if they have not secured an exemption under the law. The Anti-Corruption

Law 2010 requires civil society leaders to report assets, although this provision has not yet taken effect. The legal environment for accessing funds is very permissive i.e. there are minimal legal barriers to the receipt of international funds by local NGOs in Cambodia, which are documented in the Counter Terrorism Law 2007.

Further laws are being developed, including the Law on Cybercrime, and a Law on Agriculture and Farmers' Land Management and Use, and the Environment and Natural Resources Code of Cambodia. The rights groups noted that, for example, according to the leaked draft of the Cybercrime Law, people who published content online that slanders or undermines the government's integrity would face jail time and fines.

Civil society organizations also learned more than **400** laws were enacted by national assembly after 1993 national election. However, very few significant engagements with civil society have been made during the formulation and implementation stages of the laws. In the country, there is no law/rule on legislation and thus the space for civil society within the legislation is not upheld. Engagement with civil society by different government institutions are not consistent, some of which were made through participatory process by engaging civil society and public at the first stage, while many others through very close process resulted a lot of challenges for CSOs and other stakeholders to provide inputs for improving the contents in the laws.

Some independent analysis, including the one made by the UN Special Rapporteur on Human Rights to Cambodia, have expressed deep concern that the laws mentioned above, the current political climate, and attacks against human rights defenders and citizens place restrictions on the space and capacity to act for NGOs, social movements, environmentalists, journalists, lawyers, bloggers and critical professional associations who want to contribute to the sustainable inclusive development of Cambodia including, actualization of international human rights instruments and UN's Sustainable Development Goals. Concern is expressed about potential negative impacts on the 2017 commune and 2018 national election processes and results including the possibility of intimidation and conflict beyond.

3.2. Operations:

Relationship between civil society and government is not yet established for all the sectors, while the partnership only happens in selective mode. It was generally recognized that the service delivery NGOs received good support and collaboration, while advocacy and human rights NGOs did not and were even regarded as affiliate of opposition political party or against the government. The operations of civil society face significant challenges with the introduction of many new and tightening of existing laws as already mentioned. As of end October 2016, nearly **100** cases related to the implication of LANGO of CSOs have been documented by CCC and Cambodian Centre for Human Rights (CCHR) related to the implementation of the LANGO. This does not count many other cases and challenges faced by CSOs in Cambodia related to other laws and regulations.

In the first nine months of 2016, the culture of dialogue between the two major political parties failed and the political tensions have gradually escalated. Moreover, the public viewed that some of government's institutions such as Anti-Corruption Unit, the armed forces and the courts are not independent. Drastic actions made by the government against civil society actors have occurred: against non-governmental organizations (NGOs), social and environmental activists, women's rights activists and human rights advocates. Dozens of them were arrested, detained, imprisoned, threat to death, and murdered. The Black Monday campaign to release human rights defenders was strictly banned. Dr Kem Ley, prominent Political and Social Development Analyst was murdered in the middle of the city, making Cambodian citizens live in sadness, fear and anger.

3.3. Partnership with Government:

The collaboration and engagement between civil society and the Cambodian government is not inclusive, stable or predictable. It is noted that 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. One exception is the process to develop the Environment and Natural Resources Code for Cambodia. The drafting of this Code has been participatory, and provided opportunities for all interested organizations to be involved.

Cambodian CSOs, and particularly CSO umbrella networks, are more effective in bringing together the knowledge and skills of a range of CSOs and lobbying the Government on public policy issues (witness the CSO inputs into the GDCC in 2012, LANGO 2015, ISAF 2013, and the Environment Code in 2016).

At the national level, the Development Cooperation and Partnership Strategy (DCPS 2014-2018) was endorsed by the government as one of the key mechanism to promote mutual partnership for development. It is expected that the DCPS would work in conjunction with other existing mechanisms such as the Technical Working Groups (TWGs), Cambodia Development Forum (CDF), Government Development Cooperation Committee (DGCC) and others at both national and sub-national levels. However, the effective functionality of those mechanisms remains questionable. For example, despite the existence of the DCPS, the proposed Annual Government-CSO Dialogue has never happened. At the same time, it has been reported that only about 30% of all 19 TWGs were able to meet regularly and address related development issues. Poor functionality has obstructed the space and legitimacy of civil society for inclusive participation in the development process.

At the sub-national level, the national program of the government, the Sub-National Democratic Development (SNDD) developed its second three year implementation plan (IP3-II) and the Implementation Plan for the Social Accountability Framework (ISAF). The aim is to give voice and space to citizens and civil society organizations.

These strategies have provided an opportunity for good interaction and dialogue between the three development actors including the sub national government, civil society and the community. They could discuss and work inclusively to promote the quality of services for the citizens. In addition to these platforms, the local planning process such as commune development plans, commune investment plans also provide opportunities for community people and civil society to raise local concerns. However, these platforms are not being effectively used and challenges exist. Inclusive partnership and citizen engagement is limited and civil society organizations are not using the existing platforms effectively. Further, it is not clear how these planning processes will promote civic space in the policy formulation process and provide access to information. Access to information remains a critical barrier and more needs to be done to build trust and collaboration among all development actors

3.4. Relationship with the Private Sector:

The private sector has the capacity to make a significant contribution the economic prosperity and development of Cambodia, if the principles of responsible business conduct (RBC), respect for human rights, transparency and accountability are upheld and implemented by both government and the private sector.

The Sustainable Development Goals (SDGs) provide an agreed framework to promote responsible business conduct, and investment for inclusive growth in Cambodia, if realised.

International mechanisms to promote responsible business conduct exist and apply in Cambodia. The Royal Government of Cambodia has endorsed the UN Guiding Principles on Business and Human Rights (UNGPs), but is yet to develop a National Action Plan (NAP) for implementation. The OECD Guidelines for Multinational Enterprises apply to businesses headquartered in OECD and adhering countries, and cover their business activities in Cambodia and elsewhere. The OECD Guidelines include a complaint mechanism if companies cause or contribute to actual and potential adverse impacts. This complaint mechanism has been used in Cambodia.

While some CSOs in Cambodia have experience engaging the private sector, knowledge of these mechanisms and the broader principles of RBC, and business and human rights, remain low. CCC will work with other organizations to address this through the GHP. In 2016, CCC became a member of OECD Watch – a global network of NGOs working on responsible business conduct.

There are examples of private sector philanthropy and corporate social responsibility (CSR) activities in Cambodia. In some cases, this is done in collaboration with NGOs, particularly in the service delivery sector, such as health and education. In addition, the microfinance sector has a long history of providing affordable access to capital alongside NGOs working on savings and loans schemes, and provision of financial literacy education to communities.

2011 data from the Ministry of Planning indicates there are approximately **550,000** companies (small, medium and large) registered in Cambodia. It is not known how many of these enterprises are operating in accordance with responsible business conduct standards, particularly in regard to transparency and human rights.

It is likely that civil society and the private sector will collaborate more in the future. The private sector is recognised as a key development partner and increasingly donors want to see some level of NGO engagement with the private sector. CCC will facilitate and participate in multi-stakeholder initiatives to tackle complex development issues and progress engagement with the private sector. Membership of the Cambodia CSR Platform is one example of CCC private sector work.

There are areas where the CSOs and the Private Sector can build synergies. CCC will pursue opportunities to engage with the private sector, through the Chambers of Commerce and industry associations, and the Cambodia CSR Platform. In this manner, both sides can strengthen their common agenda. The possibility of engaging the services of CSOs to promote and implement CSR activities has been proposed by key informants.

There may be opportunities for the private sector to contribute to the funding of some NGO activities, including training and events. This will require careful assessment of the risks, and screening of the companies to ensure they operate in accordance with responsible business conduct principles. It is most likely this will be available for NGOs involved in the implementation of company CSR activities. CCC and other CSOs can investigate this further. CCC will assess opportunities to establish private sector contributions to a CSO fund.

4. Cooperation and Harmonization among Civil Society Organizations:

4.1. CSO Harmonization:

As end of July 2016, there are nearly **5,000** local and international NGOs/Associations registered with Ministry of Interior and Ministry of Foreign Affairs and International Cooperation. There are more than ten umbrella and network based organizations in Phnom Penh such as CCC, NGO Forum, HACC, NEP, CHRAC, etc. and approximately **20** provincial NGO networks (almost one network in each province). While some networks have a good reputation and function well, many do not.

There is progress in cooperation among CSOs (especially on human rights, land and natural resources and climate change), but it is often limited. Cooperation around technical issues appears to be easier than cross-sectoral cooperation, for example, the development of the Environment and Natural Resources Code of Cambodia. While cooperation among some CSOs is increasing, overall cooperation remains low. The lack of coordination and collaboration is also due to the fact that NGOs follow a project approach of externally funded activities and historically donors rarely request NGOs to ensure coordination and collaboration with other

similar organizations or activities. However, this is changing and as funding becomes tighter in Cambodia it will be necessary to demonstrate greater collaboration across the CSO sector.

Lessons from recent years suggest Cambodian CSOs can come together to achieve a high-level of solidarity and cohesion among different types of NGOs at both sub-national and national levels. Collaboration on the Law on Association and NGOs (LANGOs) in 2011 and 2015 is an example of CSO collaboration to effectively remove some of the provisions of the draft law. Another example being the campaign to release 23 activists and unionists, arrested by the government during their demonstration in earlier 2014. Despite these successes, the lack of a formal mechanism or platform for CSO dialogue limits collaboration opportunities. A CSO dialogue mechanism would provide for strengthened understanding of the roles, contributions, challenges and key priorities for each organization, as well as better-coordinated positions to influence the government and other stakeholders.

4.2. Community Based Organizations:

Community Based Organizations (CBOs) have mushroomed over the last decade, and it is estimated there are approximately **25,000** CBOs working on different fields ranging from environment, service delivery, human rights and democracy in Cambodia.

A strategic task in the CSO sector, particularly of NGOs, is the strengthening of civil society at the sub-national level. This essentially means strengthening CBOs and advocating for a more enabling environment for CBOs. CBOs usually emerge in response to specific and local issue and as such they play an important role in increasing citizens' awareness of and participation in development, decentralisation and democratisation processes.

The key challenges to the strengthening of NGOs are also the issues that affect the growth, development and effectiveness of CBOs. Many (active) CBOs are newly established and still have limited capacities in operational and organizational development. Challenges include:

- Generally weak knowledge and skills in leadership, policies development, project management, financial management, administrative tasks, documentation, resource mobilisation
- Establishment and management of working committees of CBOs is still weak/inadequate
- Weak capacities in communication and networking, both internally and externally
- Capacity building of CBOs is difficult due to lack of functional literacy among members

Moreover, most of the current active CBOs have been established and supported by NGOs, who themselves may lack models and expertise for strengthening CBOs. There is also the issue of CBOs (potentially) competing with NGOs for funding. NGOs' lack of models (and experience) in organising, consolidating, expanding and strengthening CBOs may have resulted from:

- Weak trust and solidarity among CBO members
- Lack of trust/solidarity with other internal as well as external stakeholders
- Lack of participation and commitment from CBO members and stakeholders
- Dependency on NGO action/initiative and support

In 2016, CCC facilitated the development of good practice guidelines for CBOs. The guidelines are in the draft form and will be finalized by the end of 2016. With feedback from participant CBO informed that they need orientation on the guideline, capacity development, knowledge management, and other resources so that they can better govern, manage and sustain themselves and importantly they could address the needs of their related communities as well as deeply root the democracy in Cambodia.

4.3. Provincial NGOs and Networks:

For provincial NGOs, it had been noted in a Cambodian Development Resources Institute - CDRI study (2013), that most NGOs spend about **80%** of their funds in and around Phnom Penh. An earlier study sponsored by the CCC (2012) reported that although NGOs show a comparatively good geographic spread, with multiple agencies operating in all of Cambodia's **24** provinces and municipalities, their main offices are disproportionately located in Phnom Penh (**54%**); programming areas show a similar pattern, as **32%** of NGOs covered by the study implement projects in/around Phnom Penh.

While this trend may have been appropriate in the initial stages of Cambodia's development, in the next decade NGOs must give stronger emphasis on rural areas and interventions. This does not mean reducing attention to urban areas; however, there is a need for refocusing of interventions given the rapid rural-urban migration and urbanisation, and its attendant social problems and opportunities.

This raises the importance of NGOs working both - individually and collaboratively -- at sub-national levels, especially at the commune/Sangkat level. This would help not only in strengthening civil society at the grassroots level, but also in further collaboration between the state and civil society. Increased citizen awareness about their rights and responsibilities, will not only support citizen participation in sustainable development, but is crucial to support civil society participation in development, democratisation and decentralisation processes. This will support the CSO sector to be both effective and innovative in its response to the rapidly changing socio-political and economic context of Cambodia. However, similar to national NGOs/Associations, provincial based NGOs/Associations have encountered a lot of key challenges that hinder their operations and ability to work both freely and in a sustainable manner. Challenges include:

- Weak internal governance and accountability
- Lack of strong leadership
- Lack of capacity in resource mobilization and program management
- Lack of good internal and external communications; and
- Lack of strong system to foster good governance and sustainability.

Currently, there are approximately 20 provincial NGO networks. Their key function is to promote CSO effectiveness at the sub-national level, to contribute to socio-economic development and to promote democratic accountability. However, very few of the networks are actively fulfilling these objectives and reportedly face numerous challenges. These challenges include: weak internal governance and accountability, limited capacity to lead and manage network, poor knowledge management and ability to mobilize resource. The networks also lack capacity to develop programs that respond to the needs of their members, as well as the needs of communities they serve. At the same time, network capacity in advocacy, on behalf of citizens, and skills in presenting a cohesive and unified voice to local and national policy makers, is still limited. Most of the networks don't have financial resources to support their operations.

4.4. International Linkages:

There are many regional, international, multilateral, UN and non-UN networks and platforms that can support and strengthen CSOs in Cambodia. However, representation of Cambodian CSOs in those networks remains limited and adhoc. Cambodian capacity to speak on behalf of the CSOs in Cambodia is weak. Improvements are needed in representation, and in gathering and sharing information back to communities and members. In addition, the capacity to leverage and learn from these networks to address development challenges in Cambodia also still uneven. . Currently it is a small number of the same individuals and organisations that are well linked internationally.

5. CSO Financial Sustainability:

It is estimated that the overall budget of the NGO/CSO sector in Cambodia accounts for nearly as much spending (in the order of US\$550 million) by the government in the social sector. 85% of NGO funding comes from developed countries such as the United State of America, Japan, Australia and the European Community. The United Nations continues to have a strong NGO funding presence in Cambodia. Cambodian CSOs have been employing an estimated 52,650 Cambodian NGO staff in skilled positions However, civil society organizations are facing financial constraints in response to more restrictive legal frameworks, shifting development priorities of donor countries, and also limitations in the capacity of CSOs, and a reluctance to diversifying their incomes.

The 2015 USAID’s Civil Society Sustainability Index for Asia ranged Financial Viability of CSOs in Cambodia at 5.0 (scoring from 1 to 7, which a score of 1 indicating a very advanced civil society with a high level of sustainability, and score of 7 indicating a fragile, unsustainable sector with a low level of development).

COUNTRY	CSO Sustainability	Legal Environment	Organizational Capacity	Financial Viability	Advocacy	Service Provision	Infrastructure	Public Image
Bangladesh	3.5	4.0	3.2	4.1	3.1	3.1	3.5	3.4
Cambodia	4.3	4.3	3.8	5.0	4.4	4.1	4.2	4.1
Indonesia	4.1	4.3	3.8	4.5	3.6	3.9	4.3	4.3
Nepal	4.4	4.1	4.5	4.7	4.0	4.2	4.6	4.6
Philippines	3.3	3.3	3.4	4.1	3.0	3.0	2.9	3.2
Sri Lanka	4.5	4.0	4.6	5.4	3.9	4.5	4.8	4.3
Thailand	4.7	5.1	4.0	5.1	4.8	4.4	4.7	4.9
Average	4.1	4.2	3.9	4.7	3.8	3.9	4.1	4.1

Figure 1: CSO Sustainability Index 2015

Visits by the Cooperation Committee for Cambodia (CCC) to a number of provincial CSO networks in early 2016 revealed that about 65% of CSOs in the provinces had ceased to operate due to reduced or discontinued donor funding. In 2016 the [OECD](#) reported a reduction of around 14% of Official Development Aid (ODA) to Cambodia in 2015.

The legal framework for CSO funding does matter. Currently the legal framework restrictions for CSOs receiving and expending funds, are minimal. For receiving the funds, the potential restriction is in the Counter-Terrorism Law 2007 which contains detailed provisions relating to the question of financing of and material assistance to terrorism and “accords significant power to the executive in limiting the financing of activities and organizations linked to terrorism”. For expenditure, restrictions are more likely to be sourced from a civil society organization’s own by-laws, rather than national laws. Civil society organizations generally have provisions in their by-laws, for ensuring that profits are not distributed to staff or directors, and that upon dissolution of the organization, any remaining funds or assets are transferred appropriately, sometimes to an NGO with similar objectives and sometimes to government. Some restrictions in relation to accessing resources are proposed in the Law on NGOs and Associations. According to the law, civil society actors will have to confirm that donations are sourced legally. This provision does not appear problematic as it is consistent with the Counter Terrorism Law

2007. The law also requires civil society organizations to share bank accounts, provide funding contract, and financial report to relevant ministries and the fund can be audited by Ministry of Economic and Finance/National Auditing Authority (NAA).

A culture of philanthropy does not really exist in Cambodia and there are few examples of philanthropy specifically for the benefit of NGOs in Cambodia. Cambodia's largest charity is the Cambodian Red Cross, whose patron is the wife of the Prime Minister and the previous patron was the Queen Mother. The Cambodian Red Cross receives highly public and significant donations from the okhnas¹³. Its activities are thought by some commentators to be linked to the interests of the ruling party, the CPP. Donations for religious purposes and to political parties are the norm and article 16 of the Law on Taxation 2004 allows for limited tax deductions for making charitable donations. Some NGOs have experimented with the promotion of local philanthropy but these efforts have been modest without significant impact as yet.

Donors provide funding to civil society through a range of funding mechanisms, mostly by earmarked (geographical or sector) funding, call for proposals, co-financing mechanisms or through international umbrella organizations. Donors will rarely provide core funding, multiannual funding or pooled funding for civil society support, hence many CSOs struggle to secure funds for 'overhead costs', such as program development, strategic planning, research, staff capacity development or similar.

Constraints in accessing funds are further related to local NGOs' limited capacity – compared with international NGOs. CSOs, in general, are not able to adapt well to the declining funding situation. This is aggravated by several factors, including

- Inadequate and not-up-to-date understanding of new funding challenges and changing priorities and landscape of donor agencies
- Resource mobilisation skills of NGOs often developed to fit specific donor requirements
- Inadequate knowledge and understanding about funding sources and mechanisms
- Weak capacity in change management
- Access to government allocated funds for CSO activities is limited and constrained
- Lack experience and capacity in developing other fund sources, e.g. fee for services; concern that this can distract from their core task
- Absence of official encouragement of donations to civil society organizations by corporations
- Increasing competition among CSOs to access foreign funds
- Increasing donor concern with the financial sustainability of projects and shifting donor priorities (away from Cambodia)
- Low organizational capacity of CSOs in fundraising
- Perceived pressure for CSOs to generate independent income

- Potential for some social enterprise development to displace the core work of civil society
- Absence of a high level partnership agreement or other formal granting mechanism between government and civil society as a whole
- CSOs do not see the value of and lack collaboration as a viable way to adapt to new funding challenges and changing priorities and landscape of donor agencies
- Near absence of local philanthropy, except in relation to religious and political donations
- Absence of policy and legal frameworks in relation to social enterprise development by NGOs.

The problem of inadequate funding/resources is felt most by smaller, local and province-based NGOs and CBOs. They generally have weak capacity in identifying and securing available funding, do not understand the changing donors landscape, have weak English-language communication skills, and have weak skills in developing viable concept notes/funding proposals. Their ability to overcome these challenges is hampered by the lack of or limited training and consultancy services.

III. Description of the Governance Hub Program Phase 3 (GHP 2017-2021)

The Cooperation Committee for Cambodia (CCC), a coalition of more than **160** international and local non-governmental organizations (NGOs) in Cambodia, has been implementing a Governance Hub Program (GHP) since 2011 to achieve its vision/goal of a strong and capable civil society that is cooperating and is responsive to Cambodia's development challenges.

The recent program mid-term review informed that all CCC key interventions through its Governance Hub Program (GHP) have turned into many significant contributions and achievements in strengthening civil society organizations in Cambodia to effectively cope with development challenges at both national and sub-national levels.

The Governance and Professional Practice (GPP) played an important role in promoting internal governance and accountability of CSOs toward their beneficiaries and as the end of December 2016, there were **218** applicant NGOs and **61** organizations received GPP certificates. 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. The guideline was drafted as a guide for the CBOs to strengthen their internal governance and accountability to beneficiaries and also for promoting sustainability of their operations. The Research and Learning component has significantly contributed to strengthen effectiveness with CSOs as well as their quality of services to community they served, Through the efforts of the Coalition Building, Advocacy and Networking component together with the Communications and Members Development, CCC was able to increase its members from **148** in 2014 to **160** as end of July 2016, and build strategic partnership with nine provincial NGO networks and other partners.

Through this partnership, the collective efforts and influence from the sector to other stakeholders especially the government have been made possible, especially in relation to democratic space and legislation. Remarkably, some key asks from civil society have been addressed by the government in the formulation process of LANGO in which three controversial articles have been removed/revised. Additionally, through the representation of CCC, the voices of civil society about development key priorities to be addressed in Cambodia for the next **15** years were reflected in the newly adopted UN agenda: Sustainable Development Goals (SDGs). Our inputs for democratic accountability, budget transparency, inclusive partnership, etc. for sub-national levels were included in Development Cooperation Partnership Strategies (2014 -2018), Implementation of Social Accountability Framework (ISAF 2015-2017) and Implementation Plan Phase 3 (IP3 2015-2017) and its 2016 Annual Work Plan and Budget of NSDD.

At the same time, the efforts in promoting financial sustainability for NGOs made moderate progress, since the whole civil society sector especially the small and grassroots organizations, had limited access to their traditional funding sources and while their capacity in diversifying

resources remained weak. Taking these issues into serious attention, CCC has initiated the Fund Raising and Financial Sustainability Unit, which not only helped itself to stay financially sustainable but also strengthened the capacity of the whole sector in raising fund and generating resources by using different approaches. One of the key approaches is to promote inclusive partnership in development and in financing the development. Thus, the engagement with private sector was promoted by mainstreaming the UN Guiding Principles on Business and Human Rights, Corporate Social Responsibility (CSR), ethical business conduct etc.

However, results from the mid-term review have also informed CCC the needs to make some modifications to its existing GHP. In general, it was found out that the GHP as a whole remains valid, but that its mission, objectives, working approaches, strategies, some interventions, and target audiences have to be adjusted in order to be relevant to the current context.

Two critical issues that demand GHP Phase 3 to address:

- **First**, is the challenge of addressing the multi-dimensional and systemic drivers in the UN's Sustainable Development Goals (SDGs): it is crucial to strengthen and enhance the role and effectiveness of CSOs in advocating for and contributing to inclusive and sustainable development, founded on the principles of good governance - transparency and accountability and respect for human rights - that benefits all, and leaves no one behind.
- **Second**, is the decrease of funding, and increasing political polarisation and shrinking space for meaningful dialogue in Cambodia: it is critical for CSOs to strengthen their work with various stakeholders, including the private sector, to improve the enabling environment for the growth and development of civil society and democratic reforms.

The following specific challenges are listed below also should be reflected in the GHP Phase 3:

- Certain aspects of Cambodian laws remain restrictive and unfavourable for CSOs
- Residual corruption and shrinking democratic space continue to burden CSOs and communities.
- As the Cambodian economy improves, there is a reduction of funding available for CSOs.
- Expertise particularly in organizational development and management and complacency in carrying out impact evaluation in many aspects of its work such as capacity building, partnership relationships and effectiveness of networks and the sector as a whole still need further strengthening.
- The relationship and co-ordination between government and the sector, particularly in the areas of advocacy and participation in policy development and national planning, still needs to be strengthened. While NGOs engaged in service delivery and capacity building have more developed and productive relationship with government, both at local and national level, the NGOs engaged in advocacy work do not. For example, the

uncertainty about the legal situation combined with the attitude of both government and the sector could lead to antagonistic relationships rather than a relationship of critical but constructive dialogue. This could consequently result in additional repressive measures and a restrictive NGO laws.

- There is lack of coherence among NGOs. All NGOs carry out their mandate independent of each other. How all these activities contribute to the overall goal of the sector is unclear. There is also a certain amount of competition among NGOs, particularly for financial resources and 'ownership' of thematic work.
- Representatives of the sector position themselves on some issues that impact. Although the sector regularly provides input and feedback to the government, it is unclear if the feedback is effective in bringing about real changes.
- Rural based NGOs have limited participation in national networks and coalitions and in development planning and policy making at the national level.
- The expectation or demand from the sector, particularly from development partners to get involved in social accountability, puts the sector in a vulnerable or exposed position as the sector itself is still, developing its own good governance practices and has yet to establish a wider mass of good governance, especially at the grassroots level.
- Patrimonial/patriarchal relationships within the sector, between the sector and among partners and constituencies threaten the sustainability and relevance of the sector, as does the heavy reliance on donor funding and technical support and lack of robust reflection on its strategic direction and roles.

Taking these issues seriously into account, CCC has made revisions to its current Governance Hub Program (GHP), and has now released its **new five year program (GHP 2017-2021)** which is believed to be more relevant, effective, efficient and responsive to those challenges as marked above.

A. Program Design and Theory of Change:

To reach the organization's goal of having a **strong and capable civil society that is cooperating and is responsive to Cambodia's development challenges**, the GHP for 2017-2021 will focus the program's goals just two: **a) enhanced effectiveness and impact of CSOs and b) improved an enabling environment for CSOs**. To realise these overall objectives, the GHP will work towards three specific objectives³ over the next five years.

1) Increased capacity of CSOs for innovative response to development challenges

² There were four long-term, overall objectives of the GHP set in 2011: 1) strengthen the collective voice of civil society, 2) enhance effective cooperation and coordination across civil society and development actors; 3) influence the thinking and practice of Cambodia's development actors, and 4) foster high quality services appropriately responding to the true needs of CSOs.

³ The 2014-2018 GHP had four specific objectives: improved quality of CSO services, improved enabling environment for CSOs, increased collaboration among CSOs, increased capacity of CCC to perform its roles as CSO coordinator, networker and advocate

- 2) Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels
- 3) Strengthened active participation of CCC members and innovative services of CCC secretariat.

In working to achieve the two goals and the three objectives, the GHP's theory of change is that by developing critical capacities of CSOs in program and organizational development, while at the same time facilitating engagement with various stakeholders to improve the conditions including financial sustainability in which CSOs operate, CSOs will be better able to respond to the above challenges. These two focuses will be supported by the third element of GHP's theory of change: strengthening the quality and performance of the CCC (i.e. as a membership organization and of its secretariat).

The diagram below illustrates the GHP's theory of change:

Governance Hub Program (GHP) 2017-2021

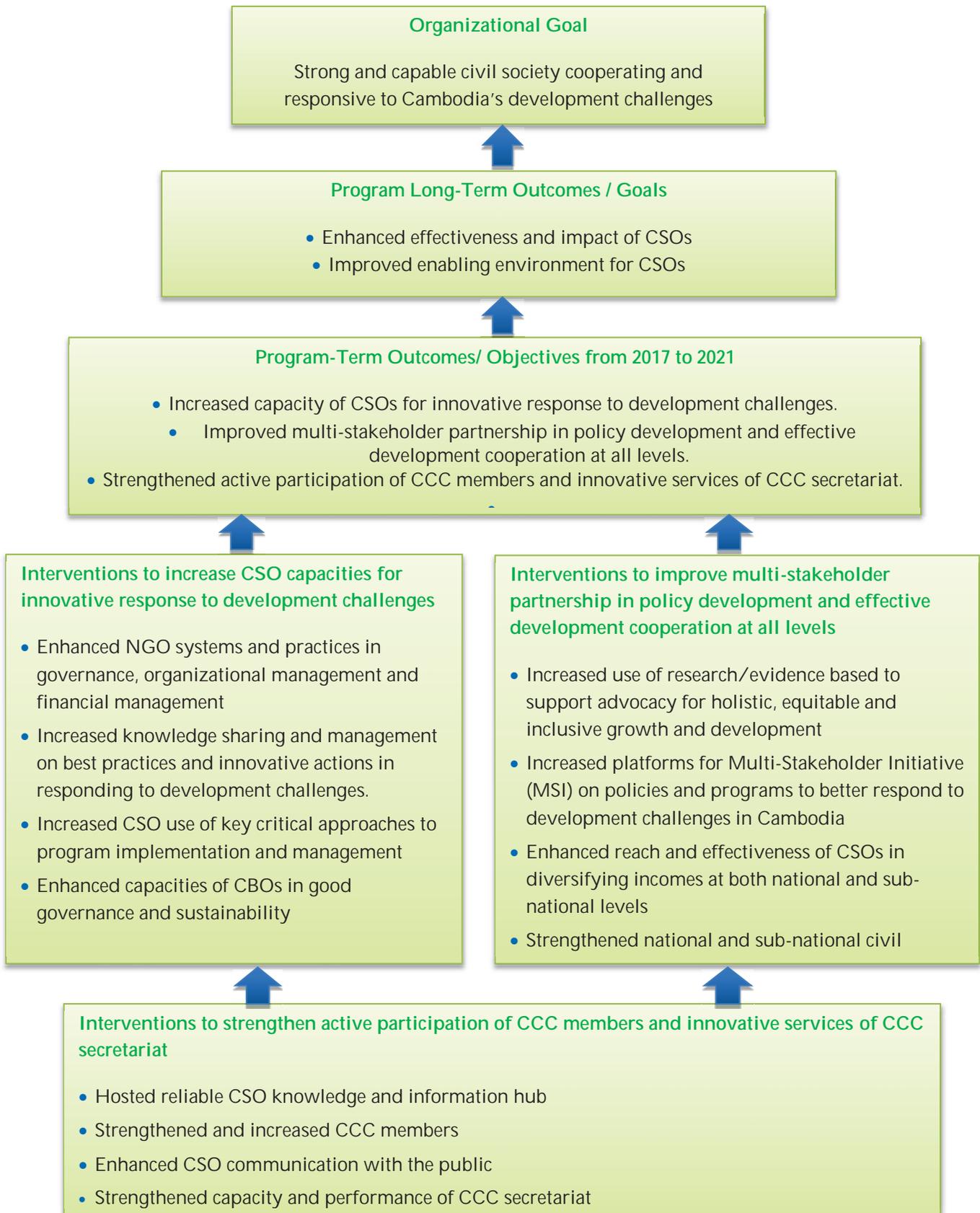


Figure 2: Theory of Change of the Governance Hub Program (2017-2021)

B. Program Intervention Logic:

The above theory of change is expressed further in the table below, which provides an overview of how activities are linked to results, which contribute to specific objectives, and in turn to the overall objectives. The intervention logic is more clearly articulated in the attached logical framework.

Organizational Goal: Strong and capable civil society cooperating and responsive to Cambodia’s development challenges.

Program Goals:

- Enhanced effectiveness and impact of CSOs
- Improved enabling environment for CSOs

Specific Objectives	Expected Results	Main Activities
SO1: Increased capacity of CSOs for innovative response to development challenges.	ER1.1: Enhanced NGO systems and practices in governance, organizational management and financial management	1.1.1. Fine-tune GPP to more innovatively and effectively meet the emerging needs and challenges of NGOs. 1.1.2. Improve delivery of new GPP certification process and services. 1.1.3. Support applicant/certified/interested NGOs to improve/maintain institutional governance, accountability, transparency and professionalism.
	ER1.2: Increased knowledge sharing and management on best practices and innovative actions in responding to development challenges.	1.2.1. Organise training workshops and learning forums to address knowledge and skills needs of NGOs on specific issues/challenges related to governance, organizational management and financial management. 1.2.2. Establish/support learning forums and other venues/opportunities for direct exchange of lessons and best practices among NGOs and between NGOs and CBOs. 1.2.3. Facilitate knowledge sharing and reflection events on the SDGs and on the Multi-stakeholder engagement and process (MSE/P). 1.2.4. Coordinate CSO learning-reflection events at national and sub-national levels on principles, strategies, methods and forms of effective communication and promotion.

Specific Objectives	Expected Results	Main Activities
		<p>1.2.5. Establish/strengthen ICT-based platforms, including an online library, for exchange of studies, investigations, experiences and lessons in responding to development challenges.</p>
	<p>ER1.3: Increased CSO use of key critical approaches to program implementation and management</p>	<p>1.3.1. Facilitate the establishment and implementation of Civil Society Academy-CSA on CSO leadership and management, four critical approaches (OIO, DNH, RBA, PCM), and other tailored made.</p> <p>1.3.2. Facilitate the creation and implementation of scholarship program on CSO leadership and management and program development and management.</p>
	<p>ER1.4: Enhanced capacity of CBOs in good governance and sustainability</p>	<p>1.4.1. Produce and update the Guideline on Good Practice for CBOs.</p> <p>1.4.2. Facilitate-coordinate training of province-based trainers on CBO good practice and strengthening.</p> <p>1.4.3. Assist/support national-level and provincial-level NGO trainers in providing training and coaching to CBOs.</p> <p>1.4.4. Collaborate with relevant NGOs in assessing the feasibility of establishing CBO networks at national, provincial, and/or sub-provincial levels and developing SMART action plans to establish and support the networks.</p>
<p>SO2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all</p>	<p>ER2.1: Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development</p>	<p>2.1.1. Conduct research studies on enabling environment, CSO contribution, CSO Sustainability Index, salary survey, member satisfaction and other topics related to development in Cambodia.</p> <p>2.1.2. Develop and implement strategies for CSOs to address the gaps identified within the researches.</p> <p>2.1.3. Provide timely, useful, meaningful inputs at various platforms dealing with laws and policies affecting civil society as well as with development</p>

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Specific Objectives	Expected Results	Main Activities
levels		<p>and democratisation processes.</p> <p>2.1.4. Facilitate CSOs to monitor the implementation of key national policies/laws such as LANGO, National Strategic Development Plan (NSDP), Decentralization and Deconcentration (D&D), and Public Administration Reform (PAR), Financing for Development, and Cambodia Sustainable Development Goals (CSDGs), the Environment Code.</p>
	ER2.2: Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia	<p>2.2.1. Facilitate CSOs to have knowledge and capacity on business and human rights and multi-stakeholder partnership/initiatives.</p> <p>2.2.2. Coordinate communication-dialogue with multilateral and bilateral multi-stakeholder such as OGP engagement, CSO-Government, CSO-Private Sector, and CSO-Development Partner on support to constructive engagement of CSOs with other partners in achieving SDGs.</p>
	ER2.3: Enhanced reach and effectiveness of CSOs in diversifying incomes at both national and sub-national levels	<p>2.3.1. Facilitate and manage civil society funds for CSOs in Cambodia, e.g:</p> <ul style="list-style-type: none"> • Develop resource map, by sector, region and donor, and share with CCC member and NGO networks. • Provide sub-grants to small and grassroots organizations to support their initiatives.
	ER2.4: Strengthened national and sub-national civil society associations and networks	<p>2.4.1. Facilitate the development and management of mechanisms for CSOs to collectively respond to development challenges, e.g:</p> <ul style="list-style-type: none"> • Create a club/association of civil society workers. • Organize CSO Assembly/Congress. <p>2.4.2. Facilitate provincial NGO networks in developing and implementing SMART action plans for strengthening the network, including setting up sub-provincial NGO networks.</p>
SO3: Strengthened	ER3.1: Hosted	3.1.1. Manage knowledge and information hub for

Governance Hub Program (GHP) 2017-2021

Specific Objectives	Expected Results	Main Activities
active participation of CCC members and innovative services of CCC secretariat.	reliable CSO knowledge and information hub	<p>CCC members, NGOs, and CBOs.</p> <p>3.1.2. Update and maintain the online research/library database.</p> <p>3.1.3. Improve forms and contents of CCC publication and other information dissemination portals.</p>
	ER3.2: Strengthened and increased CCC members	<p>3.2.1. Improve and streamline CCC support and services to its members (platforms for inter-NGO learning and action).</p> <p>3.2.2. Foster change-oriented monitoring-reflection to improve performance and effectiveness with respect to CCC ExCom, sub-committees and working groups, annual general meeting, bi-monthly membership meetings.</p>
	ER3.3: Enhanced CSO communication with the public	<p>3.3.1. Facilitate support to CSOs in developing and implementing plans for strengthening social marketing activities.</p> <p>3.3.2. Develop the instructional-promotional materials for the use of CSOs in communicating with the public.</p> <p>3.3.3. Link with regional and international platforms (ASEAN, CIVICUS, ADA, IFP, C7, C20, OECD Watch, etc.).</p>
	ER3.4: Strengthened capacity and performance of the CCC secretariat	<p>3.4.1. Review and revise/improve CCC's financial, administrative policies, systems and procedures (grant management, administrative affairs, etc.).</p> <p>3.4.2. Streamline human resource policies, systems and procedures (organizational structure, performance management, pay and benefits).</p> <p>3.4.3. Enhance professionalism, organizational culture and team spirit (apply OIO approach, comply GPP standards, quality and timeliness of reports, communication with all stakeholders).</p> <p>3.4.4. Supplement monitoring system with tools (e.g. checklist) to monitor compliance with legal,</p>

Specific Objectives	Expected Results	Main Activities
		contractual and other obligations. 3.4.5. Develop and manage robust revenue streams of CCC through Membership fee, GPP fee, M&E App, office space/CSO center, social media, video production, management oversight, and other initiatives.

Table 1: Proposed Program Intervention Logic of the Governance Hub Program

C. Program Approaches:

As a membership organization, CCC will deploy the following working approaches in order to deliver its committed activities/interventions and to reach its outcomes, mission and vision.

1). Member-Centred Approach: It is CCC’s belief that the strength of civil society in Cambodia is in the hands of its members. CCC will work with and through its members and partners to strengthen their quality of works, to better harmonize, to effectively mobilize and use of resources, as well as to mainstream CCC’s vision and efforts to communities and individual citizens across the country.

2). Decentralization: CCC has no branch office in any province, but many members are working in each province. CCC has been working with its members, provincial NGO networks and individual organizations to support them to play and provide similar roles and services as CCC. CCC will work with key members in each province and also NGO networks to implement the key activities and services of CCC. It is our expectation that each provincial NGO network will play a key role, like CCC in the future. Key interventions of the five year program will be delegated to provincial networks and/or local organizations after their capacity has been strengthened.

3). Inclusive Partnership: CCC believes that every stakeholder, including government, private sector and civil society, has the resources, the expertise, and potential to contribute to a sustainable and democratic country. To this end, 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.

4). Rights Based Approach to Development/Do-No-Harm: The participation of both rights holders and duty barriers is the fundamental to the sustainable and democratic development. CCC will promote the application of right based approach (RBA) and/Do-No-Harm (DNH) into the work and organization of CCC members and partners. CCC will build awareness on

the importance of RBA, train, and provide support to members and partners to apply RBA and/or DNH in their projects/programs.

D. Program Strategies:

The GHP Phase 3 will employ the following strategies to deliver all the activities as well as to realize its expected objectives.

1). Governance Systems and Tools: The GHP Phase 3 will advance and develop a number of existing and new systems and tools which can promote good governance, and professional practices within the civil society organizations in Cambodia. The GHP Phase 3 will build on the current GPP, draft guideline for CBO good governance and sustainability, and the draft global reference standards for CSOs accountability and sustainability.

2). Learning and Capacity Development: There will be a range of learning and capacity development services provided through different objectives of the GHP Phase 3. They will include capacity development on good governance, project cycle management with human rights based approach to development, evidence based advocacy, business development, resource mobilization and financial sustainability (including tailor made capacity development), and general development trends, especially Sustainable Development Goals. Target beneficiaries for the capacity development will include CCC members, certified NGOs, NGO partners of donors, provincial NGO networks, and CBOs. The GHP will apply different methodologies for learning and capacity development such as in class training, mentoring and coaching, back to class reflection, learning forum and online learning platform. It is intended to engage with the private sector for learning and capacity development. The development exposure and exchange visits will also be used as a method for the target NGOs and CBOs to promote the exchange of best practices and learning which can further strengthen their institutional and program capacity and networks.

3). Research: To inform advocacy and other decision making, realistic and appropriate information must be in hand. The GHP will undertake at least five research activities including: the update study on the enabling environment for civil society in Cambodia; the study on CSO contribution and participation in the development of Cambodia; the study on existing and potential sources of funding for CSOs which includes a feasibility study on the set up of an independent trust fund for CSOs in Cambodia; and the study on the possible revision of the GPP standards. Findings from the research will be used to develop strategies for civil society to speak with common voice and to advocate for an improved enabling environment for the sector including the legal framework and resource mobilization. Findings from the study on the enabling environment in Cambodia and the role of the private sector, in Cambodia would likely be of interest to the existing CSR Platform. Similarly, the study on potential funding sources could help shape the structure and function of the CSO Trust Fund/Foundation. The Research Advisory Board (RAB) which consists of researchers from various research backgrounds will provide significant inputs to the design, conduct, report and dissemination of the research mentioned above and other necessary topics which need CCC to facilitate.

4). Multi-Stakeholder Engagement and Inclusive Partnerships: GHP Phase 3 will put more effort into promoting effective development cooperation, and ensuring inclusive space for all the stakeholders, ensuring no one is left behind and can participate in all development stages

and decision making. CCC will engage with platforms at both national and sub-national levels such as the Development Cooperation and Partnership Strategy (DCPS), the Technical Working Groups (TWGs), the Cambodian Development Forum (CDF), the Corporate Social Responsibility (CSR) platform and others. We will seek to influence and to ensure these spaces are inclusive and functioning effectively. The GHP will actively engage in policies debate with government, development partners and civil society on localization, implementation and monitoring the Cambodian Sustainable Development Goals (CSDGs). At the sub-national level, the GHP also will participate in promoting the Implementation of Social Accountability Framework (ISAF), and advocate for having the multi-stakeholder forum in place to help ensure that all development actors (government, private sector and civil society) have the space to talk about their own issues as well as to share some perspectives to overcome any development challenges. The platforms could also act as the bridge to shorten the gaps between the rights holders and duty bearers CCC will explore opportunities to establish mechanisms such as CSO congress/assembly, an association of staff members/CSO workers, etc. aiming to improve harmonization and secure collective responses to development challenges.

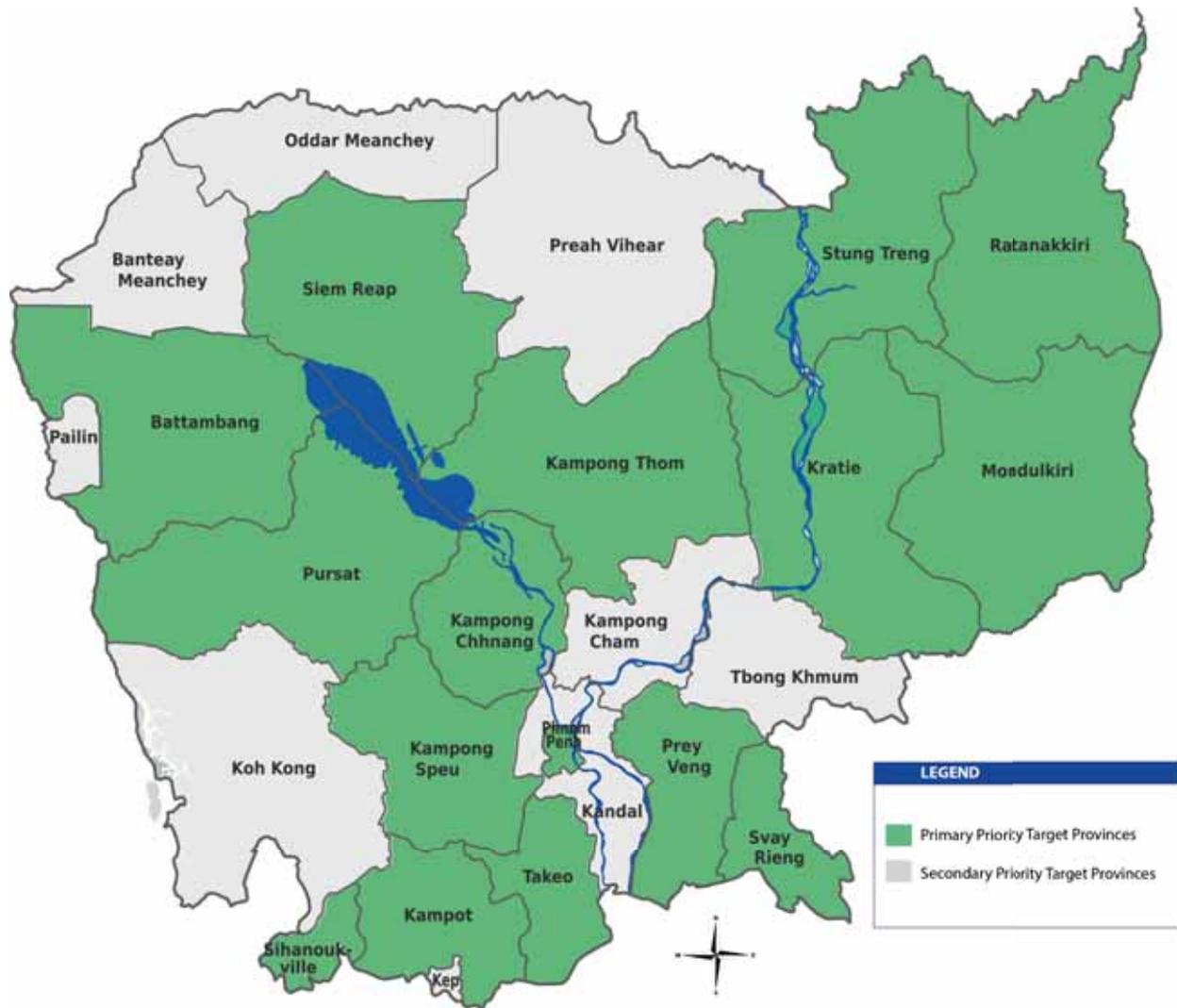
5). Campaigns and Advocacy: The GHP will facilitate some campaigns on localization of the SDGs and other related emerging issues affecting CSOs. Evidence based 'light touch', and professional advocacy approach, will be used and encouraged by the GHP to promote the attainment of the deliverables. Research, particularly the one on enabling environment and potential funding sources for CSOs, will be used to construct the advocacy campaigns. Human rights based advocacy will be used in combination with other strategies such as media campaigns, public forum, public debates, meetings, social media, etc to help ensure that the activities are conducted in a professional manner, and it engages all the relevant people. It is important that solidarity among CSOs is built and reflected in all advocacy activities. CCC will play a strong coordination role. .

6). Civil Society Fund/Financial Sustainability: There is a need for civil society in Cambodia to improve their capacity towards financial sustainability. The GHP will 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 will be conducted to assess the viability and possible composition of a Trust Fund for CSOs. GHP will manage the Trust Fund and provide small grants to provincial NGO networks, small and grassroots organizations to support their contribution to the enhanced effectiveness and impact of CSOs and to the improved enabling environment for CSOs.

7). ICT and Innovation: The GHP will enhance data, information and knowledge management. CCC will become a hub of CSO data, information, and knowledge. CCC will use ICT as a key approach to ensure that the contents and process of the GHP are well managed and delivered. A number of innovative products and services will be developed and maintained by CCC to support work in addressing the development challenges. Packages will include the CSOs database, the research database, the M&E App, video production, learning and knowledge management system, online advocacy platforms, etc.

E. Target Beneficiaries/Areas:

CCC will work in all provinces in Cambodia, but the resources will be allocated to the first priority 15 provinces and Phnom Penh. These provinces include Ratanakiri, Kratie, Steung Treng, Kampong Thom, Siem Reap, Svay Rieng, Kampong Speu 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).



Governance Hub Program (GHP) Target Map

Interventions of the program will be implemented through the engagement/participation of the following target beneficiaries:

Primary beneficiaries:

- 1,000 (400 women) staff members of all NGO members of CCC (around 200 organizations).
- 600 (250 women) representatives of 300 NGOs from all 15 target provinces & Phnom Penh.
- 250 (100 women) participants of 250 CBOs from all 15 target provinces and Phnom Penh.
- 15 provincial NGO networks including the 9 networks currently having the collaboration agreement with CCC.

Secondary beneficiaries:

- Around 1,500 (500 women) representatives from 500 NGOs including members of the 15 provincial NGO networks and partners of CCC members.
- 120 (20 women) commune/district/provincial councillors, 20 (3 women) national assembly members and 200 (70 women) authorities (local governors, and line ministries) from 15 target provinces and Phnom Penh.
- 50 companies/corporations from private sector who will be engaged through the interventions related to Corporate Social Responsibility (CSR), inclusive partnership dialogue, financing for development dialogue, CSDGs dialogue etc.
- 35 development partners as partners of CCC (such as UN agencies, EU and its members states, USAID, World Banks, ADB, and ASEAN government, OECD Watch, ADN, ADA, IFP, Civicus, C7, JICA, DFAT, China, KOICA, and many more).
- 600 CBOs with 1,200 (500 women) representatives from 15 target provinces & Phnom Penh.
- 500,000 (at least 200,000 women) community people as members and beneficiaries of the target CBOs and NGOs from the 15 target provinces and Phnom Penh including the women, youth, disabled people, and other marginalized groups.

F. Assumptions and Risks:

The main assumption is that the political and security situation, particularly with regards to the respect for human rights, does not deteriorate to a level where it will be difficult to continue the GHP in its planned format. However, while the current political situation in the country is currently restrictive in some sectors and issues, it is envisaged that the environment will still allow civil society actors to engage in their work and with various stakeholders including government.

It is also assumed that target CSOs are able and willing to allocate sufficient resources (e.g. human resources, time) to engage with GHP intervention actions, to apply the skills that the capacity building/learning activities will engender, to share learning as well as difficulties with each other, and to integrate learning/best practices into their strategies, systems and practices.

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It is also assumed that there will be buy-in at all levels of the target organizations (and not only those that participate in capacity building exercises/events).

The following table outlines the risks that could impact on the GHP's specific objectives and the actions envisaged to mitigate the risks.

Specific Objectives	Risk	Impact	Likelihood	Risk Rating	Mitigation Plan
SO1, SO2, SO3	Political: Implementation of LANGO would bring some challenges for the GHP particularly those related to the advocacy, public forum, and CSO governance.	High	Medium	Medium	Inform all stakeholders of latest challenges. Connect the GHP with legal support services for CSOs.
SO1, SO2	Political: Intimidation of CSOs might increase as 2017 and 2018 elections draw near	High	Medium	High	Inform all stakeholders of latest challenges. Connect the GHP with legal support services for CSOs. Prepare security alert for CSOs. Implement risk matrix
SO2	Economic: private sector in Cambodia may feel reluctant to work in partnership with civil society due to the different perspectives and interests. It may be hard to convince them to contribute inclusively to the development.	Medium	Medium	Medium	Continue engaging with the private sector through the Corporate Social Responsibility platform. Keep looking for potential funding sources from abroad to finance development.
SO1, SO2	Political: Government may feel reluctant or do not have enough political will to work in partnership or participate in the events	High	Medium	Medium	Keep advocating on the existing commitment of the government such as the DCPS, ISAF, and TWGs.

Specific Objectives	Risk	Impact	Likelihood	Risk Rating	Mitigation Plan
	organized/ initiated by civil society. In many circumstances, the government has accused civil society of supporting/working with the opposition party.				Fast tracking the process of creating CSO governance structure.
SO2	Socio-economic: Commune councillors and community members do not want to participate in CSO events since they prioritize their daily livelihood activities as more urgent. On the other hands, they may be scared that CSO events will be labelled as political activities, which will cause intimidation and persecution.	Medium	Medium	Medium	Promoting awareness raising and inclusive participation since the early stage of the program.
SO1, SO2, SO3	Technical: the areas of capacity development interventions of the program may not be sufficient to address all needs of the program beneficiaries.	Medium	Low	Medium	Need assessment for each beneficiary groups at the beginning of the program will provide clear picture of intervention design.

Table 2: Risk and Mitigation Plans of the Governance Hub Program

G. Gender Analysis:

In a patriarchal society, women have to work hard to find space to participate in political, economic, social and environmental development. In the government, from village to national assembly, leadership positions are held mostly by men. Furthermore, resulting from the indirect elections to elect capital, provincial, municipal, district, and khan councils in 2009, women comprised of only 10.1 percent of the municipal and provincial council members and 12.7 percent of the municipal, district, and khan council members. In the civil service, 197 women

have been appointed as deputy governor of provinces and municipalities, districts and khan in the country. The State Secretariat for Civil Service developed a guideline with a quota for new recruits in the civil service, ranging from **20%** to **50%**. The proportion of women civil servants increased from **32%** in 2007 to **34%** in mid2009. Women in leadership positions in CSOs also remained very low. A study report on CSO contributions to development of Cambodia in 2012 indicated that only **240 (18%)** of **1,350** active CSOs are headed by women.

CCC is highly committed to promoting gender equality and empowerment in the organization and associated programs. It is one of the standards of the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia strongly indicates that the **"NGO has policies and procedures to promote gender and minority equity."** CCC will ensure that the social inclusion and gender will be well reflected in Guideline on Good Practice and Sustainability for Community Based Organizations (CBOs), and Global Reference Standards for CSO Accountability (both of them will be finalized in 2017). At the organizational level, the gender ratio is now **49%** female staff, **50%** female senior management, and **43%** female Executive Committee (EXCOM). At the program level, CCC consistently provides opportunities to female NGO leaders and staff members to participate in key events, consultations workshops and other decision making processes such as strategic visions for NSDP, Sustainable Development Goals (SDGs), political parties, especially for local and national elections in 2017 and 2018. CCC has committed to gender mainstreaming to ensure that it is a top priority to be promoted and applied internally as well as within civil society in 2017 - 2021.

H. Monitoring and Evaluation (M&E):

A working group composed of representatives from the CCC secretariat and selected CCC members will carry out/take the lead in the monitoring and evaluation of the GHP. M&E focal persons of provincial NGO networks, capacity building service providers, and selected NGOs and CBOs will support the working group in data collection, inputting into reports, ensuring that indicators are being measured on a timely basis, and writing case studies. The CCC will assign a GHP M&E Specialist who will take overall responsibility for generating timely donor reports and be responsible for systematising collection of case studies and recording of best practices.

A baseline survey and stakeholder assessment will be carried out during the first phase (i.e. first six months of Year 1 - 2017). The working group will develop the baseline assessment tools, engage CCC members in carrying out the assessment collect and analyse the information gathered, and prepare assessment reports. The baseline information reports will be used when initiating meetings and dialogues during program implementation. This will allow target beneficiaries and other key stakeholders to provide inputs during the formulation of specific implementation plans.

The results of the baseline assessment and the GHP logical framework will be the basis for the development of a monitoring plan, monitoring tools, and guidelines for data collection, reporting and analysis of data. The M&E plan/system will engage and seek inputs from CCC members and a variety of stakeholders, including target beneficiaries/groups, in order to promote ownership and accountability.

The CCC will use a variety of participatory methods/exercises to review and reflect on the information generated from the M&E system and, based on the analysis, to modify plans to ensure that targets and key result areas are met and delivered. Methods/exercises to be used to monitor and analyse the process and progress in achieving GHP objectives include:

- Internal staff reflection sessions (twice a year)
- Focus group discussions (among members and other partners)
- Component/unit team workshops
- Baseline surveys and members satisfaction survey
- Monthly and quarterly staff/management team/EXCOM meetings
- Annual General Meeting (with members)
- Quarterly progress and financial reports for management and EXCOM
- Six monthly reports for donors
- Annual report for donors and publics
- Online Feedback/Compliant Mechanism
- Monitoring and evaluation matrices

An independent mid-term and end of program evaluations will be conducted with help from/outsourcing with an external consultant(s).

Governance Hub Program (GHP) 2017-2021

DESCRIPTION	2017				2018				2019				2020				2021			
	Q1	Q2	Q3	Q4																
Results & Impact System (RIS)																				
Manage, update, customize, and generate information in M&E system																				
Conduct data quality for information in M&E system																				
Improve and update M&E reporting																				
Performance Monitoring																				
Develop & update M&E data collection tools																				
Train to program team on M&E methodology and reporting requirements																				
Provide M&E supports to program team																				
On-going data collection by program team																				
Conduct M&E project field validation																				
Prepare MESA results for program feedback																				
Impact Evaluation																				
Baseline survey																				
Mid-term review																				
End-line survey																				
M&E surveys for key outcomes																				
Performance Indicator and Intervention																				
Progress results of program indicators																				
Progress results of intervention actions																				
Reporting																				
Quarterly report preparation																				
Six month report preparation																				
Annual report preparation																				
Case study/story of change production																				

Table 3: Monitoring & Evaluation Plan

I. Management and Structure:

CCC is governed by its members and the elected Executive Committee (EXCOM). CCC currently has **160** NGOs as its members who are working in various sectors such as education, health, natural resource management, democracy, human rights, advocacy, gender, women and children, youth, people with disabilities, etc. More than **50%** of CCC members are INGOs with their head offices located in different parts of the world and they have established good working connection with local NGOs, Community Based Organizations, and government through funding and technical support and partnership. Around **15** of the members are the sector based NGO networks such as NGO Education Partnership, CDPO, ICSO, Chap Dai, and HelpAge Cambodia, etc. The adoption of “Member Centred” as one of its working approaches, CCC could ensure that its members will be meaningfully engaged in the key decisions; the needs of its members will be satisfactorily addressed; and its members become proactive in responding to their common challenges. This is the strength of CCC to achieve its objectives, goal and mission and also effectively reach out to bigger stakeholders both inside and outside the country.

The Executive Committee which comprises of seven members, selecting from CCC members, will provide general strategic and leadership support to the executive body. The executive body comprises of four senior managers (Executive Director, Head of Program, Head of Operations and Head of Communications and Member Development), component managers, specialists, officers and support staff.

CCC will need **39** staff to ensure the effective implementation of all proposed interventions in the GHP. They will take different roles and responsibilities under the three proposed objectives. In general, apart from their educational qualification, CCC staff has long and practical experiences in the jobs they serve and so, about **90%** of the staff will be retained from the previous phase of GHP.

CCC is going to introduce its management structure in terms of three divisions:

1. Programmatic Division: It will be led by the Head of Program. This division is divided into three key components, which take different responsibilities on the program aspect of GHP, and one M&E Unit. The three components include:

1.1. Governance and Professional Practice Component (GPP): this will be led by the GPP Manager. This component will take care on 1) enhanced NGO systems and practices in governance, organizational management and financial management (this includes enhancing the whole GPP certification system such as updating the system, conducting organizational assessment, and also maintaining the compliance of applicant NGOs to the standards, 2) development of the Global Reference Standards for CSOs Accountability), and 2) the enhanced capacities of CBOs in good

governance and sustainability (includes development of and disseminating the CBO guideline on good governance and sustainability, and facilitation of capacity development).

1.2. Business and Capacity Development Component (BCD): This will be led by the BCD Manager. This component will contribute to 1) the increased knowledge sharing and management on best practices and innovative actions in responding to development challenges, 2) the increased CSO use of key critical approaches to program implementation and management, and 3) enhanced reach and effectiveness of CSOs in diversifying incomes at both national and sub-national levels. The key activities to be covered by the component include training, tailored made training, the mentoring and coaching, learning forum, online learning, and many others focusing on institutional governance and effectiveness, and program development and management with different and innovative approaches. The component will seek to set up the Civil Society Academy for CSOs in ASEAN as well as the scholarship program for CSOs in Cambodia. In addition to its current mandate, the component will extend its interventions on promoting financial sustainability for civil society, particularly with the focus on facilitation of civil society funds, promoting the engagement with private sector through the responsible business conducts/corporate social responsibility.

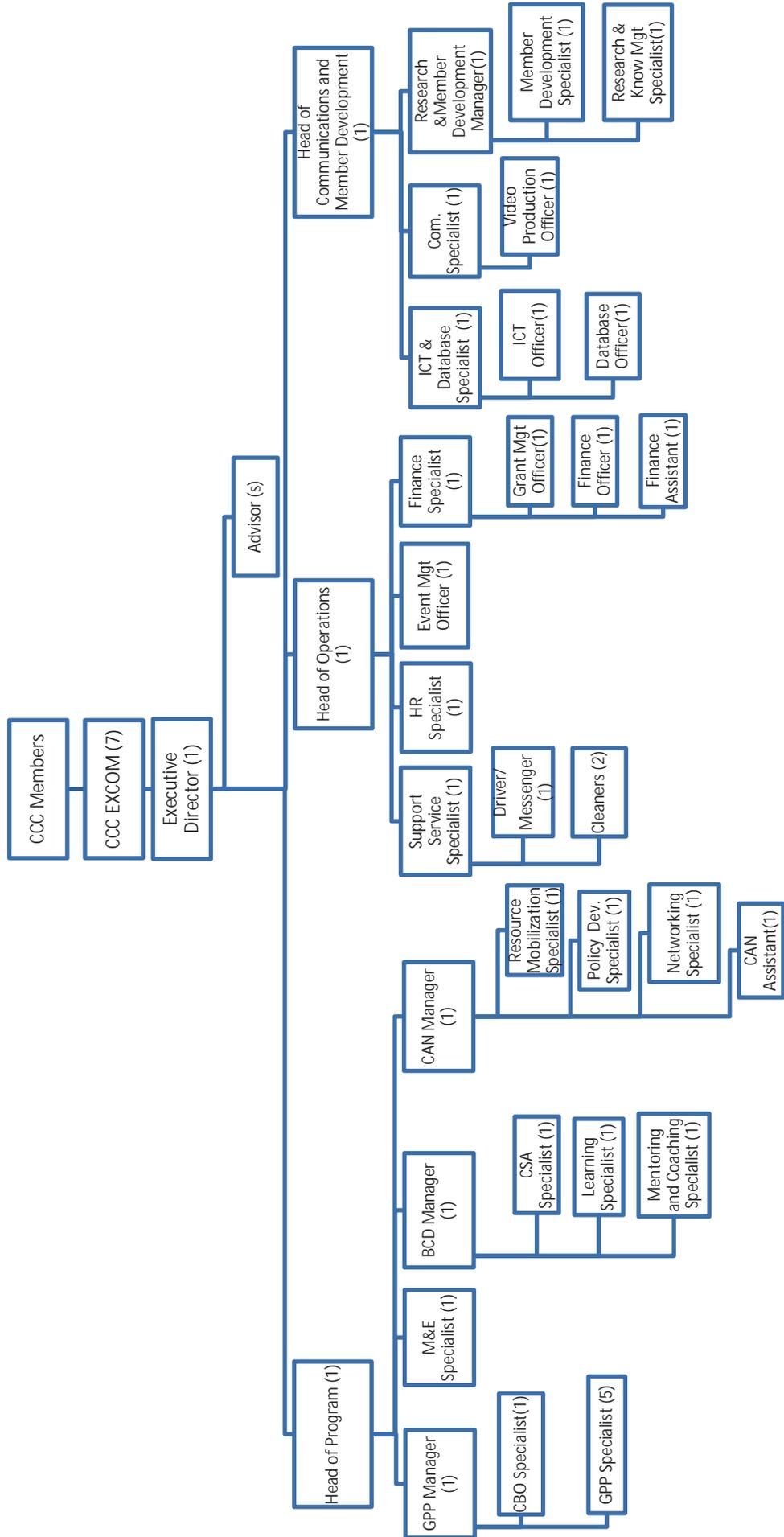
1.3. Coalition building, Advocacy and Networking Component (CAN): this component will be led by the CAN Manager. It will actively contribute to 1) the increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development, 2) the increased platforms for Multi-Stakeholder Initiative (MSI) on policies and programs to better respond to development challenges in Cambodia, and 3) the strengthened national and sub-national civil society associations and networks. It is expected many advocacy initiatives will be facilitated by CCC particularly on the related new global trends including Sustainable Development Goals (SDGs), financing for development, national policies and legal frameworks, democratic space and other emerging development issues impacting civil society organizations at all levels.

2. Operations and Organizational Development Division: It will be led by the Head of Operations. This division has three sub-units including the Human Resource Development Unit, Support Service Unit and Finance Unit. Each of the unit is led by a specialist. This unit will contribute to the strengthened capacity and performance of CCC secretariat as well as provide general supports to program components to ensure they are effectively management and implement their program activities/key interventions.

- 3. Communication and Member Development Division:** It will be led by the Head Communications. This division has four subordinating units including the Communication Unit, the Members Development Unit, the Research Unit and the ICT Unit. This division will result as follow 1) hosted the reliable CSO knowledge and information hub, 2) strengthened and increase CCC members, and enhanced CSO communication with the public.

CCC works in partnership with provincial NGO networks in which 9 networks have already got and implemented the collaboration agreement with CCC. Additionally, the skill based voluntary participation from around 100 experts in various working groups of CCC will also promote the professional strengths of CCC and civil society as a whole in addressing their common development challenge.

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IV. GHP's Financing and Sustainability:

CCC continues to promote program based basket funding approach. This approach is expected to generate one standard report for all donors, thus will involve less paperwork for staff allowing more time to spend in developing and practicing more horizontal and downward accountability mechanisms. Within the five year program, CCC will need US\$ 5,470,691 CCC will use the following mechanisms to generate resources and support for GHP.

- Contributions from members, it includes membership fee collection, and volunteers of members to sit in various committees/working groups.
- CCC owns income such as sale of CCC publications and services, mentoring and coaching services, and other initiative services, etc. that can generate more income for CCC.
- Working in partnership with different stakeholders such as government, private sector, development partners and CSO sector to implement joint activities so that they can provide their moral support, financial, technical and in kind support to the project.
- Introducing fee for services. Some of program key interventions such as Voluntary Certification System, and competencies development will play an important role in cost recovery of some project expenses.
- Subsidy - CCC will introduce a policy on non-financial support to participants to key CCC events meaning some of the events will provide budget for logistics, food, materials and speakers but not accommodation, and transportation costs of the participants.
- Part payment of common services (procurement, advice, referral, etc.).
- CCC will manage civil society fund so that some management percentage will be charged to support general operations and management of the fund.
- Succession plan: CCC wishes to be the role model organization by having good successor which meant that to ensure that each layer in governance structure has strong second liners as the successors so that CCC can continue to provide high quality services to civil society with delay and quality compromise.

The working approach of CCC is member-centred, inclusive partners, technologies; right based approach, and do no harm to ensure strong and solid support structures and linkages both in country and outside is one of the vestiges of sustainability of any program. The program's approach is designed to increase the sense of ownership and support from the whole NGO community and other constituents of civil society (e.g. CBOs, academe, people's organizations) and other partners (e.g. Government, Development Partners, Private sector).

V. Annexes:

A. Logical Framework Analysis of the Governance Hub Program (GHP 2017-2021)

Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
<p>Program Goals:</p> <ul style="list-style-type: none"> - Enhanced effectiveness and impact of CSOs - Improved enabling environment for CSOs 	<p>Improvement in the USAID Civil Society Sustainability Index for Cambodia (2015 as the baseline)</p> <p>Increased average pillar score of national integrity system of civil society in Cambodia (2014 as the baseline)</p> <p>Increased CSO contribution toward the achievement of key national policies including D&D, ISAF,</p>	<p>CSOSI Index in 2015 (4.2)⁵.</p> <p>48 as the average pillar score (2014)</p> <p>To be confirmed during the baseline study.</p>	<p>CSOSI Index in 2021 (4.0).</p> <p>Average pillar score increased to at least 50 by end of 2021.</p> <p>At least 25% of the inputs made by CSOs are reflected by the government in the key national policies including D&D, ISAF, NSDP and</p>	<p>USAID Civil Society Sustainability Index. (https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/cso-sustainability-index-methodology).</p> <p>Report of the national integrity system in Cambodia</p> <p>Baseline study to be conducted at the</p>	<p>The main precondition for the continuation of GHP is that the political-security situation in the country will not deteriorate. Support from CCC members to the overall plan and their willingness to participate in GHP</p>
Overall objective: Impact					

⁴ Note: CCC reserves the rights to make modification to the proposed indicators, especially the national level indicators which are supposed to be conducted or released by other institutions. In case those indicators are not available, similar information will be conducted/used to confirm the progress.

⁵ This refers to the annual study on Civil Society Sustainability Index (CSOSI) which is commissioned by CCC. The score for CSOSI in 2015 is 4.3 which means that the sustainability is evolving. Dimensions includes in the study include: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure and public image.

⁵ This is according to the study on National Integrity System conducted by the Transparency International Cambodia in 2014. The integrity assessment on civil society was made on three areas: their capacity, their governance and the performance of their roles.

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
		NSDP, CSDGs		CSDGs by end of 2021	beginning of the program implementation. Cambodian government's reports related to CSDG (e.g. Cambodia Socio-Economic Survey, Cambodia Demographic and Health Survey). Reports from multi-lateral agencies on CSDGs. Reports from research organizations CCC studies/research Anecdotal evidence	activities are also the critical pre-conditions. CSOs have more space in policy engagement. LANGO and the elections related laws do not inhibit program activities. National and local authorities have the political will and commitment to treat CSOs

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
Specific objective(s): Outcome(s)	SO1: Increased capacity of CSOs for innovative response to development challenges	<p>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%</p> <p>SO1.2: At least 65% of capacitated NGOs and CBOs integrated lessons gained from capacity development, learning exchange platform, and innovative practice</p> <p>SO1.3: At least 5 projects initiated/started by NGOs based on innovative strategies they have learned through knowledge exchange forums (direct</p>	<p>SO1.1: To be confirmed during the baseline study.</p> <p>SO1.2: To be confirmed during the baseline study.</p> <p>So far, a few of such projects were initiated by CCC itself but not yet by the participating NGOs of related capacity</p>	<p>SO1.1: 95% of NGOs and CBOs who are engaged in the GPP scheme and CBOs guideline on good governance and sustainability.</p> <p>SO1.2: 65% of NGOs and CBOs who participated in the overall capacity development services of CCC.</p> <p>At least 5 projects by the end of 2021</p>	<p>SO1.1: Report of the GPP certification process and report on the CBO guideline implementation. GHP progress reports, CSO reports.</p> <p>SO1.2: Report from the online and on site platforms. Report of the participant organizations.</p> <p>SO1.3: Report of participant organizations. Progress report of CCC. Proposals developed by the</p>	<p>as partners and to open up/deepen multi-stakeholder spaces for dialogue.</p> <p>Non-interference by authorities to CSO forums on development issues</p> <p>Cambodian CSOs committed to promote the solidarity and effective governance of the sector.</p> <p>Cambodian CSOs remain</p>

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
SO2: Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels.	and ICT based)	development platforms		participant NGOs.	committed to working collectively.
	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.	SO2.1: Less than 10% of inputs from CSOs were addressed by the government in various enacted laws and policies.	SO2.1: 25% of inputs from CSOs were integrated and reinforced by end of 2021.	SO2.1: GHP progress report and monitoring report of CCC. Dissemination/advocacy workshop reports. Advocacy communication materials produced.	Openness of government to engage with NGOs/ CSOs on working towards CSDGs despite polarization/tensions. Openness of private sector to engage with CSOs in achieving CSDGs.
	SO2.2: At least 10 national and sub-national CSO networks respond collectively to 2-3 development issues each year.	SO2.2: Lack of coordination and participation on the common advocacy efforts.	SO2.2: 10 national ad sub-national CSO networks.	Reports/minutes of the meetings with the government. SO2.2: Monitoring report of CCC and the progress report of the provincial NGO networks. Program progress	The private sector is committed to promoting a human rights

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	<p>SO3: Strengthened active participation of CCC members and innovative services of CCC secretariat.</p>	<p>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.</p> <p>SO3.1: CCC members increased by 25% and at least 90% of CCC members get satisfied with the services provided.</p>	<p>SO2.3: No CSO Trust Fund or similar initiative established.</p> <p>SO3.1: Number of CCC member was 156 by end of 2016 while 83% of them satisfied with CCC services (survey done in 2015)</p>	<p>SO2.3: 55% of NGOs and CBOs received supports from the Civil Society Fund.</p> <p>SO3.1: 25% of the number of member increased and 90% of CCC members satisfied with CCC services by end of 2021.</p>	<p>reports.</p> <p>SO2.3: Progress and monitoring report of CCC. By-laws, documents related to the establishment of Civil Society Fund.</p> <p>Report of the participating NGOs and CBOs.</p> <p>Program progress report.</p> <p>SO3.1: Baseline, end-line and mid-term review reports.</p> <p>CCC and the program progress reports.</p> <p>Case studies,</p>	<p>based approach and to working closer with CSOs.</p> <p>The private sector and other stakeholders are interested in the setting up of a CSO trust fund.</p> <p>CSOs willing and able to trust and work with each other.</p> <p>CCC has the capacity and legitimacy (amongst NGOs) to implement the</p>

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
		SO3.2: CCC maintained its internal management quality and remains certified by the GPP system throughout the program period.	SO3.2: CCC holds its third GPP certificate with validity till August 2018	SO3.2: CCC receives new GPP certificate for 2019-2021.	anecdotes, stories of changes from members SO3.2: Internal monitoring reports, records, statistics from CCC secretariat units. Internal reflection and planning reports. Performance and other audits on CCC secretariat.	program. All GPP applicant NGOs are committed to tackle the recommendations given by GPP's committees. CBOs having received the training remain committed to improve their capacities.
Objective 1	OP1.1: Enhanced CSO systems and practices in governance, organizational management and financial management.	OP1.1.A: Number of NGOs that successfully complete GPP process and requirements. OP1.1.B: Number or percentage of NGO Executive Directors that self-report improvements in	OP1.1.A: 80 certificates awarded to 61 NGOs by December 2016. OP1.1.B: To be confirmed during the baseline	OP1.1.A: At least 115 GPP certificates awarded to at least 80 NGOs. OP1.1.B: Capacity improvement of at least 75% of GPP	OP1.1: GPP reports. Survey with the applicant and certified NGOs. Baseline, end-line and mid-term review reports. Minutes of the	improve their capacities. ICT tools and apps are available to respond to the needs of CSOs. Donors will

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	<p>organizational capacities in at least 75% of GPP index/standards.</p> <p>OP1.1.C: Rate of increase of score in internal governance and accountability index.</p>	<p>study.</p> <p>OP1.1.C: To be confirmed during the baseline study.</p>	<p>index/standards.</p> <p>OP1.1.C: At least 10% of score increase.</p>	<p>meeting.</p> <p>GPP monitoring documentation.</p> <p>Participatory assessment and evaluations of GPP services; report on impact, changes engendered among participating NGOs/CSOs.</p>	<p>continue to support CSO advocacy campaigns</p> <p>Bilateral, multilateral and non-governmental donors will support process of strengthening various forms of CSOs.</p> <p>CSOs have flexibility to absorb and adapt new approaches to improve governance and programming.</p>
OP1.2: Increased knowledge sharing and management on best practices and innovative actions in responding to development challenges.	<p>OP1.2.A: Number of documentation on NGO best practice shared through learning exchange platforms of CCC and other networks.</p> <p>OP1.2.B: Number and level of NGO staff who participate in learning exchange forums.</p>	<p>OP1.2.A: To be confirmed during the baseline study.</p> <p>OP1.2.B: To be confirmed during the baseline study.</p>	<p>OP1.2.A: 5 NGO best practices documented and shared annually.</p> <p>OP1.2.B: At least 300 practitioners of the NGO members participated in the learning exchange forum annually.</p>	<p>OP1.2: Case studies and report of the participating NGOs.</p> <p>Baseline, end-line and mid-term review reports.</p> <p>Case studies, anecdote documents.</p> <p>Report of the workshop and</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	<p>OP1.2.C. Number or percentage of NGO staff who report improved capacity as a result of increased knowledge sharing among NGOs.</p>	<p>OP1.2.C: To be confirmed during the baseline study.</p>	<p>OP1.2.C: At least 50% of the participating NGO staff.</p>	<p>learning events. GHP-related monitoring and random surveys and focus groups, monitoring documentation.</p>	
<p>OP1.3: Increased CSO use of key critical approaches to program implementation and management.</p>	<p>OP1.3.A: Number or percentage of NGOs with activities on raising awareness and participation of rights holders and duty bearers. OP1.3.B: Number or percentage of NGOs with change-oriented plans, monitoring-reporting</p>	<p>OP1.3.A: To be confirmed during the baseline study. OP1.3.B: To be confirmed during the baseline study.</p>	<p>OP1.3.A: At least 50% of the NGOs participating in related capacity development scheme. OP1.3.B: At least 50% of the NGOs participating in related capacity development scheme.</p>	<p>OP1.3: Baseline, end-line, mid-term review reports. Capacity needs assessments, training documents/materials, training reports and evaluations, participation lists CSO program and organizational</p>	

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
		OP1.3.C: Number or percentage of NGOs using CPPB tools when engaging with various stakeholders	OP1.3.C: To be confirmed during the baseline study.	OP1.3.C: At least 50% of the NGOs participating in related capacity development scheme.	documents, including annual reports Case study reports/document. Anecdotal evidence (e.g. stories of change) Best practice documents/reports GHP-related monitoring and random surveys and focus groups, monitoring documentation.	
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	OP1.4.A: None of training was provided to the facilitators regarding the CBOs guideline	OP1.4.A: At least 50 of NGO staff completed training as trainers-coaches, by end of 2021.	OP1.3: Training report Report of the participating NGOs Baseline, end-line and mid-term	

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
		<p>OP1.4.B: Number of provincial networks with functional CBO trainers/training teams</p> <p>OP1.4.C: Number of CBOs using CBO guidelines to strengthen governance and operations</p>	<p>OP1.4.B: None by end of 2016</p> <p>OP1.4.C: About 20 CBOs who participated in the guideline development process, by end of 2016</p>	<p>OP1.4.B: At least 10 of 15 target provinces.</p> <p>OP1.4.C: At least 200 CBOs, by end of 2021.</p>	<p>review reports</p> <p>Anecdotal evidence</p> <p>CBO guidelines, including changes during process of use</p> <p>CBO capacity needs assessments.</p> <p>Training document/material, training reports and evaluation, participant list</p> <p>Report of the participating CBOs.</p>	
Objective 2	OP2.1: Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development	OP2.1.A: Number of research conducted and consolidated by CCC related to the development and democratisation process.	OP2.1.A: To be confirmed during the baseline study.	OP2.1.A: At least three researches conducted/facilitated by CCC annually.	<p>OP2.1: CCC publication</p> <p>CCC online statistics</p> <p>CCC progress report</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	<p>OP2.1.B: Number of users who accessed the CCC research database</p> <p>OP2.1.C: Number of instances where CSO inputs are considered by government and other stakeholders</p>	<p>OP2.1.B: At least 200 people have accessed to CCC database annually.</p> <p>OP2.1.C: To be confirmed during the baseline study.</p>	<p>OP2.1.B: At least 1,000 users accessed to CCC research and other database annually.</p> <p>OP2.1.C: At least two instances reported annually about the integration of inputs from CSOs into various national policies.</p>	<p>Baseline, end-line and mid-term review reports.</p> <p>Reports/minutes of meetings with government officials and other key stakeholders</p> <p>Advocacy communication materials produced.</p>	
<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>OP2.2.A: Very few high level multi-stakeholder events among these actors in the past.</p>	<p>OP2.2.A: At least one multi-stakeholder dialogue conducted bi-annually at the national level and/or at the target province level.</p>	<p>OP2.2: Report of the multi-stakeholder partnership events. Baseline, end-line and mid-term review reports.</p> <p>Reports/minutes of the meetings with government officials and other</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	OP2.2.B: Number of joint actions between CSOs and private sector, government to contribute to holistic, equitable, inclusive development	OP2.2.B: No concrete action about this joint action developed in the past.	OP2.2.B: A multi-stakeholder partnership guideline developed aiming at collectively responding to development challenges.	key stakeholders. National and international advocacy papers, conference reports. Best practice documents, reports. CCC progress report	
	OP2.2.C: Number of instances where CSO inputs are considered by government during policy development processes	OP2.2.C: No clear evidence of what and how the inputs on CSOs were addressed by the government.	OP2.2.C: At least two instances reported annually about the integration of inputs from CSOs into policy development process.	Report on D&D, SDGs, of the development actors.	
OP2.3: Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-	OP2.3.A. Number of events/learning platforms provided on resource mobilization	OP2.3.A: No learning platform provided by CCC in the past.	OP2.3.A: Internet based platform created throughout the program and at least one earning event conducted annually.	OP2.3: Report of the learning event. CCC progress reports. Proposals	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
national levels	OP2.3.B. Number of initiatives/mechanisms for joint action on fund raising and advocacy towards government and donors.	OP2.3.B: To be confirmed during the baseline study.	OP2.3.B: At least 1 join initiative for fund raising and joint advocacy created in Phnom Penh and each of the target provinces annually.	developed and submitted for funding. Baseline, end-line and mid-term review reports.	
	OP2.3.C. Number of CSOs received technical support and sub-grants by the Civil Society Fund	OP2.3.C: Civil Society Foundation is not yet established.	OP2.3.C: At least 10 sub-grants will be provided under the oversight of Civil Society Fund, by the end of 2021.	By-laws, related documents of Civil Society Fund. Joint plans, project proposals. Best practice documents/reports, including case studies, stories of change.	
OP2.4: Strengthened national and sub-national civil society associations and	OP2.4.A: Establishment of policies/plans and operational means to sustain long process of building mutual support and unity	OP2.4.A: No mechanism of national and sub-national civil society	OP2.4.A: Mechanisms, plans and strategies for CSOs to build mutual support and unity within civil society	Report of the Civil Society Fund.	

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	Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	networks	<p>within civil society</p> <p>OP2.4.B: Number or percentage of NGOs and CBOs that reported improved coordination and effectiveness in their area/level as a result of having improved CSO collaboration mechanisms</p>	<p>association and networks happened in the past.</p> <p>OP2.4.B: No mechanism of national and sub-national civil society association and networks happened in the past.</p>	<p>developed by 2017, and reinforced subsequently.</p> <p>OP2.4.B: At least 80% of CCC members and 80% of the target provincial NGO networks.</p>	<p>and mid-term review reports.</p> <p>Report about the establishment of the CSO collaboration mechanisms.</p> <p>By-laws related to the establishment of any official civil society governance structure.</p> <p>Best practice documents/reports including case studies, stories of change.</p> <p>Reports from the participating NGOs/CBOs</p> <p>CCC progress reports.</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
OP3.1: Hosted reliable CSO knowledge and information hub	OP3.1.A: Number of CCC's publication and knowledge management/sharing platforms produced	OP3.1.A: At least 3 publications produced annually and the knowledge management platform is not yet standardized	OP3.1.A: At least one learning/sharing platform produced throughout the program and 3 publications produced annually.	OP3.1: CCC publications. CCC progress reports. Baseline, end-line and mid-term review program. Report of the CCC events.	
	OP3.1.B: Increase in accessibility of CCC and CSO publications and other information dissemination portals/tools	OP3.1.B: At least 200 people have accessed to CCC database annually.	OP3.1.B: At least 1,000 users accessed to CCC research and other database annually.	Minutes/reports on CCC-related meetings/forums, reflection and sharing events. Case studies/stories of change.	
	OP3.1.C: Number or percentage of CSOs that report improved knowledge and skills in managing and using learning platforms	OOP3.1.C: N/A	OP3.1.C: At least 80% of the CSOs who have accessed to the knowledge management system and the learning platform.	Reports of the participating NGOs.	

Objective 3

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
OP3.2: Strengthened and increased CCC members	OP3.2.A: Number or percentage and status of CCC members participated in the membership initiatives such as bi-monthly meeting, AGM, learning platform...	OP3.2.A: About 50% of CCC members actively engaged in those membership platforms.	OP3.2.A: At least 70% of CCC members.	OP3.2: Report of the events such as bi-monthly meetings, AGM, learning platforms.... Baseline, end-line and mid-term review reports	
	OP3.2.B: Number or percentage of CCC members that report improved operations as a result of increased support and services by CCC	OP3.2.B: To be confirmed during the baseline study.	OP3.2.B: At least 50% of CCC members.	Minutes/reports on CCC-related meetings, forums, reflection and sharing events	
OP3.3: Enhanced CSO communication	OP3.2.C: Number of CCC members	OP3.2.C: CCC members stood at 156 by end of 2016.	OP3.2.C: Number of CCC member increased by 25% by end of 2021.	Documentation-reports on CSO peer support activities CCC progress reports. Reports of NGO members.	
	OP3.3.A: Number or percentage of CSO leaders/officers who	OP3.3.A: No such service on	OP3.3.A: At least 50% of the CSO leaders/officers who	OP3.3: Baseline, end-line and mid-term review reports	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
with the public	<p>self-report an increase in their organization's capacity and means in social marketing and communicating with the public</p> <p>OP3.3.B: Number or percentage of CSOs and CSO networks that have drawn up and are implementing social marketing plans</p> <p>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</p>	<p>communication with public and social marketing provided in the past.</p> <p>OP3.3.B: No such service on communication with public and social marketing provided in the past.</p> <p>OP3.3.C: To be confirmed during the baseline study.</p>	<p>participated in related capacity development/service s.</p> <p>OP3.3.B: At least 50% of the CSOs and CSO networks who participated in related capacity development/service .</p> <p>OP3.3.C: At least 50% of the communities who participated in the survey.</p>	<p>CCC/GHP assessment reports</p> <p>Minutes/reports on CCC-related meetings, forums, reflection and sharing events</p> <p>Documentation-reports on CSO communication to public; communication materials produced</p> <p>Assessment studies, feedback reports on CSO communication and engagement with target beneficiaries and the public</p> <p>Participatory assessment-evaluation on CSO</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	index)			communication and engagement with target beneficiaries and the public Case studies, stories of change CCC progress and annual reports	
OP3.4: Strengthened capacity and performance of the CCC secretariat	<p>OP3.4.A: Increase in dynamism and professionalism of CCC secretariat staff, based on CCC/GPP index</p> <p>OP3.4.B: Amount of fund generated by CCC both from donors and self-income generation</p>	<p>OP3.4.A: CCC held the GPP certificate, with the validity till 2019.</p> <p>OP3.4.B: In general, CCC could generate an amount of around 800,000 USD annually both from</p>	<p>OP3.4.A: CCC remains qualified and holding the GPP certificate throughout the program period.</p> <p>OP3.4.B: At least the amount of 800,000 USD generated by CCC annually.</p>	<p>OP3.4: CCC revised/ updated policies. Baseline, end-line and mid-term review reports.</p> <p>Internal reflection and planning reports.</p> <p>Report on changes in operations and performance of CCC secretariat and impact on services to and</p>	

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Results chain	Indicators ⁴	Baseline (2016)	Targets (by 31 December 2021)	Sources and means of verification	Assumptions
	OP3.4.C: CCC fully comply with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations	donor and self-income generation. OP3.4.C: CCC fully complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.	OP3.4.C: CCC remains fully complied with its by-laws, GPP standards, donors' contracts and Cambodian laws and regulations.	engagement with CCC members. Case studies, stories of change. CCC progress reports. CCC financial reports.	

Main Activities	Detailed Activities	Responsible Team
1.1.1. Fine-tune GPP to more effectively meet emerging needs and challenges of NGOs	1.1.1.1. Conduct a study on suitable certification system including learning from other systems in the world such as Philippines	GPP
	1.1.1.2. Facilitate Certification System innovation	GPP
	1.1.1.3. Review/revise the Standards of Governance & Professional Practices for NGOs in Cambodia (GPP Standard)	GPP
	1.1.1.4. Participate and implement Global Reference Standards	GPP
1.1.2. Improve delivery of new GPP	1.1.2.1. Maintain GPP online database and manage the statistics and analysis for performance	GPP

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Main Activities	Detailed Activities	Responsible Team
certification process and services	1.1.2.2. Facilitate GPP organizational assessments	GPP
	1.1.2.3. Produce organizational assessment reports	GPP
	1.1.2.4. Facilitate NGO Code Compliance Committee (NCCC) meeting for certification decision and clarity	GPP
	1.1.2.5. Conduct GPP compliance monitoring for certified NGOs	GPP
	1.1.3. Support applicant/certified/interested NGOs to improve/maintain institutional governance, accountability, transparency and professionalism	1.1.3.1. Promote GPP Certification System at national and international level
1.1.3.2. Work with donors/funding partners for the shared values to improve their partner NGO's governance and accountability		GPP
1.1.3.3. Facilitate annual reflection workshop among applicant and certified NGOs, and their donors/funding partners		GPP
1.1.3.4. Maintain or review compliance monitoring system and tools		GPP
1.1.3.5. Review and reinforce the complaint mechanism		GPP
1.1.3.6. Provide individual mentoring and coaching support to applicant NGOs		BCD
1.1.3.7. Conduct in-class mentoring and coaching to applicant NGOs		BCD
1.1.3.8. Work with Steering Committee to Board and Executive Director performance		BCD
1.1.3.9. Conduct Board and Executive Director workshop to improve board performance and communication		BCD
1.1.3.10. Provide individual mentoring and coaching to improve Board and Executive Director performance		BCD
1.2.1. Organise training workshops and learning forums to address knowledge and skills needs of	1.2.1.1. Organize nine learning forums on HRM, FM, M&E, ICT and Business Sustainable Development per year	BCD
	1.2.1.2. Form a working group on Business Development	BCD

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Main Activities	Detailed Activities	Responsible Team	
NGOs on specific issues/challenges related to governance, organizational management and financial management	1.2.1.3. Facilitate technical learning forum working group HR, M&E, FM, ICT and Business Sustainable Development	BCD	
	1.2.1.4. Facilitate to update practical guideline for HR, M&E, FM, ICT, and create Business Sustainable Development guideline	BCD	
	1.2.1.5. Organize annual reflection meeting among six working group member on HR, M&E, FM, ICT and Business Sustainable Development	BCD	
	1.2.1.6. Development and update training curriculum and material for GPA training course	BCD	
	1.2.1.7. Organize Governance Professional Accountability (GPA) workshop to address knowledge and skills needed of NGOs	BCD	
	1.2.2. Establish/support learning forums and other venues/opportunities for direct exchange of lessons and best practices among NGOs and between NGOs and CBOs	1.2.2.1. Facilitate NGOs leaders exchange visit to influent best practice (certified NGO) among NGOs	GPP
		1.2.2.2. Organize NGOs and CBOs learning forum to exchange lessons learnt and best practice	GPP
1.2.2.3. Facilitate NGOs and CBOs leaders exchange visit to improve their internal practice		GPP	
1.2.3. Facilitate knowledge sharing and reflection events on the SDGs and on the Multi-stakeholder engagement and process (MSE/P)	1.2.3.1. Identify key stakeholders to and best fit to the SDGs in order to conduct multi-stakeholders consultation (CSO mapping on SDG)	CAN	
	1.2.3.2. Organize and engage with consultations/forums on SDGs localization and multi-stakeholders engagement process	CAN	
	1.2.3.3. Conduct national and regional consultations/forums to reflect on SDGs and multi-stakeholder engagement development, documents and report to stakeholders.	CAN	
1.2.4. Coordinate CSO learning-reflection events at national and sub-	1.2.4.1. Facilitate national and regional workshop on using communication tools to promote CSOs work	CMD	

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Main Activities	Detailed Activities	Responsible Team
national levels on principles, strategies, methods and forms of effective communication and promotion	1.2.4.2. Monitor effective use of communication tool through annual reflection workshop	CMD
	1.2.5. Establish/strengthen ICT-based platforms, including an online library, for exchange of studies, investigations, experiences and lessons in responding to development challenges	CAN
1.3.1. Facilitate the establishment and implementation of Civil Society Academy-CSA on CSO leadership and management, four critical approaches (OIO, DNH, RBA, and PCM), and other tailored made	1.2.5.1. Set up and maintain video conference	CAN
	1.2.5.2. Establish marketing services, promote utilization on video conference (Webinar for exchange of studies, investigation, experiences and lessons in responding to development challenges)	CMD
	1.2.5.3. Setup online library to assist the needed in responding to development challenges	CMD
	1.2.5.4. Promote online library to assist the needed in responding to development challenges	CMD
	1.3.1.1. Mapping potential local and international academic institutions and other education-training programs	BCD
	1.3.1.2. Updated and review potential local and international academic institutions and other education-training programs	BCD
	1.3.1.3. Cooperate with local universities to integrate training curriculum	BCD
	1.3.1.4. Facilitating outreach (e.g. promotion of CSA products through CCC newsletter, website, Facebook, forum, workshop, and meeting...etc.)	BCD
	1.3.1.5. Work with CSA team in the developments of training curriculums to target CSOs in Cambodia and in the region.	BCD
	1.3.1.6. Assist CSA trainings to target CSOs in Cambodia and in the region.	BCD
	1.3.1.7. Conduct civil society dialogue events on the regional level, e.g. "How to use civic space in ASEAN", "Effectiveness of CSOs in ASEAN".	BCD

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Main Activities	Detailed Activities	Responsible Team
	<p>1.3.1.8. Facilitating exchange programs on specific topics with close preparation, supporting, and follow-up</p> <p>1.3.1.9. Develop and review advocacy opportunities in SEA and inform about it in quarterly published newsletters</p> <p>1.3.1.10. Develop annual publication on topics that relevant to CSOs in SEA</p> <p>1.3.1.11. Conduct and evaluate a base & end-lines survey on the participation of CSO targets in regional dialogue events</p>	<p>BCD</p> <p>BCD</p> <p>BCD</p> <p>BCD</p>
1.3.2. Facilitate the creation and implementation of scholarship program on CSO leadership and management and program development and management	1.3.2.1. Develop scholarship concept notes for mobilization resource	CMD
	1.3.2.2. Develop scholarship program selection criteria/guideline	CMD
	1.3.2.3. Select scholarship student to participate tertiary level education program on CSO management and leadership	CMD
	1.3.2.4. Update and review scholarship concept notes for mobilization resource	CMD
	1.3.2.5. Mapping potential sources (donors and funders) for mobilization resource	CMD
1.4.1. Produce/revise the Guideline on Good Practice for CBOs	1.4.1.1. Conduct annual/biannual reflection with diverse selected CSOs on the application of the guideline	GPP
	1.4.1.2. Conduct CBO TWG meetings on the CBO Guideline Application	GPP
	1.4.1.3. Revise the guideline of good practice for CBO	GPP
	1.4.1.4. Work in partnership with concerning NGOs/partners to support CBO constitution	GPP
1.4.2. Facilitate-coordinate training of province-based trainers on CBO good practice and strengthening	1.4.2.1. Develop training of trainers selection criteria	GPP
	1.4.2.2. Select potential CBO leaders from 5 regional in Cambodia to be a trainer	GPP

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Main Activities	Detailed Activities	Responsible Team
	1.4.2.3. Design CBOs training of trainers curriculum	GPP
	1.4.2.4. Facilitate CBO training of trainer to compliance with CBO guideline	GPP
	1.4.2.5. Organize on the series workshop to build CBO leaders capacity	GPP
1.4.3. Assist/support national-level and provincial-level NGO trainers in providing training and coaching to CBOs	1.4.3.1. Provide on-going mentoring & coaching to NGO trainers selected	GPP
	1.4.3.2. Facilitate workshop to reflect on the CBO training of trainer	GPP
	1.4.3.3. Develop success story of CBO training of trainer	GPP
1.4.4. Collaborate with relevant NGOs in assessing the feasibility of establishing CBO networks at national, provincial, and/or sub-provincial levels and developing SMART action plans to establish and support the networks	1.4.4.1. Sign MoU with national and provincial NGO networks in order to build more collaboration and assessing the feasibility of establishing CBO networks at their provincial level	GPP
	1.4.4.2. Working with national and provincial NGO networks to identify and collecting CBOs information for building a CBO networks	GPP
	1.4.4.3. Set up CBO networks for better coordination, communication and supporting each other as well as provide capacity building in order to develop their planning	GPP
2.1.1. Conduct research studies on enabling environment, CSO contribution, CSO Sustainability Index, salary survey, member satisfaction and other topics related to development in Cambodia	2.1.1.1. Conduct research on enabling environment to development in Cambodia	CAN
	2.1.1.2. Conduct research on CSO contribution to development in Cambodia	CMD
	2.1.1.3. Conduct research on CSOSI to development in Cambodia	GPP
	2.1.1.4. Conduct research on salary to development in Cambodia	OOD
	2.1.1.5. Conduct research on member satisfaction to development in Cambodia	CMD
	2.1.1.6. Conduct research on other topics related to development in Cambodia	CMD

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Main Activities	Detailed Activities	Responsible Team
2.1.2. Develop and implement strategies for CSOs to address the gaps identified within the researches	2.1.2.1. Facilitate to develop a set of CSO strategies for addressing key recommendations made in the researches	CAN, CMD
	2.1.2.2. Facilitate research advisory board to discuss research topics and set a clear plan for research studies	CMD
	2.1.2.3. Facilitate to implement CSO strategies to address some of key research results/recommendations	CAN, CMD
2.1.3. Provide timely, useful, meaningful inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes	2.1.3.1. Facilitate LINGOs and INGOs to produce inputs in respond to the key policy issues affecting citizens' rights and civic space	CAN
	2.1.3.2. Coordinate with DPs and share CSO inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes	CAN
	2.1.3.3. Engage with government and share CSO inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes	CAN
2.1.4. Facilitate CSOs to monitor the implementation of key national policies/laws such as LANGO, National Strategic Development Plan (NSDP), Decentralization and	2.1.3.4. Continue to be a member of DNH group and raising awareness (workshops/forums) on DNH within the CSOs in Cambodia.	CAN
	2.1.3.5. Conduct application workshop with interested CSOs to promote conflict-sensitive of Do-No-Harm and integrate in their organizational program/project.	CAN
	2.1.3.6. Provide mentoring and coaching to apply NGOs in close cooperation with DNH team and Bread for the World (BfdW)	CAN
2.1.4.2. Conduct National consultation workshop/forum with CSOs to reflect the using of human rights based approach in D&D and social accountability	2.1.4.1. Conduct regional consultation workshops/forums with CSOs to promote human rights based approach in D&D and social accountability processes as well as to identify the issues and incorporate inputs to the government	CAN
	2.1.4.2. Conduct National consultation workshop/forum with CSOs to reflect the using of human rights based approach in D&D and social accountability	CAN

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Main Activities	Detailed Activities	Responsible Team
<p>Decentralization (D&D), and Public Administration Reform (PAR), Financing for Development, and Cambodia Sustainable Development Goals (CSDGs), the Environment Code</p>	<p>processes</p> <p>2.1.4.3. Consolidate the finding for integrate in the government's development and democratisation policy and processes</p> <p>2.1.4.4. Conduct regional capacity building workshops for human rights based approach (rights holders and duty bearers) (can be integrate with training course on advocacy to provincial networks)</p> <p>2.1.4.5. Engage with A2I working group to provide comments and inputs to the Assess to information law</p> <p>2.1.4.6. On-going awareness raising on public information through online and off-line campaigns (press conference, social media and join statement, international solidarity visits)</p> <p>2.1.4.7. Facilitate the cybercrime working group and conduct regular meeting with them and other stakeholders in respond to the issue in the draft cybercrime law</p> <p>2.1.4.8. Manage "Stop and consult" Facebook page and promote information dialogue through social media</p>	<p>CAN</p> <p>CAN</p> <p>CAN</p> <p>CAN</p> <p>CAN</p> <p>CAN</p> <p>CMD</p>
<p>2.2.1. Facilitate CSOs to have knowledge and capacity on business and human rights and multi-stakeholder partnership/initiatives</p>	<p>2.2.1.1. Identify key private sector and government actors to promote collaboration and action between the private sector, government and CSOs</p> <p>2.2.1.2. Facilitate the development of guidelines on effective collaboration between the private sector and CSOs</p> <p>2.2.1.3. Organize two national and regional workshops to share the private sector and CSO collaboration principles and select one to two sample provinces to demonstrate meaningful collaboration between actors</p> <p>2.2.1.4 Organize reflection workshop to reflect on the implementation of code/guidance principle and find the way for improvement as well as follow up the implementation of code/guidance principle.</p>	<p>BCD</p> <p>BCD</p> <p>BCD</p>

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Main Activities	Detailed Activities	Responsible Team	
	2.1.1.5. Join the Cambodia CSR platform and engage with the private sector and industry associations such as Euro Cham to promote CSR in Cambodia	BCD	
	2.1.1.6. Engage with the ASEAN CSR Network, ASEAN People Forum and other regional processes and actors (e.g. Myanmar Centre for Responsible Business) to support business and human rights in Cambodia	BCD	
	2.1.1.7. Engage the UN OHCHR and the OECD (Investment Committee and OECD Watch) to support responsible business conduct in Cambodia	BCD	
	2.2.1.8. Undertake a capacity building needs assessment with CCC members and other NGOs	BCD	
	2.2.1.9. Develop and update training materials on business and human rights	BCD	
	2.2.1.10. Conduct two training courses per year for CCC members and other NGOs on CSR and business and human rights and human rights mechanisms, including the UN Guiding Principles on Business and Human rights and the OECD Guidelines for Multinational Enterprises	BCD	
	2.2.2. Coordinate communication-dialogue with multilateral and bilateral multi-stakeholder such as OGP engagement, CSO-Government, CSO-Private Sector, and CSO-Development Partner on support to constructive engagement of CSOs with other partners in achieving SDGs	2.2.2.1. Engage with TWG-P&H to debate and share the point of view from CSOs with other partners in promoting a human rights based approach to achieving SDGs (ALL TWGs)	CAN
		2.2.2.2. Organize two dialogue events per year with multilateral and bilateral agencies in support of meaningful engagement of CSOs with other partners in promoting a human rights based approach to achieving SDGs	CAN
		2.2.2.3. Engage in legislative and policy development processes to institutionalize/localize business and human rights (e.g. the Environment Code, NSDPs, SDGs, Investment policy)	CAN
		2.2.2.4. Collaborate with UNOHCHR to promote the UN Guiding Principles on Business and Human Rights and lobby for a National Action Plan for Cambodia.	BCD

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Main Activities	Detailed Activities	Responsible Team
2.3.1. Facilitate and manage civil society funds for CSOs in Cambodia	2.3.1.1. Develop resource map, by sector, region and donor, and share with CCC member and NGO networks	CAN
	2.3.1.2. Provide sub-grants to small and grassroots organizations to support their initiatives	OOD
	2.3.1.3. Undertake a survey to assess NGOs awareness of aid and development trends and their related training needs.	BCD
	2.3.1.4. Design and develop training materials and resources on engaging with the private sector	BCD
	2.3.1.5. Undertake training and capacity building on aid and development trends and innovative responses (e.g. participating in MSIs, engaging with private sector)	BCD
2.4.1. Facilitate the development and management of mechanisms for CSOs to collectively respond to development due to creating a club/association of civil society workers	2.4.1.1. Develop concept notes	CAN
	2.4.1.2. Identify and mobilize interested CSO workers	CAN
	2.4.1.3. Develop policies and benefit grids	CAN
	2.4.1.4. Conduct meetings with CSO leaders on this initiative and seek their support to set up and organize club/association of civil society workers	CAN
2.4.2. Facilitate the development and management of mechanisms for CSOs to collectively respond to development due to creating CSO Assembly/Congress.	2.4.2.1. Develop concept note for CSO Assembly/Congress	CAN
	2.4.2.2. Conduct meetings with CSO leaders on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN
	2.4.2.3. Conduct meetings with government on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN
	2.4.2.4. Conduct meetings with DPs on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN

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Main Activities	Detailed Activities	Responsible Team
2.4.3. Facilitate provincial NGO networks in developing and implementing SMART action plans for strengthening the network, including setting up sub-provincial NGO networks	2.4.3.1. Access/validate the needs of provincial NGO networks in order to develop SMART action plans	CAN
	2.4.3.2. Provide capacity building (upon the needs) to provincial NGO networks in order to strengthen their capacity in developing their action plans	CAN
	2.4.3.3. Provide mentoring and coaching to the provincial NGO networks in order to implement their plans in effective ways	CAN
	2.4.3.4. Conduct reflection workshop with provincial NGO networks in order to share lesson learns and best practices with each other	CAN
	2.4.3.5. Form a resource mobilization group in each province as training outcome (15 provinces) (Support from EU project)	CAN
3.1.1. Manage knowledge and information hub for CCC members, NGOs, and CBOs	3.1.1.1. Develop CBO Database System	CMD
	3.1.1.2. Facilitate and update CBO Database System	CMD
	3.1.1.3. Facilitate and update NGO Database System	CMD
	3.1.1.4. Facilitate and update information of CCC members	CMD
3.1.2. Update and maintain the online research/library database	3.1.2.1. Publish the research of CCC on online library	CMD
	3.1.2.2. Collect relevant sources of research on online library	CMD
	3.1.2.3. Regular maintain and update online library and database	CMD
3.1.3. Improve forms and contents of CCC publication and other information dissemination portals	3.1.3.1. Develop content of publication	CMD
	3.1.3.2. Develop online registration form	CMD
	3.1.3.3. Report on number of visitors checking online portals	CMD
3.2.1. Improve and streamline CCC	3.2.1.1. Member and non-member visit for better understand of their challenges and feedback including the exposure visit to the membership-based NGOs in	CMD

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Main Activities	Detailed Activities	Responsible Team
support and services to its members (platforms for inter-NGO learning and action)	India or other similar countries	
	3.2.1.2. Work with the CSO Foundation to manage sub-grants for CCC members	CMD
	3.2.1.3. Facilitate CSO to organize forums, platforms for inter-CSO for effective outcomes	CMD
3.2.2. Foster change-oriented monitoring-reflection in order to improve performance and effectiveness with respect to:	3.2.2.1. Governance & Effectiveness sub-committee	GPP
	3.2.2.2. Communication & Partnership sub-committee	CMD
	3.2.2.3. Enabling Environment sub-committee	CAN
	3.2.2.4. Fund Raising & Financial Sustainability sub-committee	BCD
	3.2.2.5. Taxation working group	OOD
	3.2.2.6. Annual General Meeting (AGM) including the launching of GHP and its annexed projects	CMD
	3.2.2.7. Bi-monthly meetings	CMD
	3.2.2.8. Facilitate annual CSOs congress	CMD
	3.2.2.9. Coordinate high level meeting of CCC members and development partners	CMD
3.3.1. Facilitate support to CSOs in developing and implementing plans for strengthening social marketing activities	3.3.1.1. Provide support to CCC members on the CSOs' work through national and sub-national campaign	CMD
	3.3.1.2. Facilitate to develop and update communication strategy for CSOs	CMD
	3.3.1.3. Introduce social media guideline for effective information and dissemination through CCC events	CMD

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Main Activities	Detailed Activities	Responsible Team
	3.3.1.4. Introduce social media guideline for effective information and dissemination through CCC online	CMD
3.3.2. Development of instructional and promotional materials for the use of CSOs in communicating with the public	3.3.2.1. Produce Video clip about the work and achievement of CSOs through CCC members and partners	CMD
	3.3.2.2. On air talk show about the work and engagement of CSO in development and policy	CMD
	3.3.2.3. Livestream on social media of social mobilization and CBOs group activities	CMD
	3.3.2.4. Update CCC website for friendly and easier access from CSOs and public	CMD
	3.3.2.5. Semester newsletter	CMD
3.3.3. Link with regional and international platforms (ASEAN, CIVICUS, ADA, IFP, C7, C20, OEDC Watch, etc)	3.3.3.1. Engage in ASEAN platform to gain support and in addressing emerging issues affecting CSOs in Cambodia	CAN
	3.3.3.2. Engage in Global Partnership for Effective Development Cooperation (GPEDC) to monitor and lobby for effective development in Cambodia	CAN
	3.3.3.3. Engage in SDGs platforms to monitor and lobby for SDGs localization and implementation in Cambodia	CAN
	3.3.3.4. Engage with the C7 and C20 (through the CG7 and CG20)	CAN
3.4.1. Review and revise/improve CCC's financial, administrative policies, systems and procedures (grant management, administrative affairs, etc.)	3.4.1.1. Review and revise financial policies, procedures, and system as well as administrative affairs.	OOD
	3.4.1.2. Develop annual and quarterly budget for CCC and donors, and make budget revision as necessary.	OOD
	3.4.1.3. Produce monthly, quarterly, six monthly and annual financial reports and get approval from SMT and EXCOM, and share to MT and staff members.	OOD

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Main Activities	Detailed Activities	Responsible Team
	3.4.1.4. Facilitate sponsorship to specific events, workshops, publications, etc.	OOD
	3.4.1.5. Facilitate effective cost control and accountable spending (applied green office principles)	OOD
	3.4.1.6. Conduct regular internal control and audit by management and assigned staff members	OOD
	3.4.1.7. Perform global annual audit for CCC and specific financial audit for specific donors	OOD
	3.4.1.8. Implement the recommendations from auditors and donors	OOD
	3.4.1.9. Provide timely and quality procurement arrangement/ support services to all units of CCC including management of service contracts.	OOD
	3.4.1.10. Re-quote/Renew relevant contracts/agreements (office rental, security guard, translation/interpretation service, stationery, car garage, etc.)	OOD
	3.4.1.11. Manage all fixed assets and up-to-date record them in inventory list	OOD
3.4.2. Streamline human resource policies, systems and procedures (organizational structure, performance management, pay and benefits)	3.4.2.1. Review and update appropriate and relevant policies/manuals (HR, by-laws, implementing guidelines and procedures, and performance management system)	OOD
	3.4.2.2. Review and update an efficient organizational structure including clear job descriptions to accommodate the functions and roles required by CCC's Vision and Goal	OOD
	3.4.2.3. Recruit all vacant positions as needed (and based on fund availability)	OOD
	3.4.2.4. Facilitate staff orientations and inductions, staff contract management, staff performance management (including annual performance plan, annual performance appraisal, 360 degree feedback), and pay and benefits	OOD
3.4.3. Enhance professionalism,	3.4.3.1. Regularly manage and update information based on digital M&E	M&E

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Main Activities	Detailed Activities	Responsible Team
organizational culture and team spirit (apply OIO approach, comply GPP standards, quality and timeliness of reports, communication with all stakeholders)	framework and system.	
	3.4.3.2. Improve and update M&E reporting system (including MESA recommendations)	M&E
	3.4.3.3. Regularly manage and update GHP framework progress results (indicator and intervention)	M&E
	3.4.3.4. Train and refresh to program team on M&E methodology and reporting requirements.	M&E
	3.4.3.5. Produce program reports (quarterly, six monthly and annually) and donor reports.	M&E
	3.4.3.6. Prepare MESA results to improve program implementation	M&E
	3.4.3.7. Conduct M&E project field validation	M&E
	3.4.3.8. Conduct M&E surveys for key outcome indicators	M&E
	3.4.3.9. Improve quality and timeliness of submission of reports to donors and other stakeholders	M&E
	3.4.3.10. Improve communication and dialogue with CCC's internal and external stakeholders	CMD
	3.4.3.11. Maintain and review E-Systems to manage HR, finance and other related issues	OOD
	3.4.3.12. Create an organizational culture of welcoming gender diversity (50% female) and people with disabilities (2staff).	OOD
	3.4.3.13. Enhance/promote team work spirit and lessen turnover rate	OOD
	3.4.3.14. Promote activities that will recognize and value staff contribution (e.g. rewarding certificates, prizes, etc.)	OOD

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Main Activities	Detailed Activities	Responsible Team	
	3.4.3.15. Facilitate EXCOM election and conduct regular EXCOM meetings, Senior Management Team (SMT) meetings, Management Team (MT) meetings, staff meetings/reflection/retreat and satisfaction survey	OOD	
	3.4.3.16. Provide capacity development for all staff members based on training plan, organizational need and fund availability.	OOD	
	3.4.3.17. Develop succession plan and identify and support individual potential staff to take greater responsibilities	OOD	
	3.4.3.18. Conduct baseline study before GHP start up.	SMT & MT	
	3.4.3.19. Conduct mid-term reviews on the progresses and challenges of GHP and revisit GHP as necessary.	SMT & MT	
	3.4.3.20. Conduct end program evaluation for GHP results	MT	
	3.4.3.21. Develop next operational plan and budget based on the (revisited) GHP.	MT	
	3.4.4. Supplement monitoring system with tools (e.g. checklist) to monitor compliance with legal, contractual and other obligations	3.4.4.1. Maintain full compliance with GPP standards and maintain GPP certification (check list and produce compliance reports)	OOD
		3.4.4.2. Keep track performance based on the contracts between donors and CCC, and CCC with other stakeholders	OOD
		3.4.4.3. Conduct reflection meetings with CCC's donors/funding partners in every six months	SMT
		3.4.4.4. Develop policies, forms, and systems to accommodate laws compliance	OOD
		3.4.4.5. Keep Mol and/or other relevant ministries informed of any changes within the organization	OOD
3.4.4.6. Facilitate valid registration documents, certification and legal documents available		OOD	

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Main Activities	Detailed Activities	Responsible Team
3.4.5. Develop and manage robust revenue streams of CCC through Membership fee, GPP fee, M&E App, office space/CSO centre, social media, video production, management oversight, and other initiatives	3.4.5.1. Review and update service fee (e.g. membership fee, GPP application fee and annual certification fee, training fee, video production, M&E App, office space... etc.).	OOD
	3.4.5.2. Facilitate and manage self-incomes from management oversight fee, sales and services, membership fee, GPP application and annual fee, video production, M&E App, office space, other initiative fees, etc.	OOD
	3.4.5.3. Update the M&E App and training materials and curriculum, video production materials and curriculum and material for space rental	BCD
	3.4.5.4. Design sustainable business model & other key documents including pricing strategy, marketing/promotion plan for the service of M&E app, video production, social media handbook, and office space	BCD
	3.4.5.5. Update and promote the social media handbook	BCD
	3.4.5.6. Conduct training course on M&E App for CCC member and other	BCD
	3.4.5.7. Host M&E App for interested NGOs	BCD
	3.4.5.8. Conduct training course on video production	BCD
	3.4.5.9. Provide office space/CSO centre, event management for CSOs to conduct events	BCD

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B. Proposed Budget for GHP 2017-2021

Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
510000	1	Increased capacity of CSOs in responding innovative response to development challenges		482,666	421,584	418,751	392,632	443,601	2,159,233
511000	1.1	Enhanced CSO systems and practices in governance, organisational management and financial management		114,862	61,512	61,512	61,512	114,862	414,260
511100	1.1.1	Fine-tune GPP to more effectively meet emerging needs and challenges of NGOs		70,350	17,000	17,000	17,000	70,350	191,700
511101	1.1.1.1	Conduct a study on suitable certification system	GPP	23,000	-	-	-	23,000	46,000
511102	1.1.1.2	Facilitate Certification System innovation	GPP	17,300	-	-	-	17,300	34,600
511103	1.1.1.3	Review/revise the Standards of Governance & Professional Practices for NGOs in Cambodia (GPP Standard)	GPP	13,050	-	-	-	13,050	26,100
511104	1.1.1.4	Participate and implement Global Reference Standards	GPP	17,000	17,000	17,000	17,000	17,000	85,000
511200	1.1.2	Improve delivery of new GPP certification process and services		31,400	31,400	31,400	31,400	31,400	157,000
511201	1.1.2.1	Maintain GPP online database and manage the statistics and analysis for performance	GPP	3,700	3,700	3,700	3,700	3,700	18,500
511202	1.1.2.2	Facilitate GPP organizational assessments	GPP	17,000	17,000	17,000	17,000	17,000	85,000
511203	1.1.2.3	Produce organizational assessment reports	GPP	450	450	450	450	450	2,250
511204	1.1.2.4	Facilitate NGO Code Compliance Committee (NCCC) meeting for certification decision and clarity	GPP	2,250	2,250	2,250	2,250	2,250	11,250
511205	1.1.2.5	Conduct GPP compliance monitoring for certified NGOs	GPP	8,000	8,000	8,000	8,000	8,000	40,000
511300	1.1.3	Support applicant/interested NGOs to improve/maintain institutional governance, accountability, transparency and professionalism		13,112	13,112	13,112	13,112	13,112	65,560
511301	1.1.3.1	Promote GPP Certification System at national and international level	GPP	1,550	1,550	1,550	1,550	1,550	7,750
511302	1.1.3.2	Work with donors/funding partners for the shared values to improve their partner NGO's governance and accountability	GPP	-	-	-	-	-	-
511303	1.1.3.3	Facilitate annual reflection workshop among applicant and certified NGOs, and their donors/funding partners	GPP	5,350	5,350	5,350	5,350	5,350	26,750
511304	1.1.3.4	Maintain or review compliance monitoring system and tools	GPP	250	250	250	250	250	1,250
511305	1.1.3.5	Review and reinforce the complaint mechanism	GPP	250	250	250	250	250	1,250
511306	1.1.3.6	Provide individual mentoring and coaching support to applicant NGOs	BCD	960	960	960	960	960	4,800
511307	1.1.3.7	Conduct in-class mentoring and coaching to applicant NGOs	BCD	1,400	1,400	1,400	1,400	1,400	7,000
511308	1.1.3.8	Work with steering committee on Board and Executive Director Performance	BCD	98	98	98	98	98	490
511309	1.1.3.9	Conduct Board and Executive Director workshop to improve board performance and communication	BCD	2,900	2,900	2,900	2,900	2,900	14,500
511310	1.1.3.10	Provide individual mentoring and coaching to improve Board and Executive Director performance	BCD	354	354	354	354	354	1,770

Governance Hub Program (GHP) 2017-2021

Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
512000	1.2	Increased knowledge sharing on best practices and innovative actions in responding to development challenges through learning forums (virtual and onsite)		64,920	56,765	58,340	56,765	58,340	295,130
512100	1.2.1	Organise training workshops and learning forums to address knowledge and skills needs of NGOs on specific issues/challenges related to governance, organisational management and financial management		35,215	27,210	28,785	27,210	28,785	147,205
512101	1.2.1.1.	Organize nine learning forums on HRM, FM, M&E, ICT and Business Sustainable Development per year	BCD	15,210	15,210	15,210	15,210	15,210	76,050
512102	1.2.1.2.	Formed a working group on Business Development	BCD	675	-	-	-	-	675
512103	1.2.1.3.	Facilitate technical learning forum working group HR, M&E, FM, ICT and Business Sustainable Development	BCD	1,530	1,530	1,530	1,530	1,530	7,650
512104	1.2.1.4.	Facilitate to update practical guideline for HR, M&E, FM, ICT and create Business Sustainable Development guideline	BCD	7,330	-	1,575	-	1,575	10,480
512105	1.2.1.5.	Organize annual reflection meeting among five working group member on HR, M&E, FM, ICT and Business Sustainable Development	BCD	1,550	1,550	1,550	1,550	1,550	7,750
512106	1.2.1.6.	Development and update training curriculum and material for GPA training course	BCD	360	360	360	360	360	1,800
512107	1.2.1.7.	Organize Governance Professional Accountability (GPA) workshop to address knowledge and skills needed of NGOs	BCD	8,560	8,560	8,560	8,560	8,560	42,800
512200	1.2.2	Establish/support learning forums and other venues/opportunities for direct exchange of lessons and best practices among NGOs and between NGOs and CBOs							
512201	1.2.2.1	Facilitate NGOs leaders exchange visit to influential best practice (certified NGO) among NGOs	GPP	-	-	-	-	-	-
512202	1.2.2.2	Organize NGOs and CBOs learning forum to exchange lessons learnt and best practice	GPP	-	-	-	-	-	-
512203	1.2.2.3	Facilitate NGOs and CBOs leaders exchange visit to improve their internal practice	GPP	-	-	-	-	-	-
512300	1.2.3	Facilitate knowledge sharing and reflection events on the SDGs and on the Multi-stakeholder engagement and process (MSE/P)		22,015	22,015	22,015	22,015	22,015	110,075
512301	1.2.3.1	Identify key stakeholders to and best fit to the SDGs in order to conduct multi-stakeholders consultation (CSO mapping on SDG)	CAN	6,400	6,400	6,400	6,400	6,400	32,000
512302	1.2.3.2	Organize and engage with consultations/forums on SDGs localization and multi-stakeholders engagement process	CAN	8,955	8,955	8,955	8,955	8,955	44,775
512303	1.2.3.3	Conduct national and regional consultations/forums to reflect on SDGs and multi-stakeholder engagement development, documents and report to stakeholders.	CAN	6,660	6,660	6,660	6,660	6,660	33,300
512400	1.2.4.	Coordinate CSO learning-reflection events at national and sub-national levels on principles, strategies, methods and forms of effective communication and promotion		6,240	6,240	6,240	6,240	6,240	31,200
512401	1.2.4.1.	Facilitate national and regional workshop on using communication tools to promote CSOs work	CMD	4,860	4,860	4,860	4,860	4,860	24,300
512402	1.2.4.2	Monitor effective used of communication tool through annual reflection workshop	CMD	1,380	1,380	1,380	1,380	1,380	6,900

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
512500	1.2.5	Establish/strengthen ICT-based platforms, including an online library, for exchange of studies, investigations, experiences and lessons in responding to development challenges		1,450	1,300	1,300	1,300	1,300	6,650
512501	1.2.5.1	Set up and maintain video conference	CAN	300	300	300	300	300	1,500
512502	1.2.5.2	Establish marketing services, promote utilization on video conference (Webinar for exchange of studies, investigation, experiences and lessons in responding to development challenges)	CMD	150	-	-	-	-	150
512503	1.2.5.3	Setup online library to assist the needed in responding to development challenges	CMD	1,000	1,000	1,000	1,000	1,000	5,000
512504	1.2.5.4	Promote online library to assist the needed in responding to development challenges	CMD	-	-	-	-	-	-
513000	1.3	Increased CSO use of key critical approaches to programme implementation and management		47,110	46,010	46,240	-	-	139,360
513100	1.3.1	Facilitate the establishment and implementation of Civil Society Academy-CSA on CSO leadership and management, four critical approaches (OIO, DNH, RBA, and PCM), and other tailored made		47,110	46,010	46,240	-	-	139,360
513101	1.3.1.1	Mapping potential local and international academic institutions and other education-training programs	BCD	250	250	-	-	-	500
513102	1.3.1.2	Updated and review potential local and international academic institutions and other education-training programs	BCD	40	40	-	-	-	80
513103	1.3.1.3	Cooperate with local universities to integrate training curriculum	BCD	80	-	-	-	-	80
513104	1.3.1.4	Facilitating outreach (e.g. promotion of CSA products through CCC newsletter, website, Facebook, forum, workshop, and meeting...etc.)	BCD	-	-	-	-	-	-
513105	1.3.1.5	Work with CSA team in the developments of training curriculums to target CSOs in Cambodia and in the region.	BCD	-	-	-	-	-	-
513106	1.3.1.6	Assist CSA trainings to target CSOs in Cambodia and in the region.	BCD	-	-	-	-	-	-
513107	1.3.1.7	Conduct civil society dialogue events on the regional level, e.g. "How to use civic space in ASEAN", "Effectiveness of CSOs in ASEAN".	BCD	23,220	23,220	23,220	-	-	69,660
513108	1.3.1.8	Facilitating exchange programs on specific topics with close preparation, supporting, and follow-up	BCD	22,500	22,500	22,500	-	-	67,500
513109	1.3.1.9	Develop and review advocacy opportunities in SEA and inform about it in quarterly published newsletters	CMD	-	-	-	-	-	-
513110	1.3.1.10	Develop annual publication on topics that relevant to CSOs in SEA	CMD	900	-	400	-	-	1,300
513111	1.3.1.11	Conduct and evaluate a base & end-lines survey on the participation of CSO targets in regional dialogue events.	BCD	120	-	120	-	-	240

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
513200	1.3.2	Facilitate the creation and implementation of scholarship program on CSO leadership and management and program development and management							
513201	1.3.2.1	Develop scholarship concept notes for mobilization resource	CMD	-	-	-	-	-	-
513202	1.3.2.2	Develop scholarship program selection criteria/guideline	CMD	-	-	-	-	-	-
513203	1.3.2.3	Select scholarship student to participate tertiary level education program on CSO management and leadership	CMD	-	-	-	-	-	-
513204	1.3.2.4	Update and review scholarship concept notes for mobilization resource	CMD	-	-	-	-	-	-
513205	1.3.2.5	Mapping potential sources (donors and funders) for mobilization resource	CMD	-	-	-	-	-	-
514000	1.4	Enhanced capacity of CBOs in good governance and sustainability		48,437	41,920	28,920	41,920	28,920	190,117
514100	1.4.1	Produce/revise the Guideline on Good Practice for CBOs		19,800	25,410	12,410	25,410	12,410	95,440
514101	1.4.1.1	Conduct annual/biannual reflection with diverse selected CSOs on the application of the guideline	GPP	6,800	6,800	6,800	6,800	6,800	34,000
514102	1.4.1.2	Conduct CBO TWG meetings on the CBO Guideline Application	GPP	5,000	3,200	3,200	3,200	3,200	17,800
514103	1.4.1.3	Revise / publish the guideline of good practice for CBO	GPP	5,000	13,000	-	13,000	-	31,000
514104	1.4.1.4	Work in partnership with concerning NGOs/partners to support CBO constitution.	GPP	3,000	2,410	2,410	2,410	2,410	12,640
514200	1.4.2	Facilitate-coordinate training of province-based trainers on CBO good practice and strengthening		16,420	10,630	10,630	10,630	10,630	58,940
514201	1.4.2.1	Develop training of trainers selection criteria	GPP	2,000	1,200	1,200	1,200	1,200	6,800
514202	1.4.2.2	Select potential CBO leaders from 5 regional in Cambodia to be a trainer	GPP	2,600	1,200	1,200	1,200	1,200	7,400
514203	1.4.2.3	Design CBOs training of trainers curriculum	GPP	3,000	200	200	200	200	3,800
514204	1.4.2.4	Facilitate CBO training of trainer to compliance with CBO guideline	GPP	4,000	3,210	3,210	3,210	3,210	16,840
514205	1.4.2.5	Organize on the series workshop to build CBO leaders capacity	GPP	4,820	4,820	4,820	4,820	4,820	24,100
514300	1.4.3	Assist/support national-level and provincial-level NGO trainers in providing training and coaching to CBOs		6,022	-	-	-	-	6,022
514301	1.4.3.1	Provide on-going mentoring & coaching to NGO trainers selected.	GPP	2,022	-	-	-	-	2,022
514302	1.4.3.2	Facilitate workshop to reflect on the CBO training of trainer	GPP	2,000	-	-	-	-	2,000
514303	1.4.3.3	Develop success story of CBO training of trainer	GPP	2,000	-	-	-	-	2,000

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
514400	1.4.4	Collaborate with relevant NGOs in assessing the feasibility of establishing CBO networks at national, provincial, and/or sub-provincial levels and developing SMART action plans to establish and support the networks		6,195	5,880	5,880	5,880	5,880	29,715
514401	1.4.4.1	Sign MoU with national and provincial NGO networks in order to build more collaboration and assessing the feasibility of establishing CBO networks at their provincial level.	CAN	945	630	630	630	630	3,465
514402	1.4.4.2	Working with national and provincial NGO networks to identify and collecting CBOs information for building a CBO networks.	CAN	770	770	770	770	770	3,850
514403	1.4.4.3	Set up CBO networks for better coordination, communication and supporting each other as well as provide capacity building in order to develop their planning	CAN	4,480	4,480	4,480	4,480	4,480	22,400
515000		National Staff Salary &Benefit		207,337	215,377	223,739	232,435	241,479	1,120,366
515100		Program Staff Salary	HOP/ED/GPP/CDBD/CAN/OMD	169,864	176,659	183,725	191,074	198,717	920,040
515200		Pension fund	HOP/ED/GPP/CDBD/CAN/OMD	16,986	17,666	18,373	19,107	19,872	92,004
515300		13 Month Salary	HOP/ED/GPP/CDBD/CAN/OMD	14,155	14,722	15,310	15,923	16,560	76,670
515400		Insurance & NSSF	HOP/ED/GPP/CDBD/CAN/OMD	1,872	1,872	1,872	1,872	1,872	9,362
515500		Medical	HOP/ED/GPP/CDBD/CAN/OMD	2,229	2,229	2,229	2,229	2,229	11,145
515600		COLA	HOP/ED/GPP/CDBD/CAN/OMD	2,229	2,229	2,229	2,229	2,229	11,145
520000	2	Improved multi-stakeholder partnership in policy development and effective development cooperation at all levels		333,763	307,211	314,861	275,745	272,671	1,504,252
521000	2.1	Increased use of research/evidence based to support advocacy for holistic, equitable and inclusive growth and development	GPP	89,815	74,076	71,186	82,585	68,186	385,848
521100	2.1.1	Conduct research studies on enabling environment, CSO contribution, CSO Sustainability Index, salary survey, member satisfaction and other topics related to development in Cambodia		29,860	19,761	18,461	29,860	15,461	113,403
521101	2.1.1.1	Conduct research on enabling environment to development in Cambodia	OMD	22,500	8,901	8,901	22,500	8,901	71,703
521102	2.1.1.2	Conduct research on CSO contribution to development in Cambodia	OMD	4,240	5,240	4,240	4,240	1,240	19,200
521103	2.1.1.3	Conduct research on CSOSI to development in Cambodia	GPP	1,740	4,240	1,740	1,740	1,740	11,200
521104	2.1.1.4	Conduct research on salary to development in Cambodia	OOD	-	-	2,200	-	2,200	4,400
521105	2.1.1.5	Conduct research on member satisfaction to development in Cambodia	OMD	-	-	-	-	-	-
521106	2.1.1.6	Conduct research on other topics related to development in Cambodia	OMD	1,380	1,380	1,380	1,380	1,380	6,900
521200	2.1.2	Develop and implement strategies for CSOs to address the gaps indentified within the researches		19,260	13,620	13,620	13,620	13,620	73,740
521201	2.1.2.1	Develop CSO Strategies for addressing the research results	OMD	6,000	360	360	360	360	7,440
521202	2.1.2.2	Facilitate research advisory board to discuss research topics	OMD	1,080	1,080	1,080	1,080	1,080	5,400
521203	2.1.2.3	Implement the CSO strategies in addressing the research results	OMD	12,180	12,180	12,180	12,180	12,180	60,900

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
521300	2.1.3	Provide timely, useful, meaningful inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes		13,840	13,840	13,840	13,840	13,840	69,200
521301	2.1.3.1	Facilitate INGOs and INGOs to produce inputs in respond to the key policy issues affecting citizens' rights and civic space	CAN	3,800	3,800	3,800	3,800	3,800	19,000
521302	2.1.3.2	Coordinate with DPs and share CSO inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes	CAN	175	175	175	175	175	875
521303	2.1.3.3	Engage with government and share CSO inputs at various platforms dealing with laws and policies affecting civil society as well as with development and democratisation processes	CAN	5,265	5,265	5,265	5,265	5,265	26,325
521304	2.1.3.4	Continue to be a member of DNH group and raising awareness (workshops/forums) on DNH within the CSOs in Cambodia.	CAN	700	700	700	700	700	3,500
521305	2.1.3.5	Conduct application workshop with interested CSOs to promote conflict-sensitive of Do-No-Harm and integrate in their organizational program/project.	CAN	3,160	3,160	3,160	3,160	3,160	15,800
521306	2.1.3.6	Provide mentoring and coaching to apply NGOs in close cooperation with DNH team and Bread for the World (BrdW)	CAN	740	740	740	740	740	3,700
521400	2.1.4	Facilitate CSOs to monitor the implementation of key national policies/laws such as LANGO, National Strategic Development Plan (NSDP), Decentralization and Deconcentration (D&D), and Public Administration Reform (PAR), Financing for Development, and Cambodia Sustainable Development Goals (CSDGs), the Environment Code		26,855	26,855	25,265	25,265	25,265	129,505
521401	2.1.4.1	Conduct regional consultation workshops/forums with CSOs to promote human rights based approach in D&D and social accountability processes as well as to identify the issues and incorporate inputs to the government	CAN	5,750	5,750	5,750	5,750	5,750	28,750
521402	2.1.4.2	Conduct National consultation workshop/forum with CSOs to reflect the using of human rights based approach in D&D and social accountability processes	CAN	4,505	4,505	4,505	4,505	4,505	22,525
521403	2.1.4.3	Consolidate the finding for integrate in the government's development and democratisation policy and processes	CAN	1,560	1,560	1,560	1,560	1,560	7,800
521404	2.1.4.4	Conduct regional capacity building workshops for human rights based approach (rights holders and duty bearers) (can be integrate with training course on advocacy to provincial networks)	CAN	5,150	5,150	5,150	5,150	5,150	25,750
521405	2.1.4.5	Engage with A2I working group to provide comments and inputs to the Assess to information law	CAN	660	660	330	330	330	2,310

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
521406	2.1.4.6	On-going awareness raising on public information through online and off-line campaigns (press conference, social media and join statement)	CAN	5,520	5,520	4,260	4,260	4,260	23,820
521407	2.1.4.7	Facilitate the cybercrime working group and conduct regular meeting with them and other stakeholders in respond to the issue in the draft cybercrime law	CAN	2,160	2,160	2,160	2,160	2,160	10,800
521408	2.1.4.8	Manage "Stop and consult" Facebook page and promote information dialogue through social media.	CMD	1,550	1,550	1,550	1,550	1,550	7,750
522000	2.2	Increased platforms for Multi-Stakeholder Initiatives (MSI) on policies and programs to better respond to development challenges in Cambodia		33,157	26,528	27,527	26,528	27,527	141,267
522100	2.2.1	Facilitate CSOs to have knowledge and capacity on business and human rights and multi-stakeholder partnership/initiatives.		16,397	9,768	10,767	9,768	10,767	57,467
522101	2.2.1.1	Identify key private sector and government actors to develop a code of principles and action on collaboration between the private sector, government	BCD	110	-	-	-	-	110
522102	2.2.1.2	Facilitate to develop code/guidance principle on collaboration between the private sector, government and CSOs in achieving SDGs using the rights based approach	BCD	5,070	-	-	-	-	5,070
522103	2.2.1.3	Organize two national and regional workshops to share the code/guidance principle and select one to two sample provinces to demonstrate meaningful collaboration between actors.	BCD	2,108	2,108	2,108	2,108	2,108	10,540
522104	2.2.1.4	Organize reflection workshop to reflect on the implementation of code/guidance principle and find the way for improvement as well as follow up the implementation of code/guidance principle. (one morning)	BCD	905	905	905	905	905	4,525
522105	2.2.1.5	Join the Cambodia CSR platform and engage with the private sector and industry associations such as Euro Cham to promote CSR in Cambodia	BCD	-	-	-	-	-	-
522106	2.2.1.6	Engage with the ASEAN CSR Network, ASEAN People Forum and other regional processes and actors (e.g. Myanmar Centre for Responsible Business) to support business and human rights in Cambodia	BCD	1,755	1,755	1,755	1,755	1,755	8,775
522107	2.2.1.7	Engage the UN OHCHR and the OECD (Investment Committee and OECD Watch) to support responsible business conduct in Cambodia	BCD	-	-	-	-	-	-

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
522108	2.2.1.8	Undertake a capacity building needs assessment with CCC members and other NGOs	BCD	-	-	-	-	-	-
522109	2.2.1.9	Develop and update training materials on business and human rights	BCD	1,449	-	999	-	999	3,447
522110	2.2.1.10	Conduct two training courses per year for CCC members and other NGOs on CSR and business and human rights and human rights mechanisms, including the UN Guiding Principles on Business and Human rights and the OECD Guidelines for Multinational Enterprises	BCD	5,000	5,000	5,000	5,000	5,000	25,000
522200	2.2.2	Coordinate communication-dialogue with multilateral and bilateral multi-stakeholder such as OGP engagement, CSO-Government, CSO-Private Sector, and CSO-Development Partner on support to constructive engagement of CSOs with other partners in achieving SDGs		16,760	16,760	16,760	16,760	16,760	83,800
522201	2.2.2.1	Engage with TWG-P&H to debate and share the point of view from CSOs with other partners in promoting a human rights based approach to achieving SDGs (ALL TWGs)	CAN	450	450	450	450	450	2,250
522202	2.2.2.2	Organize two dialogue events per year with multilateral and bilateral agencies in support of meaningful engagement of CSOs with other partners in promoting a human rights based approach to achieving SDGs	CAN	5,030	5,030	5,030	5,030	5,030	25,150
522203	2.2.2.3	Engage in legislative and policy development processes to institutionalize/localize business and human rights (e.g. the Environment Code, NSDPs, SDGs, Investment policy)	CAN	8,910	8,910	8,910	8,910	8,910	44,550
522204	2.2.2.4	Promote the UN Guiding Principles on Business and Human Rights and lobby for a National Action Plan for Cambodia.	BCD	2,370	2,370	2,370	2,370	2,370	11,850
523000	2.3	Enhanced reach and effectiveness of CSOs in diversifying income at both national and sub-national levels		68,960	60,940	65,660	10,940	15,660	222,160
523100	2.3.1	Facilitate and manage civil society funds for CSOs in Cambodia		68,960	60,940	65,660	10,940	15,660	222,160
523101	2.3.1.1	Develop resource map, by sector, region and donor, and share with CCC member and NGO networks	CAN	7,500	4,500	4,500	4,500	4,500	25,500
523102	2.3.1.2	Provide sub-grants to small and grassroots organizations to support their initiatives	OOD	50,000	50,000	50,000	-	-	150,000

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
523103	2.3.1.3	Undertake a survey to assess NGOs awareness of aid and development trends and their related training needs.	BCD	-	-	-	-	-	-
523104	2.3.1.4	Design and develop training materials and resources on engaging with the private sector	BCD	5,020	-	4,720	-	4,720	14,460
523105	2.3.1.5	Undertake training and capacity building on aid and development trends and innovative responses (e.g. participating in MSIs, engaging with private sector)	BCD	6,440	6,440	6,440	6,440	6,440	32,200
524000	2.4	Strengthened national and sub-national civil society associations and networks		13,651	12,503	12,141	11,955	11,955	62,205
524100	2.4.1	Facilitate the development and management of mechanisms for CSOs to collectively respond to development due to creating a club/association of civil society workers		1,700	1,100	800	800	800	5,200
524101	2.4.1.1	Develop concept notes	CAN	300	-	-	-	-	300
524102	2.4.1.2	Mobilized and identify interesting	CAN	300	-	-	-	-	300
524103	2.4.1.3	Develop benefit	CAN	300	300	-	-	-	600
524104	2.4.1.4	Conduct meetings with CSO leaders on this initiative and seek their support to set up and organize club/association of civil society workers	CAN	800	800	800	800	800	4,000
524200	2.4.2	Facilitate the development and management of mechanisms for CSOs to collectively respond to development due to creating CSO Assembly/Congress.		2,700	2,400	2,400	2,400	2,400	12,300
524201	2.4.2.1	Develop concept note for CSO Assembly/Congress	CAN	300	-	-	-	-	300
524202	2.4.2.2	Conduct meetings with CSO leaders on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN	800	800	800	800	800	4,000
524203	2.4.2.3	Conduct meetings with government on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN	800	800	800	800	800	4,000
524204	2.4.2.4	Conduct meetings with DPs on this initiative and seek their support to set up and organize CSO Assembly/Congress	CAN	800	800	800	800	800	4,000
524300	2.4.3	Facilitate provincial NGO networks in developing and implementing SMART action plans for strengthening the network, including setting up sub-provincial NGO networks		9,251	9,003	8,941	8,755	8,755	44,705
524301	2.4.3.1	Access/validate the needs of provincial NGO networks in order to develop SMART action plans	CAN	2,810	2,810	2,810	2,810	2,810	14,050
524302	2.4.3.2	Provide capacity building (upon the needs) to provincial NGO networks in order to strengthen their capacity in developing their action plans	CAN	1,560	1,560	1,560	1,560	1,560	7,800
524303	2.4.3.3	Provide mentoring and coaching to the provincial NGO networks in order to implement their plans in effective ways	CAN	1,200	1,200	1,200	1,200	1,200	6,000
524304	2.4.3.4	Conduct reflection workshop with provincial NGO networks in order to share lessons learned and best practices with each other	CAN	3,185	3,185	3,185	3,185	3,185	15,925
524305	2.4.3.5	Form a resource mobilization group in each province as training outcome (15 provinces) (Support from EU project)	CAN	496	248	186	-	-	930

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
525000		National Staff Salary & Benefit		128,180	133,164	138,347	143,737	149,343	692,772
525100		Program Staff Salary	HOP/ED/CDBD/CAN/CMD	105,290	109,502	113,882	118,437	123,175	570,285
525200		Pension fund	HOP/ED/CDBD/CAN/CMD	10,529	10,950	11,388	11,844	12,317	57,029
525300		13 Month Salary	HOP/ED/CDBD/CAN/CMD	8,774	9,125	9,490	9,870	10,265	47,524
525400		Insurance & NSSF	HOP/ED/CDBD/CAN/CMD	1,061	1,061	1,061	1,061	1,061	5,305
525500		Medical	HOP/ED/CDBD/CAN/CMD	1,263	1,263	1,263	1,263	1,263	6,315
525600		COLA	HOP/ED/CDBD/CAN/CMD	1,263	1,263	1,263	1,263	1,263	6,315
530000	3	Strengthened active participation of CCC members and innovative services of CCC secretariat		428,881	326,487	347,053	340,866	363,918	1,807,205
531000	3.1	Hosted reliable CSO knowledge and information hub		3,160	330	330	330	330	4,480
531100	3.1.1	Manage knowledge and information hub for CCC members, NGOs, and CBOs		3,160	330	330	330	330	4,480
531101	3.1.1.1	Develop CBO Database System	CMD	2,830	-	-	-	-	2,830
531102	3.1.1.2	Facilitate and update CBO Database System	CMD	330	330	330	330	330	1,650
531103	3.1.1.3	Facilitate and update NGO Database System	CMD	-	-	-	-	-	-
531104	3.1.1.4	Facilitate and update information of CCC members	CMD	-	-	-	-	-	-
531200	3.1.2	Update and maintain the online research/library database		-	-	-	-	-	-
531201	3.1.2.1	Publish the research of CCC on online library	CMD	-	-	-	-	-	-
531202	3.1.2.2	Collect relevant sources of research on online library	CMD	-	-	-	-	-	-
531203	3.1.2.3	Regular maintain and update online library and database	CMD	-	-	-	-	-	-
531300	3.1.3	Improve forms and contents of CCC publication and other information dissemination portals		-	-	-	-	-	-
531301	3.1.3.1	Develop content of publication	CMD	-	-	-	-	-	-
531302	3.1.3.2	Develop online registration form	CMD	-	-	-	-	-	-
531303	3.1.3.3	Report on number of visitors checking online portals	CMD	-	-	-	-	-	-
532000	3.2	Strengthened and increased CCC members		20,540	16,740	16,740	16,740	16,740	87,500
532100	3.2.1	Improve and streamline CCC support and services to its members (platforms for inter-NGO learning and action)		720	720	720	720	720	3,600
532101	3.2.1.1	Member and non-member visit for better understand of their challenges	CMD	720	720	720	720	720	3,600
532102	3.2.1.2	Work with the CSO Foundation to manage sub-grants for CCC members	CMD	-	-	-	-	-	-
532103	3.2.1.3	Facilitate CSO to organize forums, platforms for inter-CSO for effective outcomes.	CMD	-	-	-	-	-	-
532200	3.2.2	Foster change-oriented monitoring-reflection in order to improve performance and effectiveness with respect to:		19,820	16,020	16,020	16,020	16,020	83,900
532201	3.2.2.1	Governance & Effectiveness sub-committee	GPP	400	400	400	400	400	2,000
532202	3.2.2.2	Communication & Partnership sub-committee	CMD	400	400	400	400	400	2,000
532203	3.2.2.3	Enabling Environment sub-committee	CAN	400	400	400	400	400	2,000
532204	3.2.2.4	Fund Raising & Financial Sustainability sub-committee	BCD	400	400	400	400	400	2,000
532205	3.2.2.5	Taxation working group	OOD	200	200	200	200	200	1,000
532206	3.2.2.6	Annual General Meeting (AGM)	CMD	10,500	6,700	6,700	6,700	6,700	37,300
532207	3.2.2.7	Bi-monthly meetings	CMD	1,140	1,140	1,140	1,140	1,140	5,700
532208	3.2.2.8	Facilitate annual CSOs congress	CMD	6,380	6,380	6,380	6,380	6,380	31,900
532209	3.2.2.9	Coordinate high level meeting of CCC members and development partners	CMD	-	-	-	-	-	-

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
533000	3.3	Enhanced CSO communication with the public		16,500	14,000	14,000	14,000	14,000	72,500
533100	3.3.1	Facilitate support to CSOs in developing and implementing plans for strengthening social marketing activities		-	-	-	-	-	-
533101	3.3.1.1	Provide support to CCC members on the CSOs' work through national and sub-national campaign	CMD	-	-	-	-	-	-
533102	3.3.1.2	Facilitate to develop and update communication strategy for CSOs	CMD	-	-	-	-	-	-
533103	3.3.1.3	Introduce social media guideline for effective information and dissemination through CCC events	CMD	-	-	-	-	-	-
533104	3.3.1.4	Introduce social media guideline for effective information and dissemination through CCC online.	CMD	-	-	-	-	-	-
533200	3.3.2	Development of instructional and promotional materials for the use of CSOs in communicating with the public		2,500	-	-	-	-	2,500
533201	3.3.2.1	Produce Video clip about the work and achievement of CSOs through CCC members and partners	CMD	-	-	-	-	-	-
533202	3.3.2.2	On air talk show about the work and engagement of CSO in development and policy	CMD	-	-	-	-	-	-
533203	3.3.2.3	Livestream on social media of social mobilization and CBOs group activities	CMD	-	-	-	-	-	-
533204	3.3.2.4	Update CCC website for friendly and easier access from CSOs and public	CMD	2,500	-	-	-	-	2,500
533205	3.3.2.5	Semester newsletter	CMD	-	-	-	-	-	-
533300	3.3.3	Link with regional and international platforms (ASEAN, CIVICUS, ADA, IJP, C7, C20, OEDC Watch, etc)		14,000	14,000	14,000	14,000	14,000	70,000
533301	3.3.3.1	Engage in ASEAN platform to gain support and in addressing emerging issues affecting CSOs in Cambodia	CAN	3,500	3,500	3,500	3,500	3,500	17,500
533302	3.3.3.2	Engage in Global Partnership for Effective Development Cooperation (GPEDC) to monitor and lobby for effective development in Cambodia	CAN	3,500	3,500	3,500	3,500	3,500	17,500
533303	3.3.3.3	Engage in SDGs platforms to monitor and lobby for SDGs localization and implementation in Cambodia	CAN	3,500	3,500	3,500	3,500	3,500	17,500
533304	3.3.3.4	Engage the C7 and C20 (through the CG7 and CG20).	CAN	3,500	3,500	3,500	3,500	3,500	17,500
534000	3.4	Strengthened capacity and performance of the CCC secretariat		73,006	31,520	48,910	34,750	49,260	237,446

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
534100	3.4.1	Review and revise/improve CCC's financial, administrative policies, systems and procedures (grant management, administrative affairs, etc.)		6,470	6,200	6,050	6,470	6,050	31,240
534101	3.4.1.1	Review and revise financial policies, procedures, and system as well as administrative affairs.	OOD	420	-	-	420	-	840
534102	3.4.1.2	Develop annual and quarterly budget for CCC and donors, and make budget revision as necessary.	OOD	-	-	-	-	-	-
534103	3.4.1.3	Produce monthly, quarterly, six monthly and annual financial reports and get approval from SMT and EXCOM, and share to MT and staff members.	OOD	-	-	-	-	-	-
534104	3.4.1.4	Facilitate sponsorship to specific events, workshops, publications, etc	OOD	50	200	50	50	50	400
534105	3.4.1.5	Facilitate effective cost control and accountable spending (applied green office principles).	OOD	-	-	-	-	-	-
534106	3.4.1.6	Conduct regular internal control and audit by management and assigned staff members.	OOD	-	-	-	-	-	-
534107	3.4.1.7	Perform global annual audit for CCC and specific financial audit for specific donors	OOD	6,000	6,000	6,000	6,000	6,000	30,000
534108	3.4.1.8	Implement the recommendations from auditors and donors	OOD	-	-	-	-	-	-
534109	3.4.1.9	Provide timely and quality procurement arrangement/ support services to all units of CCC including management of service contracts.	OOD	-	-	-	-	-	-
534110	3.4.1.10	Re-quote/Renew relevant contracts/agreements (office rental, security guard, translation/interpretation service, stationery, car garage, etc.)	OOD	-	-	-	-	-	-
534111	3.4.1.11	Manage all fixed assets and up-to-date record them in inventory list.	OOD	-	-	-	-	-	-
534200	3.4.2	Streamline human resource policies, systems and procedures (organisational structure, performance management, pay and benefits)		1,770	500	500	920	850	4,540
534201	3.4.2.1	Review and update appropriate and relevant policies/manuals (HR, by-laws, implementing guidelines and procedures, and performance management system).	OOD	770	-	-	420	350	1,540
534202	3.4.2.2	Review and update an efficient organizational structure including clear job descriptions to accommodate the functions and roles required by CCC's Vision and Goal	OOD & SMT	-	-	-	-	-	-
534203	3.4.2.3	Recruit all vacant positions as needed (and based on fund availability)	OOD	1,000	500	500	500	500	3,000
534204	3.4.2.4	Facilitate staff orientations and inductions, staff contract management, staff performance management (including annual performance plan, annual performance appraisal, 360 degree feedback), and pay and benefits.	OOD	-	-	-	-	-	-

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
534300	3.4.3	Enhance professionalism, organizational culture and team spirit (apply OIO approach, comply with GPP standards, quality and timeliness of reports, communication with all stakeholders)		37,760	21,760	41,760	26,760	41,760	169,800
534301	3.4.3.1	Regularly manage and update information based on digital M&E framework and system.	M&E	-	-	-	-	-	-
534302	3.4.3.2	Improve and update M&E reporting system (including MESA recommendations)	M&E	2,000	1,000	1,000	1,000	1,000	6,000
534303	3.4.3.3	Regularly manage and update GHP framework progress results (indicator and intervention)	M&E	-	-	-	-	-	-
534304	3.4.3.4	Train and refresh to program team on M&E methodology and reporting requirements.	M&E	175	175	175	175	175	875
534305	3.4.3.5	Produce program reports (quarterly, six monthly and annually) and donor reports.	M&E	-	-	-	-	-	-
534306	3.4.3.6	Prepare MESA results to improve program implementation	M&E	-	-	-	-	-	-
534307	3.4.3.7	Conduct M&E project field validation	M&E	1,780	1,780	1,780	1,780	1,780	8,900
534308	3.4.3.8	Conduct M&E surveys for key outcome indicators	M&E	1,675	1,675	1,675	1,675	1,675	8,375
534309	3.4.3.9	Improve quality and timeliness of submission of reports to donors and other stakeholders	M&E	-	-	-	-	-	-
534310	3.4.3.10	Improve communication and dialogue with CCC's internal and external stakeholders	CMD	-	-	-	-	-	-
534311	3.4.3.11	Maintain and review E-Systems to manage HR, finance and other related issues	OOD	-	-	-	-	-	-
534312	3.4.3.12	Create an organizational culture of welcoming gender diversity (50% female) and people with disabilities (2 staff).	OOD	-	-	-	-	-	-
534313	3.4.3.13	Enhance/promote team work spirit and lessen turnover rate	OOD	-	-	-	-	-	-
534314	3.4.3.14	Promote activities that will recognize and value staff contribution (e.g. rewarding certificates, prizes, etc.)	OOD	50	50	50	50	50	250
534315	3.4.3.15	Facilitate EXCOM election and conduct regular EXCOM meetings, Senior Management Team (SMT) meetings, Management Team (MT) meetings, staff meetings/reflection/retreat and satisfaction survey	OOD	8,330	8,330	8,330	8,330	8,330	41,650

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
534316	3.4.3.16	Provide capacity development for all staff members based on training plan, organizational need and fund availability.	OOD	8,750	8,750	8,750	8,750	8,750	43,750
534317	3.4.3.17	Develop succession plan and identify and support individual potential staff to take greater responsibilities	OOD	-	-	-	-	-	-
534318	3.4.3.18	Conduct baseline study before GHP start up.	SMT & MT	15,000	-	-	-	-	15,000
534319	3.4.3.19	Conduct mid-term reviews on the progresses and challenges of GHP and revisit GHP as necessary.	SMT & MT	-	-	20,000	-	-	20,000
534320	3.4.3.20	Conduct endline study for GHP results	SMT & MT	-	-	-	5,000	20,000	25,000
534321	3.4.3.21	Develop next operational plan and budget based on the (revisited) GHP.	SMT & MT	-	-	-	-	-	-
534400	3.4.4	Supplement monitoring system with tools (e.g. checklist) to monitor compliance with legal, contractual and other obligations		600	600	600	600	600	3,000
534401	3.4.4.1	Maintain full compliance with GPP standards and maintain GPP certification (check list and produce compliance reports).	OOD	-	-	-	-	-	-
534402	3.4.4.2	Keep track performance based on the contracts between donors and CCC, and CCC with other stakeholders.	OOD	-	-	-	-	-	-
534403	3.4.4.3	Conduct reflection meetings with CCC's donors/funding partners in every six months.	SMT	600	600	600	600	600	3,000
534404	3.4.4.4	Develop policies, forms, and systems to accommodate laws compliance.	OOD	-	-	-	-	-	-
534405	3.4.4.5	Keep Mol and/or other relevant ministries informed of any changes within the organization.	OOD	-	-	-	-	-	-
534406	3.4.4.6	Facilitate valid registration documents, certification and legal documents available.	OOD	-	-	-	-	-	-
534500	3.4.5	Develop and manage robust revenue streams of CCC through Membership fee, GPP fee, M&E App, office space/CSO center, social media, video production, management oversight, and other initiatives		26,406.00	2,460.00	-	-	-	28,866.00
534501	3.4.5.1	Update the M&E App and training materials and curriculum, video production materials and curriculum and material for space rental	BCD	20,890.00	-	-	-	-	20,890
534502	3.4.5.2	Design sustainable business model & other key documents including pricing strategy, marketing/promotion plan for the service of M&E app, video production, social media handbook, and office space	BCD	-	-	-	-	-	-
534503	3.4.5.3	Update and promote the social media handbook	BCD	1,300	-	-	-	-	1,300

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Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
534504	3.4.5.4	Conduct training course on M&E App for CCC member and other	BCD	500	200	-	-	-	700
534505	3.4.5.5	Host M&E App for interested NGOs	BCD	1,500	1,500	-	-	-	3,000
534506	3.4.5.6	Conduct training course on video production	BCD	738	-	-	-	-	738
534507	3.4.5.7	Provide office space/CSO center for CSOs to conduct events.	BCD	1,478	760	-	-	-	2,238
534508	3.4.5.8	Provide office space/CSO center, event management for CSOs to conduct events in a quality and professional manner.	OOD	-	-	-	-	-	-
535000		National Staff Salary & Benefit		196,956	204,549	212,446	220,659	229,201	1,063,811
535100		Program Staff Salary	OOD	160,422	166,839.31	173,512.88	180,453.40	187,671.53	868,900
535200		Pension fund	OOD	16,042	16,683.93	17,351.29	18,045.34	18,767.15	86,890
535300		13 Month Salary	OOD	13,369	13,903.28	14,459.41	15,037.78	15,639.29	72,408
535400		Insurance & NSSF	OOD	2,107	2,106.72	2,106.72	2,106.72	2,106.72	10,534
535500		Medical	OOD	2,508	2,508.00	2,508.00	2,508.00	2,508.00	12,540
535600		COLA	OOD	2,508	2,508.00	2,508.00	2,508.00	2,508.00	12,540
540000		Operational Costs		118,719	59,348	54,627	54,387	54,387	341,468
541000		Transportation Costs		7,560	3,500	2,300	2,300	2,300	17,960
541001		Fuel/Gasoline	OP	1,800	3,000	1,800	1,800	1,800	10,200
541002		Travel	OP	5,760	500	500	500	500	7,760
541100		Office stationery/supplies		4,202	3,541	1,800	1,800	1,800	13,143
541101		Office stationery/supplies	OP	4,202	3,541	1,800	1,800	1,800	13,143
541200		Translation/interpretation		480	480	480	480	480	2,400
541201		Translation/interpretation	OP	480	480	480	480	480	2,400
541300		Bank charge		960	960	960	960	960	4,800
541301		Bank charge	OP	960	960	960	960	960	4,800
541400		Communication expense		4,960	4,900	3,880	3,880	3,880	21,500
541401		Telephone charges	OP	1,200	1,200	1,200	1,200	1,200	6,000
541402		Email/internet charge	OP	3,600	3,600	2,580	2,580	2,580	14,940
541403		Postage and courier	OP	160	100	100	100	100	560

Governance Hub Program (GHP) 2017-2021

Account Code	Budget code	Program Description	Team Responsible	2017	2018	2019	2020	2021	Total (5 Years)
541500		Office Rental and Support		26,693	22,047	21,447	21,447	21,447	113,081
541501		Office Rental	OP	14,081	10,395	10,395	10,395	10,395	55,661
541502		Cleaner & Security	OP	2,772	2,772	2,772	2,772	2,772	13,860
541503		Utilities	OP	7,680	7,680	7,680	7,680	7,680	38,400
541504		Office Repair/Maintenance	OP	2,160	1,200	600	600	600	5,160
541600		Equipment Repair and Maintenance		2,960	2,120	2,120	1,880	1,880	10,960
541601		Vehicle repair and maintenance	OP	1,440	1,440	1,440	1,200	1,200	6,720
541602		Insurance for vehicle	OP	320	320	320	320	320	1,600
541603		Office equipment/furniture/fixtures repair and maintenance	OP	1,200	360	360	360	360	2,640
541700		Office equipment / ICT services		15,404	7,500	7,500	7,500	7,500	45,404
541701		Email hosting (Cloud server)	OP	1,920	1,920	1,920	1,920	1,920	9,600
541702		Anti-virus	OP	880	880	880	880	880	4,400
541703		NGO Database hosting (cloud server)	OP	550	550	550	550	550	2,750
541704		Computer Laptop / Desktop set (monitor, keyboard, CPU, UPS, LCD projector, teleconference)	OP	11,004	3,750	3,750	3,750	3,750	26,004
541705		Printer	OP	1,050	400	400	400	400	2,650
541800		Representation		3,000	3,000	3,000	3,000	3,000	15,000
541801		Representation in keyevents	OP	200	200	200	200	200	1,000
541802		Khmer New Year day celebration	OP	800	800	800	800	800	4,000
541803		Human Rights daycelebration	OP	1,500	1,500	1,500	1,500	1,500	7,500
541804		Women daycelebration	OP	500	500	500	500	500	2,500
541900		Office furniture and fixtures		2,500	1,300	1,140	1,140	1,140	7,220
541901		Air conditioners	OP	1,300	1,000	840	840	840	4,820
541902		Filing cabinets and built in cabinets	OP	1,200	300	300	300	300	2,400
542000		Vehicle unit		40,000	-	-	-	-	40,000
542001		Purchase new car	OP	40,000	-	-	-	-	40,000
542100		Management oversights	OP	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00
		Grand Total Governance Hub Program (GHP) 2017 - 2021:		1,245,310	1,055,282	1,080,665	1,009,244	1,080,190	5,470,691

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

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