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Cooperation Committee  
for Cambodia

Comité de Coopération  
Pour le Cambodge

# Vision 2015



June 2011

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

Host of the 2<sup>nd</sup> Global Assembly for CSO Development Effectiveness-Siem Reap 28-30 June 2011

# CCC VISION 2015

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## ACRONYMS

ADI	Analyzing Development Issues
CDP	Capacity Development Plan
CCC	Cooperation Committee for Cambodia
CDCF	Cambodia Development Cooperation Forum
DP	Development Partners
ED	Executive Director
Excom	Executive Committee
GHP	Governance Hub Program
GPP	Governance & Professional Practice
HR	Human Resources
INGO	International Non-Governmental Organization
IT	Information Technology
JD	Job Description
KPI	Key Performance Indicator
MOFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MSU	Membership Service Unit
NGO	Non-Governmental Organization
PMS	Performance Management System
RGC	Royal Government of Cambodia
SMT	Senior Management Team
TOR	Terms of Reference
VCS	Voluntary Certification System
UK	United Kingdom
US	United States

## CCC VISION 2015

### I INTRODUCTION

The current strategy of Cooperation Committee for Cambodia (CCC) covers the period 2009 – 2013. Between March 2010 and March 2011, extensive consultations took place internally and externally to formulate planning for a new five-year program, the Governance Hub Program (GHP), which was initiated based on an initial concept paper approved by membership in 2010. This program was intended as a consolidation and expansion of all the existing projects of CCC and will deliver against the four strategic goals as defined in the Strategy Plan. In the middle of the planning process, a midterm strategy review<sup>1</sup> was conducted in April 2011, summing up key achievements in the past two years; lessons to be learnt; and recommendations for the remaining period.

Following the review, the Executive Committee (Ex Com) decided that the Strategy Plan should be revised to fully integrate the GHP into the programmatic strategic goals, and to develop enabling strategic goals and outcomes. It was also decided that the period of this revised strategy would extend up to 2015 and be called **Vision 2015** to align with the GHP time frame.

The Vision, Mission, Values and Guiding Principles remain relevant and therefore unchanged.

This document defines the shift in approach from project to program-based and to a great extent, the enabling goals and outcomes and key interventions to achieve these. A range of additional documents supports this document: 1) Communications Strategy; 2) HR Strategy; and 3) Financial Strategy. The GHP document is packaged as a separate publication.

### II PROCESS

The process of arriving at this document is not as elaborate as the development of the original Strategy Plan. As the GHP plan has already been designed, and the enabling goals have already been drafted, what remained to be done was to consolidate these into a coherent whole. The key outcomes and interventions defined in the GHP 5-Year Plan replaced the strategic objectives and activities in the previous Strategy.

### III THE VISION, MISSION, AND VALUES

#### ***VISION***

The Cooperation Committee for Cambodia's vision is for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

#### ***MISSION***

As a professional association of non-government organizations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our shared voices.

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<sup>1</sup> Please see Annex 1 for summary Mid Term Review. Full report is available on request.

## **VALUES**

Everything that the Cooperation Committee of Cambodia does is informed by the following four values:

**Integrity          Responsiveness          Cooperation          Quality**

These values will also form the basis of a customer service charter adopted by CCC in since 2009 (please see annex 4).

## **GOALS**

To achieve our mission, CCC has adopted the following strategic goals. Each goal relates to a sub-clause of our mission.

### **A. Programmatic Goals:**

- **Strengthen the collective voice of civil society**
- **Enhance effective cooperation across civil society**
- **Influence the thinking and practice of Cambodia's development partners**
- **Deliver high quality services appropriately responding to the true needs of non-government organizations**

### **B. Enabling Goal:**

- **A well respected and highly recognised organization able to achieve the greatest impacts with the fewest resources**

## **IV STRATEGIC OUTCOMES:**

### **A. Governance Hub Program (2011 – 2015)**

#### **Key Program Components:**

1. Voluntary Certification
2. Capacity Development and Learning
3. Knowledge Management, Advice and Referral, and Linkages

#### **Strategic Outcomes:**

1. NGOs complying with minimum standards of good practice
2. Stronger shared voices of NGOs influencing the thinking and practice of Cambodia's development actors
3. NGOs collaborating to effectively contribute to the development of Cambodia

#### **Key Approaches to achieve outcomes:**

1. NGOs model good governance
2. NGOs build their capacity to participate in and contribute to the development of Cambodia
3. NGOs generate knowledge and disseminate learning related to good governance

**B. Enabling Goal:**

**Strategic Goal:**

A well respected and highly recognised organization able to achieve the greatest impacts with the fewest resources

**Strategic outcomes:**

1. Increased capacity (human and financial) to deliver against its vision and mission
2. Adequate and fully functional systems and processes that deliver the greatest impacts with the fewest resources are in place
3. Practicing good governance and accountability towards staff, members, peers, partners and all other stakeholders
4. Leadership has a mix of experience and skills that is representative of the areas of CCC work and is providing strong, strategic leadership in line with the organizational strategy

## V. KEY PERFORMANCE INDICATORS (KPIs) OF OUTCOMES AND KEY AREAS OF INTERVENTION

NGOs complying with minimum standards of good practice		
Strategic Outcome 1	Key Performance Indicators (KPIs)	Key Areas of Intervention
<b>1.1 NGOs complying with minimum standards of good practice</b>	1.1.1 At least 70 NGOs are certified through a voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice	<ul style="list-style-type: none"> <li>◆ Promotional campaigns (e.g. enlist NGOs, increase recognition by RGC and donor support)</li> </ul>
	1.1.2 Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice	<ul style="list-style-type: none"> <li>◆ Reviewing/updating systems, approaches and guidelines</li> <li>◆ Screening and certifying processes</li> </ul>
	1.1.3 The Voluntary Certification System is recognised and endorsed by relevant Government Ministries (e.g. MoFA, MOI) and Development Partners	<ul style="list-style-type: none"> <li>◆ Monitoring compliance to minimum standards and providing follow up support</li> <li>◆ Consolidating and disseminating lessons learnt</li> </ul>
<b>1.2 An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional self-regulating voluntary certification services to the NGO Sector</b>	1.2.1 An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional self-regulating voluntary certification services to the NGO Sector	<ul style="list-style-type: none"> <li>◆ Establishing and building support base for an independent certification centre</li> </ul>

<b>NGOs collaborating to effectively contribute to the development of Cambodia</b>		
<b>Strategic Outcome 2</b>	<b>Key Performance Indicators (KPIs)</b>	<b>Key Areas of Intervention</b>
<b>2. <i>NGOs build their capacity to participate in and contribute to the development of Cambodia</i></b>	2.1.1 Steering/Working Committee consists of representatives of various capacity development providers is established with clear TOR aimed at providing oversight of the capacity development processes within the sector	<ul style="list-style-type: none"> <li>◆ Working with a Steering/Working Group to prioritise development and research needs</li> <li>◆ Facilitating support for capacity development of NGOs (e.g. critical and big picture thinking; participatory action research; downwards accountability; development of Governing Boards)</li> <li>◆ Facilitating learning forums among stakeholders and developing communities of learners</li> <li>◆ Documentation and dissemination of lessons</li> </ul>
	2.1.2 Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/organizations in the country	
	2.1.3 NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors	
	2.1.4 Communities of learners are formed, debating current organizational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector	
<b>NGOs generate knowledge and disseminate learning related to good governance</b>		
<b>Strategic Outcome 3</b>	<b>Key Performance Indicators (KPIs)</b>	<b>Key Areas of Intervention</b>
<b>3. <i>NGOs collaborating to effectively contribute to the development of Cambodia</i></b>	3.1 Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing	<ul style="list-style-type: none"> <li>◆ Knowledge generation/ management and dissemination relevant to good governance and NGOs</li> <li>◆ Monitoring/evaluating NGO sector performance</li> <li>◆ Conducting surveys (e.g. salaries and benefits; client satisfaction; NGO performance; development trends) and research (e.g. practices in promoting</li> </ul>

		<p>downwards accountability; benefits for certified NGOs; models of partnership relationships) and disseminating findings to inform good governance practice</p> <ul style="list-style-type: none"> <li>◆ Providing advice and facilitating referrals</li> <li>◆ Consolidating positions of the sector on various issues and work with other key players in advocating for these issues</li> <li>◆ Facilitating linkages between NGO sector and other development actors</li> </ul>
	3.2 Relevant development actors are accessing and receiving appropriate advice and referral support through appropriate and easy to use mechanisms for providing support	
	3.3 Membership has expanded by 40% and are actively involved in various activities of the program	
	3.4 Evidence-based studies on issues of NGO effectiveness and good governance are being produced by NGOs and are being used to inform more relevant and appropriate policy formulation, planning and implementation within the sector itself and at national and sub national level of Government decision making structures	
	3.5 NGO sector performance shows improvement against baseline using agreed set of indices	
	3.6 An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors	
	3.7 Shared voices and positions of the NGO sector on various issues affecting NGO effectiveness and good governance practice are consolidated and advocated for	

	3.8 Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used	
<b>Cross cutting interventions:</b>		
<ul style="list-style-type: none"> <li>◆ Setting up and working with Steering Committees or Working Groups</li> <li>◆ Learning and sharing lessons</li> <li>◆ Alliance/coalition building</li> </ul>		

**Enabling Goal: Key Performance Indicators of Outcomes and Key Areas of intervention:**

Strategic Outcomes 1 & 2	Key Performance Indicators (KPIs)	Key Areas of Intervention
<b>Financial</b>		
<p><b>1. Increased capacity (human and financial) to deliver against its vision and mission</b></p>	<p>1.1 Target budget of USD 7.4 M is secured within the next five years</p>	<p><b>On membership fees:</b>            Consolidating relationships with existing members</p> <ul style="list-style-type: none"> <li>◆ Develop strategy to reach out to new members</li> <li>◆ Revise membership fees</li> <li>◆ Setting up a small staff committee to coordinate and manage member relationships</li> <li>◆ Employing a staff member dedicated to providing public relations and administrative support to this committee;</li> <li>◆ Developing publicity materials to support our efforts in this area; and</li> <li>◆ Setting up a regular reporting mechanism to track our success in this area to ensure that targets are met.</li> </ul> <p><b>Income generated from Sales and Services</b>            Sales and Services here mean specific activities undertaken by CCC for which a client pays (members pay a discounted rate and non-members pay market rate).</p> <ul style="list-style-type: none"> <li>◆ Fee-charging scheme for announcement on CCC</li> </ul>

		<p>network, bill board and website;</p> <ul style="list-style-type: none"> <li>- Consulting services</li> <li>- Logistics support services for event management</li> <li>- CCC publications sales</li> <li>- Publication sponsorship</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Provision of management oversight and support services (including cost sharing) to the GHP is charged at 13% of the GHP yearly budget. Incomes from this source will be used to support non-program costs</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Cost control and accountable spending</li> </ul>
<b>Human Resources</b>		
<p><b>1.1 Staff are diverse in gender and minority and are capable and competent to achieve vision, mission, goals and objectives of the organization</b></p>	<p>1.1.1 By 2015, staff and Ex Com will have a ratio of:  All staff: 50% Female: 50% Male  SMT: 40% Female: 60% Male  Ex Com: 40% Female: 60% Male</p> <p>1.1.2 Increase number of people with disabilities applying for jobs and increase in staff with disabilities to 3</p> <p>1.1.3 Number of Staff will increase up to the level required by the full and effective implementation of the GHP</p>	<p><b>Staff profile</b></p> <ul style="list-style-type: none"> <li>◆ More targeted and rigorous recruitment</li> <li>◆ Constant monitoring of staff profile</li>   <li>◆ Planning and rationalizing recruitment based on GHP plan</li> </ul>
	<p>1.1.4 At least 70% of staff are performing their jobs to the standard of quality up to 'exceeded' expectation ratings</p>	<p><b>Capacity development</b></p> <ul style="list-style-type: none"> <li>◆ Reviewing capacity development needs of staff and developing capacity development plans. This would include varied forms of learning e.g. coaching, mentoring, exchange visits, training, advance studies, etc.</li> <li>◆ Reviewing Performance Management System (PMS) based on initial experiences, modify as appropriate and roll it out to staff</li> </ul>

		<ul style="list-style-type: none"> <li>◆ Providing training on PMS as needed to line managers</li> </ul>
	1.1.5 Maintain staff retention level at 96% annually	<ul style="list-style-type: none"> <li>◆ Review current salary scales within NGO sector and use to update staff salaries and benefits</li> <li>◆ Ensure consistency in organizational practices (values, principles and policies)</li> <li>◆ Increase/promote activities that will recognize and value staff contribution to the organization (e.g. awarding certificates; prizes; etc)</li> </ul>
<b>1.2 Adequate and fully functional systems and processes that deliver the greatest impacts with the fewest resources are in place</b>		
<b>2.1 Appropriate and relevant policies, guidelines and procedures are in place and are fully complied with</b>	<p>2.1.1 HR, Finance, and IT policies including customer charter and implementing guidelines and procedures are fully developed, consistently updated and complied by all staff of CCC</p> <p>2.1.2 Staff are fully informed of, and are complying with HR policies and guidelines</p>	<ul style="list-style-type: none"> <li>◆ Reviewing existing HR policies and update as appropriate</li> <li>◆ Identifying the gaps in HR policies and develop new ones as needed</li> <li>◆ Developing Operational Manual</li> <li>◆ Involving as many staff as possible in policy development processes</li> <li>◆ Rolling out policies, guidelines and procedures to all staff and ensure greater understanding and support</li> </ul> <p>Supporting and monitoring adequate compliance to policies, guidelines and procedures</p>
<b>2.2 Organizational Structure is in alignment with CCC Vision 2015/GHP</b>	2.2.1 Revised organizational structure that underpins the required functions for the effective delivery of CCC Vision 2015 and GHP is in place and operational	<ul style="list-style-type: none"> <li>◆ Review current structure and the functions and roles required by CCC Vision 2015 and the GHP</li> <li>◆ Revise structure to accommodate functions and</li> </ul>

		roles required by CCC Vision 2015 and the GHP. Involve as many staff as possible in the whole process.
<b>2.3 Staff with potential to assume greater responsibilities are developed as able and competent second-liners</b>	2.3.1 Succession policy and plan is in place and fully implemented  2.3.2 At least one staff in every secondary position is developed as able and competent second-liner	<ul style="list-style-type: none"> <li>◆ Develop a policy and a plan to put it into operation, drawing lessons from the current succession plan for the ED</li> <li>◆ Identify individual staff with potential to take on greater responsibilities and develop individual plans (incorporate in individual performance appraisal plan).</li> </ul>
<b>Strategic Outcome 3</b>	<b>Key Performance Indicators (KPIs)</b>	<b>Key Areas of Intervention</b>
<b>3. Practicing good governance and accountability towards staff, members, peers, partners and all other stakeholders</b>	3.1. Planning, Monitoring and Evaluation Policy, Guidelines, Procedures and mechanisms of Implementation are developed and effectively implemented	<b>Compliance/Monitoring and Evaluation</b> <ul style="list-style-type: none"> <li>◆ Setting up mechanisms; guidelines and procedures for effective planning, monitoring and evaluation. These will include: <ul style="list-style-type: none"> <li>▪ Strategic planning, monitoring and evaluation</li> <li>▪ Program management</li> <li>▪ Organizational audits</li> <li>▪ upward and downward accountability</li> <li>▪ staff performance management</li> <li>▪ grants management</li> <li>▪ financial management</li> </ul> </li> </ul>
	3.2 All organizational processes are compliant to minimum standards of good practice as defined by the GPP certification	<ul style="list-style-type: none"> <li>◆ Regular monitoring/assessment of internal policies, processes and practices e.g. decision-making; accountability; values; performance management; participatory approaches</li> </ul> <p>Conducting regular reflections/learning sessions among staff and membership to share experiences and consolidate lessons to be learnt</p>

	3.3 Flow of communication between and among internal staff, CCC members and other stakeholders facilitates greater understanding and consistent interpretation of CCC's strategic directions, goals, values, principles and programs	<ul style="list-style-type: none"> <li>◆ Reviewing existing mechanisms of communication within the organization and revised/update as appropriate</li> <li>◆ Implementing aspects of the communications strategy relating to internal communication processes</li> </ul> <p>Monitoring key messages being shared within the organization about key aspects of its work and providing additional briefings as necessary</p>
<b>Strategic Outcome 4</b>	<b>Key Performance Indicators (KPIs)</b>	<b>Key Areas of Intervention</b>
<b>4.1 CCC visibility, public profile/image is enhanced based on credible achievements and practices</b>	<p>4.1.1 CCC is regarded as high performing organization by Government, Development Partners and other Civil Society Organizations</p> <p>4.1.2 External communications and reporting reinforce key priorities and messages</p> <p>4.1.3 Positive media coverage on CCC and on its program achievements is generated</p> <p>4.1.4 Awareness and involvement of targeted groups and individuals on voluntary certification system and on using of other CCC's information services is increased</p>	<ul style="list-style-type: none"> <li>◆ Effective implementation of communications strategy addressing both external and internal communications processes</li> <li>◆ Developing and maintaining a consistent branding of CCC</li> <li>◆ Promoting and sharing CCC work and achievements to wide-ranging audiences nationally, regionally and internationally</li> <li>◆ Monitoring public awareness and perception of CCC role and work achievements</li> </ul>
<b>4.2 Leadership has a mix of experience and skills that is representative of the areas of CCC work and is providing</b>	4.2.1 Skills and expertise of members of Senior Management Team (SMT) are consistent with competencies required for their corresponding jobs	<ul style="list-style-type: none"> <li>◆ Ensuring Job Descriptions of SMT members clearly define required competencies and selection is guided by these (see HR Strategy)</li> </ul>

<b><i>strong, strategic leadership in line with the organizational strategy</i></b>		<ul style="list-style-type: none"> <li>◆ Regular monitoring of skill sets and competencies among SMT members</li> </ul>
	<p>4.2.2 Members of the Executive Committee have a range of expertise that reflects the various work of CCC and are providing appropriate technical advice and support as appropriate</p>	<ul style="list-style-type: none"> <li>◆ Reviewing current skill set of the Executive Committee, identify gaps and working towards recruiting to these gaps</li> </ul>
	<p>4.2.3 The Executive Committee is providing strategic oversight to the development and implementation of CCC's mandate and strategic directions and plans</p>	<ul style="list-style-type: none"> <li>◆ Ensuring that agenda of Ex Com meetings are focused on strategic issues and decisions</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Assessing gaps in strategic management within the Ex Com and conducting learning sessions as appropriate</li> </ul>
	<p>4.2.4 The roles and responsibilities between General Membership, Ex Com and SMT are clearly delineated and effectively carried out</p>	<ul style="list-style-type: none"> <li>◆ Reviewing Terms of Reference of the General Membership Executive Committee, and SMT and identify overlaps and revising/addressing these accordingly</li> <li>◆ Defining types and levels of decision making between the General Membership Executive Committee, and SMT and ensuring these are practised</li> <li>◆ Conducting briefing sessions on the differences of roles and responsibilities between the General Membership Executive Committee, and SMT</li> </ul>

## **VI Assumptions and Risks**

### **Assumptions:**

1. CCC members fully support CCC Vision 2015 and actively engage in its implementation
2. Sufficient and appropriate human and financial resources are made available for the implementation of the Strategy
3. Donor environment will not dramatically change in the short-term future and that donors who are currently supporting the work of the CCC will still have interest in and continue to support its new program focus and approach
4. CCC leadership and management effectively manage the organizational changes that would be required by the new programming approach

### **Risks:**

1. Most NGOs remain apathetic to the need to improve internal governance and only a few are willing to actively engage in the implementation of the program
2. NGO law is adopted with provisions that may be restrictive and prohibitive to the movement and freedom of NGOs to perform their roles effectively
3. Funding may be inadequate to resource the Strategy with the right staff or that people with sets of competencies required by the program may not be secured in time
4. Rapid staff turnover
5. Unstable funding situation of local NGOs
6. Shift of priorities of Development Partners away from good governance practice or complete withdrawal of key Development Partners and INGOs in Cambodia

## **VII Accountability, Monitoring and Evaluation**

CCC will utilize various methodologies to assess progress against its strategic goals and objectives, and to reflect on experiences in order to put into operation lessons learnt. The main framework for learning will be the action – reflection – planning – action cycle wherein individuals and groups will look into the progress and define lessons and insights from their experiences. All Units will review and update their specific sub-strategies and develop annual operational plans and monitoring frameworks which intentionally identify key learning points.

In order to increase our accountability both to the member and non-member organizations and communities (downward accountability) that CCC works with, to its implementing partners and peers (horizontal accountability) and to the Executive Committee and Development Partners (upward accountability), CCC will adopt participatory approach to monitoring and evaluation which will endeavour to involve participants, our partners at various levels and other stakeholders. CCC will develop systems and structures that will allow engagement of all partners and other stakeholders in the whole process of needs assessment, planning, implementation, monitoring and evaluation of specific initiatives and the program as a whole.

CCC current practice includes using a variety of participatory methodologies and tools among which are:

- Annual organizational audits
- Reflection sessions (2x a year)

- Focus group discussions (among members and other partners)
- Team workshops
- Baseline surveys
- Key Informant Interviews
- Monthly and quarterly staff/team/Ex Com meetings
- Annual General Meeting (with members)
- Case studies
- Monitoring and evaluation matrixes
- Midterm reviews and end of project/program evaluations

All teams will continue to explore other creative methods and use them as appropriate.

## **VIII Annexes**

Annex 1	Financing Strategy
Annex 2	HR Strategy
Annex 3	Communications Strategy
Annex 4	CCC Customer Charter

## ***Financing strategy***

Our financing strategy is based on the following rationale:

- ◆ A 5 year estimated budget of USD 7.3 M with specific yearly target
- ◆ A four-pronged strategy, combining membership fees, income generated from sales/services, income generated from providing support services and management oversight of projects, and operations savings resulting from effective cost control.

### **3.1 Membership fees**

CCC is well aware that we are not the sole membership organization in Cambodia and capitalizing on the volume of members has become a very competitive task. However, we believe that, we are still relevant and can provide value-added services not just to our members but also to the wider NGO community in Cambodia. We have consistently maintained our membership base of around 100 members with an average revenue of USD 85,000 collected from membership fees.

To ensure continued membership to CCC, we are taking the following steps: Consolidating relationships with existing members

- ◆ Develop strategy to reach out new members
- ◆ Revise membership fees
- ◆ Setting up a small staff committee to coordinate and manage member relationships
- ◆ Employing a staff member dedicated to providing public relations and administrative support to this committee;
- ◆ Developing publicity materials to support our efforts in this area; and
- ◆ Setting up a regular reporting mechanism to track our success in this area to ensure that targets are met.

**Responsibility: The Head of Operations and Finance Manager will play a key role in supporting these efforts, and the Director will provide oversight and guidance.**

**Target: Membership revenues will cover 35 to 50% of CCC operations budget and excess fund will be used to support Component 3 of the GHP**

### **3.2 Income generated from Sales and Services**

Sales and Services here mean specific activities undertaken by CCC for which a client pays (members pay a discounted rate and non-members pay market rate).

At the moment, some of these services do not generate any profit, and most do not even generate any income. While it may take some time to turn this situation around, we are committed to doing so. The following steps have been put in place:

- ◆ All services are in the process of being carefully costed and will, in future, be treated as cost centres.
- ◆ Once this is done, a decision will be made, with reference to our strategic plan, as to which services should be continued.
- ◆ Income retrieval targets and, where possible, income generation targets will be set for each service area. The responsible staff member in each case will be asked to develop an income retrieval/income generation plan, with support from senior staff members, and to report against this plan in writing on a monthly basis.

The sources of such sales and services could be:

- ◆ Fee-charging scheme for announcement on CCC network, bill board and website;
- ◆ consulting services
- ◆ Logistics support services for event management
- ◆ CCC publications sales
- ◆ Publication sponsorship

**Responsibility: Referral and Advisory services component Manager**

**Target: This source of revenues will account for approximately 20% of the CCC estimated yearly reserves for the next five years.**

### **3.3 Management oversight and support services**

Provision of management oversight and support services (including cost sharing) to the GHP is charged at 13% of the GHP yearly budget. Incomes from this source will be used to support non-program costs.

**Responsibility: The Head of Operations and the Finance Manager will present a monthly report on this area of work to the SMT.**

**Target: This source of revenue will cover approximately 30-40 % of the CCC non program costs for the next five years.**

### **3.4 Cost control**

Cost control and accountable spending. As an organization, we believe that this must be taken very seriously, as it has the potential to undermine all our efforts in other areas. In order to ensure that it supports these efforts, rather than undermining them, we have instituted the following steps:

- ◆ Redesign of our chart of accounts, budget and financial reporting along cost centre lines, with a specific senior staff member responsible for each cost centre;
- ◆ Monthly meetings of all cost centre heads at which monthly financial reports are presented and discussed, problems are identified, and steps are taken to address problems.
- ◆ Individual and team recognition for significant cost reduction or control.

**Responsibility: The Head of Operations and Finance Manager and the Administration Officer be accountable for this area.**

**Target: Cost control and office streamlining should reduce overheads costs by 10%.**

## HR Strategy 2011 - 2015

### INTRODUCTION:

Following completion of the planning process of the new five-year Governance Hub Program (GHP) and the conducting of its midterm Strategy Review, it has become critical/essential for CCC to consolidate its existing HR processes and develop a full strategy. The HR strategy focuses on areas that will provide sufficient and appropriate support for the full implementation of GHP.

The strategy was informed through workshops with the HR Team including the Head of Operations, inputs from the Executive Director and by existing documents e.g. Mid Term Strategy Review Report; Constitution and By Laws; Staff Handbook.

The Strategic Outcomes defined in this strategy are intended to deliver against the enabling strategic goal of the revised organisational strategy<sup>2</sup>.

The next steps:

1. The draft document will be circulated to SMT and staff for feedback before it gets finalized and signed off
2. The HR Team will provide orientation or briefing to all staff on the HR Strategy
3. The HR Team will develop annual operational plans to fully implement this strategy.

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<sup>2</sup> CCC Strategy was revised after midterm review covering the period 2011 to 2015

## HR Strategy 2011 - 2015

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	Milestones for Year 2	Milestones for Year 3	Milestones for Year 4	Milestones for Year 5
1. Staff are diverse in gender and minority and are capable and competent to achieve vision, mission, goals and objectives of the CCC.	<ul style="list-style-type: none"> <li>By 2015, staff and Ex Com will have a ratio of:  All staff: 50% Female: 50% Male  SMT: 40% Female: 60% Male  Ex Com: 40% Female 60% Male</li> </ul>	<ul style="list-style-type: none"> <li>Review recruitment policy, guidelines and procedures and apply gender and minority policies rigorously</li> <li>Target ratios: All staff: maintain at F50:M50 SMT: F15:M85 Ex Com: maintain at current ratio (2 out of 7)</li> </ul>	<ul style="list-style-type: none"> <li>Constantly monitor the gender ratio among staff, SMT, Ex Com and endeavour to maintain equity</li> <li>Target ratios: All staff: maintain at F50:M50 SMT: F30: M70 Ex Com: F30:M70</li> </ul>	<ul style="list-style-type: none"> <li>Regular monitoring of ratio</li> <li>Review profile of staff diversity in gender, skills and expertise</li> <li>Target ratios: All staff: F50:M50 SMT: F30:M70 Ex Com: F30:M0</li> </ul>	<ul style="list-style-type: none"> <li>Regular monitoring of ratio</li> <li>End of strategy review/evaluation</li> <li>Target ratios: All staff: F50:M50 SMT: F40:M60 Ex Com: F40:M60</li> </ul>	<ul style="list-style-type: none"> <li>Re-planning for next phase based on review results</li> <li>Target ratios: All staff: F50:M50 SMT: F40:M60 Ex Com: F40:M60</li> </ul>
	<ul style="list-style-type: none"> <li>Increase number of people with disabilities applying for jobs and increase in staff with disabilities to 3</li> </ul>	<ul style="list-style-type: none"> <li>Look for ways to target qualified applicants/candidates with disabilities for appointment</li> </ul>	<ul style="list-style-type: none"> <li>Continue aggressive recruitment for qualified people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Monitor achievement of target and improve recruitment processes as needed</li> </ul>	<ul style="list-style-type: none"> <li>Continue aggressive recruitment for qualified people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Final assessment</li> </ul>
	<ul style="list-style-type: none"> <li>Number of Staff will increase up to the level required by the full and effective implementation of the GHP</li> </ul>	<ul style="list-style-type: none"> <li>Review the current staff and focus on future staff need</li> <li>Plan and rationalize recruitment based on GHP staffing requirements  Baseline: 30 staff</li> </ul>	<ul style="list-style-type: none"> <li>Implement staff recruitment plan for this year Target: 40</li> </ul>	<ul style="list-style-type: none"> <li>Implement staff recruitment plan for this year Target: 55</li> <li>Review staff requirements based on midterm review of GHP plan and adjust recruitment plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement staff recruitment plan for this year Target: 55</li> </ul>	<ul style="list-style-type: none"> <li>Review staffing, identify gaps and recruit as needed Target: 55</li> </ul>

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	Milestones for Year 2	Milestones for Year 3	Milestones for Year 4	Milestones for Year 5
	<ul style="list-style-type: none"> <li>At least 70% of staff are performing their jobs to the standard of quality up to 'exceeded' expectation ratings</li> </ul>	GHP target: 55 staff		accordingly		
		<ul style="list-style-type: none"> <li>Ensure job descriptions (JDs) clearly define roles and responsibilities, levels of authority and person's specifications both existing and new staff</li> </ul>	<ul style="list-style-type: none"> <li>Introduce peer coaching and mentoring and provide training as needed</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing enhancement of staff capacity</li> <li>Monitor, evaluate to identify new capacity gaps and continue to work on CDP year on year</li> <li>Strengthen peer coaching and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, evaluate to define what are the gaps of staff CDP y3 and continue to work on CDP on y4</li> <li>Ongoing to support the implementation of Performance Management System (PMS)</li> <li>Provide refresher training courses on PMS at least once a year</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing to support the implementation of PMS</li> <li>Provide refresher training courses on PMS at least one a year</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct capacity development needs assessment and design a capacity development plan (CDP) (organizational level) to address these</li> </ul>	<ul style="list-style-type: none"> <li>Assess and update capacity development needs and adjust CDP as needed</li> <li>Support staff capacity building initiatives done internally and externally at local and international level</li> </ul>	<ul style="list-style-type: none"> <li>Regularly monitor implementation of CDP and provide support as necessary</li> <li>Explore varied ways or approaches to learning</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate internal reflections once/year, debates about relevant issues, lectures by experts, etc</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate achievements and share/use lessons to improve practice</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure relevant capacity development activities from the capacity development plan are integrated into individual and team performance management plans</li> </ul>	<ul style="list-style-type: none"> <li>Continue implementation of CDP and work with Managers and staff to ensure integration of capacity development activities into team and individual annual</li> </ul>	Document lessons being learnt and share/disseminate these, using them to improve practice in capacity development			

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	Milestones for Year 2	Milestones for Year 3	Milestones for Year 4	Milestones for Year 5
		(PMPs)  Baseline: 10 out 30 performing to 'exceeded' level	performance plans  • Target level: 40%	Target level: 50%	Target level: 60%	Target level: 70%
		<ul style="list-style-type: none"> <li>Review Performance Management System (PMS) based on initial experiences, modify as appropriate (e.g. including soft skills as value points for merit increase) and roll it out to staff</li> </ul>	<ul style="list-style-type: none"> <li>Continue support to the implementation of PMS</li> <li>Ensure performance plans are adequately prepared at both team and individual levels</li> </ul>	<ul style="list-style-type: none"> <li>Continue supporting the implementation of PMS</li> </ul>	<ul style="list-style-type: none"> <li>Document lessons being learnt and share/disseminate and use these to improve practice in implementing PMS</li> </ul>	<ul style="list-style-type: none"> <li>Plan for next strategic period</li> </ul>
		<ul style="list-style-type: none"> <li>Provide training on PMS as needed to line managers and staff</li> </ul>	<ul style="list-style-type: none"> <li>Provide refresher training courses on PMS at least one a year</li> </ul>	<ul style="list-style-type: none"> <li>Create a task force within CCC to provide training/briefing to other staff</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate exchanges, learn from experiences of members of HR network</li> </ul>	<ul style="list-style-type: none"> <li>Conduct summing up of lessons, sharing of experiences among staff and identify areas of improvement</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain staff retention level at 96% annually</li> </ul>	<ul style="list-style-type: none"> <li>Review current salary scales within NGO sector and use to update staff salaries and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review and adjustments</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review and adjustments</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review and adjustments</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review and adjustments</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure consistency in organizational practices (values, principles and policies)</li> </ul>	<ul style="list-style-type: none"> <li>Regularly assess how organizational values are reflected within the practices of the organization and demonstrated by staff, management, Ex Com and the Membership</li> </ul>	<ul style="list-style-type: none"> <li>Provide more opportunities for developing and demonstrating organizational values</li> </ul>	<ul style="list-style-type: none"> <li>Conduct survey on the public or the NGO sector perception of CCC staff and work (co-ordinate with communications and component 3 teams)</li> </ul>	<ul style="list-style-type: none"> <li>Final evaluation of achievements</li> </ul>

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	Milestones for Year 2	Milestones for Year 3	Milestones for Year 4	Milestones for Year 5
		<ul style="list-style-type: none"> <li>Increase/promote activities that will recognise and value staff contribution to the CCC (e.g. awarding certificates; prizes; etc)</li> </ul>	<ul style="list-style-type: none"> <li>Keep ongoing Increase/promote activities that will recognise and value staff contribution to CCC (e.g. awarding certificates; prizes; etc)</li> </ul>	<ul style="list-style-type: none"> <li>Keep ongoing Increase/promote activities that will recognise and value staff contribution to the organisation (e.g. awarding certificates; prizes; etc)</li> </ul>	<ul style="list-style-type: none"> <li>Keep ongoing Increase/promote activities that will recognise and value staff contribution to the organisation (e.g. awarding certificates; prizes; etc)</li> </ul>	<ul style="list-style-type: none"> <li>Keep ongoing Increase/promote activities that will recognise and value staff contribution to the organisation (e.g. awarding certificates; prizes; etc)</li> </ul>
		<ul style="list-style-type: none"> <li>Conduct team building exercises</li> </ul>	<ul style="list-style-type: none"> <li>Continue exploring various methodologies of developing team work</li> </ul>	<ul style="list-style-type: none"> <li>Introduce matrix working</li> </ul>	<ul style="list-style-type: none"> <li>Further develop matrix working</li> </ul>	<ul style="list-style-type: none"> <li>Assess experience and further develop matrix working</li> </ul>
<b>2. Appropriate and relevant policies, guidelines and procedures are in place and are fully complied with.</b>	<ul style="list-style-type: none"> <li>HR, Finance, Admin and IT policies including customer charter and implementing guidelines and procedures are fully developed, consistently updated and complied with by all staff of CCC</li> </ul>	<ul style="list-style-type: none"> <li>Review existing HR policies and update as appropriate</li> <li>Identify the gaps in HR policies and develop new ones as needed (e.g. equal opportunities policy; data protection policy; etc)</li> </ul>	<ul style="list-style-type: none"> <li>Regularly review relevance and update as necessary</li> <li>Consolidate existing policies into an Operational Manual</li> <li>Provide adequate orientation to staff on the contents of the Operational Manual</li> </ul>	<ul style="list-style-type: none"> <li>Regularly review and update Operational Manual</li> <li>Monitor compliance and provide support as needed</li> </ul>	<ul style="list-style-type: none"> <li>Review and update as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Update with new policies and procedures</li> </ul>
	<ul style="list-style-type: none"> <li>Staff are fully informed of and are complying with, HR policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Involve as many staff as possible in policy development processes</li> <li>Roll out policies, guidelines and procedures to all staff and ensure greater understanding and</li> </ul>	<ul style="list-style-type: none"> <li>Support and monitor adequate compliance to policies, guidelines and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Review level of compliance to policies, guidelines and procedures and provide support as needed</li> <li>Midterm review of strategy</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of HR systems and enhance as necessary and share lessons learned across the organization</li> </ul>	<ul style="list-style-type: none"> <li>End evaluation of HR strategy and plan for the development of the new strategy.</li> <li>Share lessons learned across the region and organization</li> </ul>

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	Milestones for Year 2	Milestones for Year 3	Milestones for Year 4	Milestones for Year 5
		support				
<b>3. Organizational Structure is in alignment with CCC Vision 2015/GHP</b>	<ul style="list-style-type: none"> <li>Organizational structure that meets the required functions for the effective delivery of CCC Vision 2015 and GHP is in place and adequately staffed</li> </ul>	<ul style="list-style-type: none"> <li>Review current structure and the functions and roles required by CCC Vision 2015 and the GHP</li> </ul>				
		<ul style="list-style-type: none"> <li>Revise structure to accommodate functions and roles required by CCC Vision 2015 and the GHP. Involve as many staff as possible in the whole process.</li> </ul>	<ul style="list-style-type: none"> <li><i>Support the implementation of the new structure and in ensuring that change processes are well managed</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Assess appropriateness of new structure based on experience of first 2 years and modify as necessary</i></li> </ul>	<ul style="list-style-type: none"> <li>Implement changes made into the structure</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate relevance and appropriateness based on changes made in programs and strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Conduct activities to keep staff and member organizations well informed about the new structure of CCC</li> </ul>	<ul style="list-style-type: none"> <li>Update membership and ExCom on status of new structure</li> </ul>	<ul style="list-style-type: none"> <li>Provide Regular updates to membership/ExCom</li> </ul>	<ul style="list-style-type: none"> <li>Provide Regular updates to membership/ExCom</li> </ul>	<ul style="list-style-type: none"> <li>Provide Regular updates to membership/ExCom</li> </ul>
		<ul style="list-style-type: none"> <li>Develop new job descriptions based on the new structure</li> </ul>	<ul style="list-style-type: none"> <li>Develop new JDs as needed, update existing ones as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Develop new JDs as needed, update existing ones as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Develop new JDs as needed, update existing ones as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Develop new JDs as needed, update existing ones as appropriate</li> </ul>
		<ul style="list-style-type: none"> <li>Conduct job evaluations and revise current salary structure as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment</li> </ul>

Strategic Outcomes	Key Performance Indicators (KPIs)	Key Activities Year 1	<i>Milestones for Year 2</i>	<i>Milestones for Year 3</i>	<i>Milestones for Year 4</i>	<i>Milestones for Year 5</i>
<b>4. Staff with potential to assume greater responsibilities are developed as able and competent second-liners</b>	<ul style="list-style-type: none"> <li>• Succession policy and plan are in place and fully implemented</li> <li>• At least one staff in every secondary position is developed as able and competent second-liner</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a policy and a plan to put it into operation, drawing lessons from the current succession plan for the ED</li> </ul>	<ul style="list-style-type: none"> <li>• Start implementation of succession plan</li> <li>• Identify individual staff with potential to take on greater responsibilities and develop individual plans (incorporate in individual PMPs)</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and draw lessons from initial implementation and modify policy and plans as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of succession plan as modified</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct final assessment of succession policy and plan</li> </ul>

# Communications Strategy

## 1. INTRODUCTION

Communication is the art and technique of using words in effective ways to deliver information and ideas to audiences. Everything we do today communicates messages to our audiences. The private sector has prioritized communication to market its products for a long time, feeding the public with advertising and public relations campaigns to draw the attention of customers and boost sales. In this information age, communication has become one of the most important elements in the non-profit sector in Cambodia for the past ten years. More and more NGOs have realized that communication is one of the most powerful tools to boost the effectiveness of their program work, especially when it comes to designing awareness-raising and advocacy campaigns. So an organization's investment in the development of their communications strategy is significant.

The purpose of developing a communications strategy is to give a clear direction for CCC's management to design effective communication plans to support CCC's program implementation (as CCC is on the way to re-shape projects to programs under the planned Governance Hub). It also aims to help CCC professionalize its present communications activities to create a strong brand. The strategy provides the framework for CCC to answer the following questions:

- **Who are our target audiences and what do we want them to do?**
- **What messages will move the audience to take the desired actions?**
- **Who shall deliver the messages and what materials are needed to support getting these messages out?**
- **How will we know if we have succeeded with this strategy?**

The strategy document gives suggestions for Excom, SMT, senior level managers and communicators on what we shall do with communication to achieve CCC's overall objectives and goals. It simplifies the concept of communication and presents practical tools that can help CCC to become more effective and deliver greater impact.

The communication strategy also defines how best to communicate to CCC stakeholders about the work being done to improve the way CCC funds, manages, and produces communications "tools". This includes actions for establishing and reinforcing a corporate identity, and raising the profile of CCC, as well as actions for monitoring the communications strategy and improving the process in the future.

## 2. THE POWER OF CCC BRAND AND STYLE GUIDE

Five years ago only small numbers of Cambodian people chose Angkor beer for their party. Most of their supporters were lower class people, whereas Heineken had cornered the "premium beer" market. The Angkor company took new management and revised its strategy by improving price (half the cost of Heineken, packages from big bottle to small bottle), and taste, and established a point of difference from other, cheaper brands by promoting the quality of their product with the message that drinking Angkor beer will leave consumers with a clear head... Today Angkor beer is the leading beer brand in Cambodia and popular among beer lovers of all classes.

A brand is not just a logo. It is all about information related to an organization, material products or services through communications and interactive experience. It is the essence of our organization, the promises we make to our most important audiences and the relationship we build with our constituents. A positive brand makes an image of CCC and helps establish trust and credibility among the diverse communities we serve. A strong brand can create recognition, trust and credibility that contribute to our success in fund raising, advocacy and program work. The brand is what makes CCC unique and worthy of supports. It is the most powerful tool to strengthen our organization from the inside out. When we clarify and communicate what we stand for inside our organization we will build not only pride but also motivation to accomplish day-to-day tasks more effectively

All CCC staff have the responsibility to build the brand. Everyone in the organization shall make use of CCC brand when communicating to people they have contact with every day. Our day-to-day e-mails, phone calls and face-to-face meetings are equally important forms of communications as any formal communications activity. Effective communication often depends on strong organizational brand. The building of brand should include the consistent use of an organizational style guide:

### **2.1. Organizational logo**

CCC has a logo with fixed colors and the way it shall look. However it is obvious that CCC has different printed materials with slightly different logo color. *There shall be guideline of using size of logo, color and background that logo will be placed on, positioning of the logo in print materials as well as any other representations of the logo.*

### **2.2. Font format**

Presently, there is no standardized (English and Khmer) font used by CCC staff to communicate message. *The Style Guide would determine which fonts and what size shall be used for which purposes such as for email, publication, PowerPoint presentation and for internal communication. All staff shall be trained on how to use agreed Khmer font.*

### **2.3. Color format**

It is obvious that CCC decides to use Blue and Green color to illustrate its logo and some designs. If we decide to use this color palate, *we shall be consistent in using main color and side color with other printed documents and other illustration of CCC's materials. Thus CCC needs to create guideline for color technique (RGB and CYMK) for common use.*

### **2.4. PowerPoint presentation format**

CCC staff have been involved in a lot of PowerPoint presentations during meetings, workshops, conferences and events every year. These kinds of forum create chances for CCC to build its image through direct communication with stakeholders. However, if the PowerPoint presentation is not designed in a clear and attractive way, viewers will get confused and lose focus so we miss our message we want to convey to them. *CCC shall have a clear guideline and format of using slide presentation. Everyone in the office shall use the same slide presentation format. The format shall be illustrated with good picture, approved font type and size, the color background and the placement of logo.*

## 2.5. Print material format

Sticker, brochure, newsletter, logo sticker, letter head, envelope, folder, banner, wall poster, kits etc. will represent CCC's image and communicate its message to an audience. *These kinds of materials shall follow a format that is commonly used by all CCC units. Format of letter to be sent out especially to the government shall be developed and used commonly by all CCC staff.*

## 2.6. Grammar and language

When developing communications materials, grammar and language usage are also important for audiences to fully understand what we are telling them. Remember KISS method (Keep It Short and Simple). Using incorrect grammar and jargon words may confuse our readers. When translation from English to Khmer is needed, we shall make sure whether wording is correct and understood. Sometimes our staff can understand our language because they get used to it. But it does not mean that all audiences understand the same thing as what we do. *CCC shall use the same language and elaboration or simplification of our terminology shall be made as much as we can when developing communications materials. CCC staff shall have common English spelling to be used whether UK or US spelling. The consistent use of name must also be considered, for example the Cooperation Committee **for** Cambodia or the Cooperation Committee **of** Cambodia.*

### CCC shall:

- Agree among SMT and Excom about the importance of developing and maintaining a consistent brand and the use of an organizational style guide
- Allocate time and resources toward building brand and style guide
- Be consistent in conveying messages using brand and style guide
- Be consistent in developing organization's materials and
- Be consistent on how all staff portray or profile our organization

## 3. COMMUNICATIONS STRATEGY

### 3.1. Goals and objectives

**Goals:** To enhance the visibility of CCC and its program work among stakeholders and the general public. Almost every key area of intervention identified in the GHP Five-year Plan involves some level of internal and/or external communications, thus the Communications Strategy will inform the way that CCC delivers its internal and external communications messages.

<b>Objectives:</b>	<b>Key expected outputs</b>
<p>1. To improve communication flow among internal staff, CCC's members and other stakeholders</p> <p>Everything that CCC does is communications based. This objective is cross-cutting over the three components, and supports the foundations of all the work done by CCC/GHP.</p>	<ul style="list-style-type: none"> <li>• Mechanisms for internal communication between staff, Ex Com, CCC members and key stakeholders are in place and being used effectively</li> <li>• All CCC staff practice CCC's style guide agreed upon by the SMT and Excom.</li> <li>• All CCC staff representing CCC communicates with stakeholders using professional and consistent messages and tools from CCC.</li> <li>• Messages from each CCC units have undergone an agreed and cross cutting planning process before they are communicated to audiences</li> <li>• CCC members have consistent messaging about CCC vision, mission, goals and programs to external audiences</li> </ul>
<p>2. To generate a positive media coverage on CCC and on its program achievements</p> <p>Opportunities to raise the public profile of the work done by the three components of the GHP could include activities engaged in by the Voluntary Certification team; announcements or achievements of steering/working groups regarding Cambodia's development needs; results of research relating to the NGO sector in Cambodia.</p>	<ul style="list-style-type: none"> <li>• Increase in numbers of media reports about CCC's achievements and activities.</li> <li>• CCC special events, joint statements are advertised in selected newspaper</li> <li>• CCC and its program work are featured and discussed in CCC website and selected social media</li> </ul>
<p>3. To increase awareness and involvement of targeted groups and individuals on the various components of GHP i.e. voluntary certification system; capacity development and learning ; and knowledge management, advice, referral and linkages</p> <p>All promotional activities should be undertaken with a streamlined approach that deliver messages in a clear way and make strong use of opportunities to strengthen CCC's brand/image.</p>	<ul style="list-style-type: none"> <li>• NGOs directors, Development partner Senior management of NGOs receive regular and continuous updates about VCS, CB &amp; Learning and Knowledge Management/advice/referral and linkages</li> <li>• All CCC members and stakeholders receive regular and continuous updates about CCC's services</li> <li>• Private sectors, individuals, income generating NGOs receive information about the use of CCC's information services in advertising their business</li> </ul>

### 3.2. Target audiences and key messages

This section will suggest key messages and targets for CCC to decide when prioritizing target audiences. Based on CCC's goals and objectives, the target audiences can be divided into two categories:

**Internal audience:** CCC staff, CCC's members, partners

**External audiences:** Developments partners, donors, governments and non-CCC members and the public

#### Target audiences

Objectives	Target audiences
<ul style="list-style-type: none"> <li>- To improve communication flow among internal staff, CCC's members and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- CCC staff</li> <li>- CCC members</li> <li>- Involved partners</li> </ul>
<ul style="list-style-type: none"> <li>- To generate a positive media coverage on CCC and on its program achievements</li> </ul>	<ul style="list-style-type: none"> <li>- Donors</li> <li>- Development partners</li> <li>- Non members</li> <li>- Public</li> </ul>
<ul style="list-style-type: none"> <li>- To increase awareness and involvement of targeted groups and individuals on the various components of GHP i.e. voluntary certification system; capacity development and learning ; and knowledge management, advice, referral and linkages</li> </ul>	<ul style="list-style-type: none"> <li>- NGOs directors</li> <li>- Development partner</li> <li>- Senior management of NGOs</li> <li>- Private sectors, Individuals</li> </ul>

In this communication strategy, we will decide only key message themes to be used for developing communication plan according to objectives and target groups. When come to real planning, a solid message will be developed based on actual topics and issues. It shall be relevant and of interest to the target audience.

**Objective 1:** To improve communication flow among internal staff, CCC's members and other stakeholders

#### Key messages

Messages	Target
<ul style="list-style-type: none"> <li>- CCC staff must comply with CCC's brand and style guide and follow a common and consistent use of communication flow internally and externally</li> </ul>	<ul style="list-style-type: none"> <li>- CCC staff</li> </ul>
<ul style="list-style-type: none"> <li>- CCC staff must practice consistent language and tools to communicate messages to audiences</li> </ul>	<ul style="list-style-type: none"> <li>- CCC staff</li> </ul>

– CCC are skilled in GPP, Research, Training and Information/referral	– CCC members and related partners
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**Objective 2:** To generate positive media coverage on CCC and on its program achievements

**Key messages**

Messages	Target
<ul style="list-style-type: none"> <li>– Success story of CCC, researches, facts finding and major events.</li> <li>– Issues and problems encountered by civil society and their supports needed</li> </ul>	<ul style="list-style-type: none"> <li>– Donors</li> <li>– Development partners</li> </ul>
<ul style="list-style-type: none"> <li>– Information related to good governance and the importance of having organization GPP-certified</li> </ul>	<ul style="list-style-type: none"> <li>– Non members and/or members</li> <li>– Public</li> </ul>

**Objective 3:** To increase awareness and involvement of targeted groups and individuals on the various components of GHP i.e. voluntary certification system; capacity development and learning; and knowledge management, advice, referral and linkages

**Key messages**

Messages	Target
<p>Information about the Governance Hub Program and all its components, specifically:</p> <ul style="list-style-type: none"> <li>– Information related to the importance of voluntary certification system, how to meet the minimum standard, how to apply for certificate and feature on NGOs role model</li> <li>– Information related challenges that NGOs are facing in applying for certificates</li> <li>– Information about capacity development and learning activities</li> </ul>	<ul style="list-style-type: none"> <li>– NGO sector</li> <li>– NGOs directors, Senior management of NGOs</li> </ul>
<ul style="list-style-type: none"> <li>– Information related to CCC’s achievements, e.g. results of evaluations, reviews and other assessments</li> <li>– Information from research, fact finding about the importance and needs of continuing funding for GPP</li> </ul>	<ul style="list-style-type: none"> <li>– Public, Government, other key stakeholders, Donors and development partner directors</li> </ul>
<ul style="list-style-type: none"> <li>– CCC is a reliable resource center for information about NGOs and is a powerful channel to send message to all NGOs in Cambodia</li> </ul>	<ul style="list-style-type: none"> <li>– NGOs, Private sectors, government and individuals</li> </ul>

### 3.3. Channels for communications: approaches and tactics

- **Establishing brand and style manual**

As mentioned in chapter 2, brand and style guide are the heart of our communication in the organization. Before we decide to start our communication campaign we have to establish a style manual that suits CCC and promise to practice it. A lot of messages will be conveyed through our materials that will be developed in a consistent way following our style guide manual. Professional design of materials will draw big attention from audiences and create trust and credibility.

- **SMT meetings, staff meeting and other meeting forums**

Meetings are one method for sending messages across to audiences. CCC conducts a lot of meetings and forums each year. They are the opportunity for CCC's staff to raise awareness among meeting members about issues we want members to know. Repeated reminding for example about the use of CCC's brand and style guide can be conveyed to staff in every staff meeting.

Meeting forums	Target
– SMT, Staff meeting forum	– CCC's staff
– External meeting forum	– CCC's members and stakeholders

- **Newsletter**

Creating our own newsletter is a lot of work but it will give us a lot of space to convey messages. When our messages don't hit media's interest and if our target group don't access to media we are choosing to work with, an organization's newsletter is the best tool. Newsletter can be sent in two ways: in hard copy by mail and in electronic by email (e-newsletter). *The newsletter is part of the longer-term plan of the communications strategy, and will not be a year one activity. Development of the newsletter is expected to begin in 2013.*

Newsletter	Target
– Printed newsletter (minimal distribution)	<ul style="list-style-type: none"> <li>– NGOs staff in remote areas not having access to internet and emails</li> <li>– Government's staff and members of parliament who don't use email</li> </ul>
– E-newsletter	<ul style="list-style-type: none"> <li>– NGOs staff having access to email and internet</li> <li>– Government's staff using email</li> <li>– Donors/development partners</li> <li>– Foreign embassies in Cambodia</li> </ul>

- **Newspaper, Television and Radio**

Newspaper, television and radio are the most popular media in Cambodia. CCC will consider using media to convey message to external audiences. Before deciding to choose any newspaper or TV or radio company to work with, we shall conduct a survey among our target audiences (or find secondary information) about media consumption. However, for the time being, before the survey is conducted CCC will continue approaching with selected media organizations which are well known to be the leading channels used by many advertisers.

<b>Media</b>	<b>Target</b>
<b>Newspaper:</b> – Rasmei Kampuchea, Koh Santepheap, Kampuchea Thmey, Cambodia Daily, Phnom Penh Post, The Nations, the Bangkok Post.	– NGO directors and staff – Donors and development partners – Government – Public
<b>Television:</b> – CTN, Bayon, TV5	– Government and the public – NGO staff
<b>Radio:</b> – VoD and Radio 106 MHz  However, we need to conduct a specific survey because we are not sure if our target groups listen to radios or not.	– NGO, Government, Donors and Public

- **Print materials**

Print materials are inevitable tools to use as means of communication and have been commonly used by many organizations and companies to promote their products. CCC produces a lot of print materials each year. In order to get greater impact the materials shall be developed in the most effective and efficient way. They shall follow CCC’s design manual. Messages shall be strictly controlled. Print materials can be books, banners, brochures, calendars, stickers, etc.

<b>Print materials</b>	<b>Target</b>
– Information kits, press kits, annual reports, research	– Media, donors, partners, external visitor, government
– Brochures, Booklets, Banners, stickers and other stationeries etc.	– CCC staff, NGOs members, partners, visitors, private sectors, public

- **Special events**

Live events are one of the most powerful communication tools to convey messages to specific groups, but at the same time they can impact the general public if the event is organized in a professional way that can draw media attention. CCC’s NGOGPP team has put event organizing in its priority list to raise awareness of VCS to the NGO community.

Special events	Target
<ul style="list-style-type: none"> <li>– Awarding ceremony, media debate forum, international conferences, national conferences, NGO fairs, High level meetings, etc</li> </ul>	<ul style="list-style-type: none"> <li>– Direct: Specific group, media</li> <li>– Indirect: General Public</li> </ul>

- **Website and Social media**

CCC has established a website. We need to re-design the website to be more professional and attractive and informative. A plan to improve website shall be developed with the inputs from all involved units. If possible we shall create a chat room in our site so that NGOs member can ask question and get answer on line (related to GPP and other information). Since CCC is the committee of NGO members we shall make CCC's website a social media for NGOs in Cambodia so that all issues related to development and NGOs will be posted for discussion.

Many international social media sites seem to be well known in Cambodia, these include facebook, twitter, LinkedIn, and Youtube. The most popular one among Cambodians is facebook. We will study on social media to determine which ones we can work with, to reach a global audience. CCC needs to raise profile to global audience, where GPP is present in international arena. However we need to develop strategy how to work with them. When the study is completed a social media strategy needs to be developed.

Website	Target
<ul style="list-style-type: none"> <li>– CCC's website</li> <li>– Social media</li> </ul>	<ul style="list-style-type: none"> <li>– NGOs</li> <li>– Private sector</li> <li>– Government</li> <li>– Donors, international visitors</li> </ul>

- **Emails**

The cheapest tool for budget nonprofits to send information is establishing a group list so that we can just do one click by email to reach out target audiences. CCC's MSU has used this for many years. We will continue to use this channel to sent message to our members. We shall establish a rule that people can unsubscribe our information sharing.

Email	Target
<ul style="list-style-type: none"> <li>– Group list</li> <li>– Network list</li> </ul>	<ul style="list-style-type: none"> <li>– NGOs that have access to email</li> <li>– Donors</li> <li>– Private sector</li> </ul>

### **3.4. Resources**

#### **3.4.1. Staffing**

In the present CCC structure, two staff members are working in the communication unit; Communication Advisor and Communication Manager. To ensure the quality and timely delivery of professional communication services to all CCC's unit, its members and networks CCC shall dedicate and invest in establishing a professional unit to work on information and communication.

The MSU team work on some projects related to information collection, information sharing and selling whereas IT team work on training and designing of publication. The communications is about information, designing and service delivering so the possibility of integrating MSU, IT and communication team together to be one unit is suggested.

#### **3.4.2. Budget**

This strategy will not give any precise budget for each year. The strategy is just a direction to guide the organization to plan for communication. The budget development is based on organization's decision on means of communication and based on how ambitious the communication plan is. When this strategy is approved a joint communication plan with the inputs from all units will be developed with budget sharing from each unit. It is suggested that each year specific budget shall be reserved for specific communication activities for developing communication materials within organizations, promoting CCC work, developing relationship with media and producing CCC's newsletter.

### **3.5. Tool for monitoring and evaluation**

The monitoring and evaluation of communication shall be done twice a year through:

- Meeting with relevant stakeholders to receive feedbacks
- Documentation of media reports
- Questionnaire and phone survey
- Review and record what worked and what didn't
- Rate of subscription to e-newsletter (including "unsubscribe")
- If social media accounts are implemented, appropriate metrics tools will be utilized to measure impact

## **4. WORKING PRINCIPLE**

### **4.1. Brief analysis of CCC's team**

Currently CCC is moving from implementing several projects to one single program with three key components. Everyone is doing communication every day. This strategy is a tool to get all communication activities organized in the most effective manner with the participation of all units.

#### **4.1.1. Operations and other Support Teams:**

The operations unit is communicating through emails, letters, mails, presentations, meetings with all stakeholders. So the staff working in the unit shall know and comply with the use of organization's brand

and style guides. They shall ensure all mails sending out to our receivers must follow CCC format and guideline for example format of letter, letterhead, format of envelope, email signature, email auto-reply have to be used by all staff to send message outside and inside the organization.

The Program/Current Projects Teams

#### **4.1.2. Voluntary Certification Team**

The GPP will have to do a lot of promotion of GPP. Presently the unit team communicates with their stakeholders through direct dialogues, meeting, conferences and events. These are opportunities for CCC's to communicate our messages so the organizing of these events shall be well planned and managed.

#### **4.1.3. Capacity Development and Learning Team**

Current projects such as the NGO-GPP and ADI conduct training courses and research studies. In the new GHP, these activities will fall under the Capacity Development and Learning component. Other research studies specific to Governance and other NGO information needs will be carried out under Knowledge Management, Advice/Referral and Linkages component. With ADI, some research findings have been analyzed, printed and shared among stakeholders. The projects resulted in many success stories in the field. So far CCC has not communicated much about ADI success to our target audiences. The ADI work is unique that can contribute to the building of CCC's brand. The Knowledge Management, Advice/Referral and Linkages team shall be able to work with communication unit to identify any issues that can be of interest of our audiences.

#### **4.1.4. Knowledge Management/Advice/Referral and Linkages Team**

The MSU works with members, networks, coalitions and government. Most of their work is related to information sharing and servicing, advocacy and sale of information. A lot of communications take place almost every day between the unit, stakeholders and the general public. The unit will have to ensure the information and communication materials and tool they are producing follow CCC's brand and style guides and that the information they have collected are processed and presented in most effective way to the audiences. In the new GHP, this area of work will be carried out under the Knowledge Management, Advice/Referral and Linkages component.

### **4.2. Role of each Team**

In order to ensure the smooth flow of communications and to achieve our objectives and goal all units will have to work in the cross cutting way and in a well designed cooperation.

#### **4.2.1. Communications Team**

- Ensure brand and style guide have been applied by all staff
- Develop and implement communications plan with inputs from program and operations units
- Provide information services to CCC's staff, members and other stakeholders
- Establish a strategy to sell CCC products

#### 4.2.2. Support and program Teams:

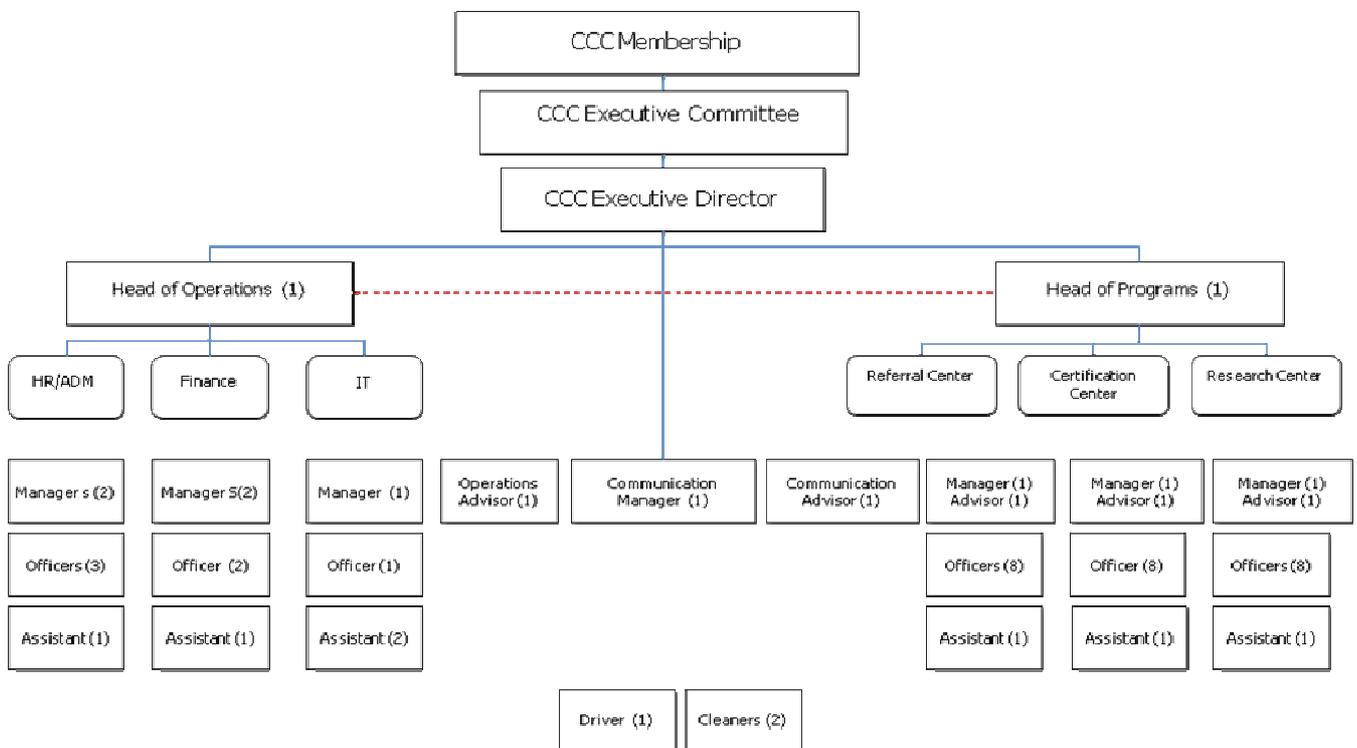
- During planning processes, in cooperation with communications unit, identify messages and information that need to be communicated and identify any supports and expertise they need from communication unit so that they will be integrated in communication plan.
- Consult with communications unit regarding the use of style guide in production of information materials, multimedia presentation and other public exposure.
- Keep communications unit informed about unforeseen and unplanned activities and events that occur during the year.
- Participate in the implementation and monitoring of communications activities related to their field of work

#### 4.3. How CCC fits communications within the organization

**Note: The following are recommendations and will be finalized when GHP is fully operational.**

The Communications Unit shall be placed under the direct supervision of ED because ED is the ultimate responsible person to decide information to be sent out to the public.

**CC's Organizational Chart 2012 -2013**



## 5. SPECIAL CONSIDERATION

### 5.1. Selecting and training of staff

In order to increase and improve staff capacity to be able to communicate clearly and precisely CCC shall conduct some training for staff who are dealing with communication works. Suggested trainings are:

- The use of CCC's brand and style guide
- Writing skills (Letter writing, report writing and any presentation)
- Basic use of camera and photography
- Concept designing
- Developing PowerPoint presentation
- Event planning and management
- Basic media relations and how to be spokesperson
- How to identify issues and cases for communication
- Khmer font typing (Unicode)

### 5.2. Selecting and training of a spokesperson:

In order to deliver a consistent message to external audiences, especially to answer any questions from journalist, or any other visitors, CCC shall assign a line of spokespersons to ensure we do no harm for the organization as well as our members.

The ED is often the official spokesperson, but others can be equally effective – especially field staff and program experts. Before we make that designation, make sure the spokesperson is 1) comfortable doing press interviews, 2) is willing to take time out of a busy schedule to deal with journalists, and 3) makes a good presentation on TV, on radio and in print. The spokespersons need to be trained on how to give answer to journalists or interviewer. Suggested line of spokesperson is as follows:

Information/messages	Authorized spokespersons
Information related to organizational stance, NGOs, government, donors, partners and other political issues	Executive Director
General information related to overall CCC's programs, projects and members' activities	Communications and PR Manager
Specific and detail information related to projects and field activities	Head of Program or Unit Manager

The messenger is often more important than the message. Reporters and donors look for familiar, trusted faces to help them absorb and interpret new information.

### 5.3. Advertising

In Cambodia, it is hard to find something professional and this extends to the media organizations.

CCC's is working to strengthen civil society to be professional through GPP project. Similarly, many clubs of journalists also work to promote the media to follow a code of ethics. Most of journalists and some media

organizations, especially TV, radio and some Cambodian owned newspapers expect incentives in return for getting our news reported. As some messages and information we want to send to our audiences are not of media interest, we shall see this unprofessional behavior of the media as both threat and opportunity. The threat is that the media will not report our message that is not of their interest and the opportunity is that we can get our message reported when we give them incentive. In western media culture, because they are professional, journalist will not report our information that is not of their interest even we pay them. However, some organizations still support the journalists in term of sponsoring travel and accommodation cost to visit project for covering story. CCC will develop a policy to guide decision-making processes of when to pay or not to pay media agencies.

The strategy suggests that CCC shall consider two ways of investing in communication through media, non pay and pay communication:

	<b>Non pay communication (News release)</b>	<b>Pay communication (Advertisement)</b>
<b>Message/information</b>	Interesting news from fact finding, research, good case study	Events that do not capture media interest
	Press release of hot issues highlighting the view of NGO and other newsworthy activities	Regular column on GPP and voluntary certification system in newspaper
		TV and web coverage on CCC's major event that are not of interest of media and TV project visit
		Media debate forum on specific issues (such as NGO law)

**Note:**

Buying media time or space helps guarantee that our message will be delivered in the exact words we choose to our target audience. If we think our advertising is effective we shall not automatically assume that advertising is too expensive. We can make it cheaper if we have built a good relationship with media by treating each other as partners.

We may also consider joining forces and cost with other groups to purchase an ad that carries the names of sponsoring organizations.

**6. WORK PLAN**

<b>Main activities description</b>	<b>Output to be achieved</b>	<b>Time frame</b>
Finalize new structure that will underpin GHP and decide where Communications Team will fit in	Revised structure	
Review of CCC brand and style guide	Guideline, samples, format of logo, color, letterhead, official stationeries etc. for GPP and CCC are developed and introduced	July - August 2011

	Workshop with key staff members to determine the essence of the style guide	August 2011
Develop annual communication plan based on the approved strategy	An integrated 2011 half year communication plan is developed with inputs from all CCC's section	July – August 2011
Update information for CCC	Brochures, information kits, press kits, websites, banner, and other communication materials for CCC, GPP and other projects are updated and printed using new CCC brand and style guide	August 2011
Conduct training to staff	Numbers of training/workshops are conducted for CCC and GPP staff (for training topics see chapter 5.2)	October –November 2011
Implement annual communication plan	A written work plan for 2011 is developed and a regular meeting schedule between involved staff is set.	July –December 2011

# Customer Charter

## “Our Commitment to Quality Service”

### I. Introduction

A Customer Charter is an open and public commitment from us to you, our members, to deliver quality services and maintain the highest levels of customer satisfaction.

We use this charter to outline what you can expect to receive, and how you can expect our staff to behave when you deal with CCC. As well, this charter empowers you to provide us feedback, including how you may help us to achieve the standards that we have set for ourselves.

The standards documented in this charter are those that the CCC, the Executive Committee, Executive Director, Management and all staff members are committed to delivering based on our vision, mission and values.

- **Our vision:** a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.
- **Our mission:** as a professional association of NGOs, to provide quality services to civil society and influence Cambodia's development partners with our collective voice.
- **Values:** Integrity, Cooperation, Responsiveness, and Quality.

The charter will be reviewed periodically, and our performance in upholding the standards of customer service outlined in the charter will be appraised through survey results from our members, the Executive Committee, Executive Director, Management and all staff members.

### II. Our Service Commitment

The CCC is committed to provide high quality, efficient and timely services to our members and to the general public.

#### 1. Our Service Standards

- We will provide our members and the general public with information on our service standards through our website and publications.
- We will put in place a range of new on-line resources to improve services offered to our members and the general public.
- We will respond to enquiries within 24 hours.

#### 2. Hours of Operation

- Our standard operation hours are from 7.30am to 12.00 noon and 2.00 pm to 5.00 pm. Monday through Friday, excluding public holidays.
- When the office is not open during these hours, a contact number: 012 818 691 is always standby for urgent queries.

### **3. Our Reception**

- We will ensure that all visitors are treated with friendliness, courtesy and sensitivity and that waiting time is kept to a minimum.
- We will ensure that reception and meeting rooms are clean, accessible and maintained to a high degree of comfort and safety.
- We will ensure that CCC provides the warmest welcome and highest respect to members and visitors.

### **4. Telephone Calls**

- We will ensure all central calls are answered promptly and politely **and that reception staff members give their full name and say thank you for calling, this is CCC and what can I do for you when answering the telephone.**
- We will ensure that reception staff have up-to-date information to enable them to handle calls in the most efficient and effective manner
- If a query cannot be dealt with immediately, we will ensure that the caller's contact details will be taken and that the call will be returned or the information issued in writing to the caller as soon as possible and not later than 2 working days.
- If the information required by a caller is not available, CCC will endeavor to advise on a possible alternative source for that information.

### **5. Correspondence/ E-mail**

- We will acknowledge all correspondence within 24 hours and issue a definitive reply to routine queries within three working days and within 10 working days to complex queries involving research or further consultation.
- We will ensure that replies are clear, using technical terms only where this is absolutely necessary and ensure that all replies carry a contact name, telephone number and e-mail address.

### **6. Contact via Website**

- All feedback/email sent to the general email on the CCC website will be collected and forwarded directly to the person best suited to assist you and you will be contacted within one business day.
- While we aim to answer all queries in one business day, some answers may take longer, depending on the nature of the inquiry. Should we not be able to provide all necessary information within that time, you will be informed, and kept up-to-date on the progress of the inquiry.

### **7. Easy Access to Information**

- We will continue to produce printed material which is well designed, readable and accessible
- We will ensure that the information available on the CCC websites is clear, up-to-date and accurate
- We will ensure that the report/minutes of workshop/events/training are made available to the participants 10 working days post event

### **8. Feedback/ Consultation**

- We will continue to listen and reflect on CCC members, partners and other relevant stakeholder's feedback to ensure the quality of our services

- We will seek the views of staff members on the development, delivery and review of our services
- We will identify measures for obtaining feedback on the services provided by CCC.

## **9. Staff Members**

- We will ensure that standards applied to external customers will apply equally to staff members.
- We will ensure that all processes and services involving the staff members comply with the CCC policies and procedures.
- We will promote a culture of respect, cooperation, responsiveness, and quality among all staff members.
- We will provide for and actively encourage continuing professional development and training for staff.
- We will articulate job descriptions, in partnership with individual staff members and their staff representatives, with clear goals and responsibilities and ensure that these are understood by all staff members.

## Vision:

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

## Mission:

As a professional association of non-government organisations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our collective voice.

## Values:



Integrity



Cooperation



Responsiveness



Quality

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