



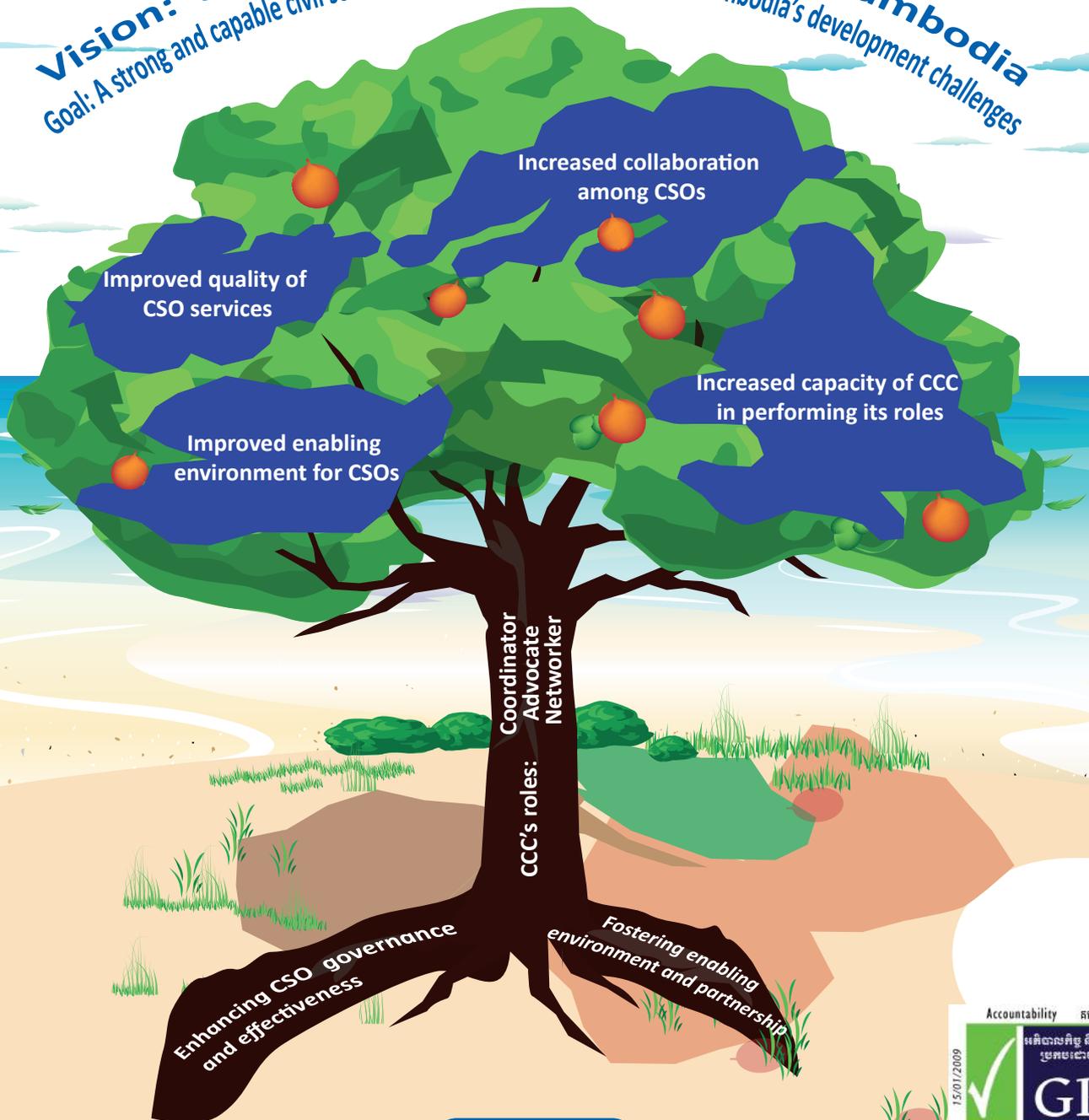
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Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge



Vision 2018 Governance Hub Program (GHP)

2014 - 2018

Vision: Sustainable development for Cambodia
Goal: A strong and capable civil society, cooperating and responsive to Cambodia's development challenges



October 2013



Endorsement:

This Vision and Governance Hub Program (GHP) 2018 has been formally endorsed by the CCC Executive Committee after a wide review and consultation with CCC Donors, Members, Executive Committee, Executive Director, Senior Management Team and Staff. These provisions take effect from date endorsed by the Executive Committee.

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Date: 14 / Oct. / 2013

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I. EXECUTIVE SUMMARY

The Cooperation Committee for Cambodia (CCC) is a well-established and deeply respected coalition of more than 160 international (INGO) and local non-governmental organizations (LNGO) in Cambodia. Since 2011, CCC revisited its strategic direction and adopted a new Vision and Mission called Vision 2015 and adopted a single integrated and long range 5-year program entitled the Governance Hub Program (GHP) 2011-2015, with its overarching vision for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

The shift from project to program-based approach is perceived as being very positive by all stakeholders, having increased coherency/integrity, and also flexibility/efficiency for CCC's work and mandate contributing to promote good governance and effectiveness within the CSOs toward development effectiveness.

However, the CCC and CSOs in Cambodia still face important challenges for the future which will impact their effectiveness and their contributions to the development of Cambodia. Some of these are related to internal challenges such as lack of coordination, poor governance, donor dependencies, and lack accountability to beneficiaries. The external factors, such as the ongoing impact of the global financial crisis; global movements (Istanbul Principles on CSO development effectiveness, Busan Partnership for Effective Development Cooperation, Beyond 2015 development agenda, etc.), lack of trust between the CSOs and the Cambodian Government, new focuses for the National Strategic Development Plan (NSDP) 2014 - 2018, Development Cooperation and Partnership Strategies (DCPS) 2014-2018, Social Accountability Framework (SAF), emerging laws (NGO law, Cyber Law, etc.). Furthermore, the current political climate may also impact the sector if the tense situation continues without a positive resolution.

The results from GHP midterm reviews conducted by ECODE late 2012, risks assessment on institutionalization of Governance & Professional Practices (GPP) in December 2012, internal review in June 2013, and other related research studies informed CCC that the program's focuses and approaches need to be reviewed. An extensive desk research, reviewing CCC and external documents, to look at internal factors was conducted and an external consultant also strongly recommended that CCC review its current Governance Hub Program (GHP) and Vision 2015.

In order to stay relevant, more effective, and responding to new development paradigms happening nationally and internationally, CCC has put a lot of resources and efforts to develop a new version of its Vision and GHP refocused for 2014 - 2018. It is a result from more than six month wider consultations (interview, small group discussions, etc.) with all relevant stakeholders included CCC members, staff members, management and CCC Executive Committee (EXCOM), development partners, government and private sector. The new version has been approved by CCC EXCOM and focuses on the following:

Vision: Sustainable development for Cambodia.

Mission: We provide high quality services to civil society and influence Cambodia's development actors.

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

Outcomes:

1. Improved quality of CSO services
2. Improved enabling environment for CSOs
3. Increased collaboration among CSOs
4. Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate

To reach the goal and expected outcomes, CCC will play role as a coordinator, networker, and advocate for civil society and other development actors, and will focus on:

1. Enhancing CSO governance and effectiveness: by promoting application of Istanbul Principles on CSO development effectiveness and good governance principles and standards of good practice, and sustainability within CCC members and civil society;
2. Fostering enabling environment and partnership: by coordinating the implementation of a social accountability plan and decentralization, and supporting the adaptation of inclusive partnership principles, a rights-based approach, capacity development, and enabling legal frameworks for all development actors.

The updated Vision and GHP 2014-2018 requires US\$5.838 million in the total period of 5 years. Among this US\$2.066 million will be invested for outcome 1 (Improved quality of CSO services); US\$1.467 million for outcome 2 (Improved enabling environment for CSOs); US\$1.599 million for outcome 3 (Increased collaboration among CSOs); and US\$0.706 million for outcome 4 (Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate). Being contingent to the feasibility study to be conducted in 2014, an extra investment of US\$3.5 million would be required for the CSO function center. The center will positively support the development of enabling environments for CSOs and enable CCC to have a projected 50% financial self-dependence after 2018. It is also projected that CSOs will save on their operation costs and contributes to the overall effectiveness of civil society in Cambodia through the use of services and space at the proposed center.

This investment will provide projected benefits directly to at least 1,000 individual organizations, networks/coalitions/alliances and the CSOs as a whole and at least 2,000 other development actors such as Community-Based Organizations (CBOs), people's organizations, academe, government institutions, private sector, political parties and development partners.

Additionally, at least two million target beneficiaries of CCC members, participant organizations and other working partners will be beneficial from CCC and **a strong and capable civil society, cooperating and responsive** to Cambodia's development challenges.

II. SITUATIONAL ANALYSIS

2.1. GENERAL CONTEXT OF CAMBODIA

Cambodia is the 10th member of ASEAN and governed by a system of political pluralism. It is on the United Nations list of Least Developed Countries (LDC), and ranked 157 out of 177 countries in the world in terms of perceived corruption (Transparency International - TI 2012).

Cambodia has a number of great assets including its population of 14.7 million¹, 62% of whom are younger than 25 years, and annual growth rate of 1.9%. Below is a summary of Cambodia at glance:

- GDP Per Capita: \$2100 in 2010 (purchasing power parity)
- Urbanization: 19%
- Sex Ratio: 0.96 men/women
- Life Expectancy: Women – 65.13 years, Men – 60.31 years
- Fertility Rate: 2.84 children born per woman
- HIV/AIDS Prevalence: 0.5% of Cambodia's population (estimated)
- Improved Drinking Water Access: 61% of population
- Improved Sanitation Access: 29% of population
- Literacy Rate: Women – 64.1%, Men – 84.7%
- School Attendance Length: Women – 9 years, Men – 10 years
- Education Expenditures: 2.1% of GDP, 154th in the world and lowest in South East Asia
- Population below Poverty Line: 31%

Gender Analysis:

In a patriarchal society, women have to work hard to find space to participate in political, economical, social and environmental development.

Village leadership positions² are held mostly by men as women hold only 30 per cent of these positions. 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 percent. The proportion of women civil servants increased from 32 percent in 2007 to 34 percent in mid 2009.

A study report on CSO contributions to development of Cambodia in 2012 indicated that only 240 (18%) of 1,348 active CSOs are headed by women.

1 Source: Gender Assessment USAID/Cambodia, 2010, CIA World Fact Book, UNICEF Statistics

2 Five year strategic plan 2009 - 2013 of Neary Rattanak III, Ministry of Women Affairs

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 is highly committed to promoting gender in the organization and associated programs and partners. Gender ratio at the organization level is now 55% female staff, 50% female senior management, and 70% female Executive Committee (EXCOM). At the program level, CCC consistently provides opportunities to female CSO leaders and staff members to participate in key events, consultations workshops and other decision making processes such as strategic visions for NSDP, beyond 2015 development agenda for national and global debates, etc. 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 2014 - 2018.

2.2. INTERNAL STRENGTHS AND CHALLENGES

2.2.1. Context Related to Civil Society Organizations in Cambodia

Over the last years, several studies conducted around the role/s of civil society organizations, particularly of the NGO sector in promoting the development of Cambodian people, reveal serious gaps and challenges in their capacity and effectiveness to perform these roles. While current efforts being undertaken to address these challenges were identified, major gaps remain.

The CSO Contributions to the Development of Cambodia 2012³, conducted by CCC, concluded "that CSOs in Cambodia make substantial contributions to the social and economic development of Cambodia". Another rapid assessment conducted by CCC on the contributions of the NGO sector to Cambodia's development⁴ concluded "that NGOs have made major contributions to Cambodia's development and that their programming has changed to reflect emerging issues and needs. Through a wide range of programs aimed at improving the lives of diverse groups of the population, and in partnership with the Government, there have been considerable improvements in the lives of many Cambodians". The report also cited various efforts of CCC to co-ordinate efforts within the sector to respond to global demands for good governance. One of the key lessons that came out of these initiatives was the need to improve internal NGO accountability.

The NGO Sector Assessment, another study commissioned by CCC in 2010⁵, affirmed the achievements of the sector in the performance of its roles specifically on advocacy, basic social service provision, and provision of support services (e.g. capacity development and research). The assessment described how the institutional capacity of the sector has increased over time and what remain as serious gaps and challenges to the sector in performing their roles both internally and externally. Many of the **gaps and challenges identified were around governance** within the sector.

Most **accountability practices are predominantly upward** mainly in the form of regular reporting, mid-term or end of project evaluation, and limited monitoring. Transparency is mainly understood in financial terms and rarely in terms of decision-making processes. The practice of democratic or participatory decision-making is limited and mainly around collecting information from

3 CCC- CSO Contributions to the Development of Cambodia 2012 – Opportunities and Challenges

4 Rasmussen Kristen: NGO Contributions to Cambodia's Development, 2004-2009: A Rapid Assessment

5 Banez Ockelford, Jane and Catalla, TP: Reflections, Challenges and Choices, 2010 Review of the NGO Sector in Cambodia, July 2010

grassroots/target groups, local partners and sometimes, local authorities during strategic planning, project designing, monitoring and evaluation.

As **top-down leadership models and paternalistic attitudes prevail in Cambodia**, civil society leaders (and members) often fall into patterns of governance that unwittingly create and sustain dependency and do not necessarily encourage and empower members to speak and act on their own behalf, participate in decision-making and seek accountability. NGOs using the community development approach at project level tend to carry out more participatory activities among villagers and formation of working committees or groups for specific functions or tasks related to the project/s. However, there is not much evidence of genuine awareness and empowerment wherein people are enabled to critically analyze the power structures or traditional values that keep them where they are.

As **most NGOs are donor dependent**, their decision-making, not unexpectedly, is influenced greatly by their donors/development partners. In defining strategic focus or directions, including project designs, the primary concerns or issues of communities become secondary to donor priorities and agenda. While development partners provide technical or capacity development support for NGOs to implement good governance practices, they have not effectively addressed cultural norms and traditional values and structures that run counter to these principles and practices (e.g. authoritarian, structures and patronage leadership, informal, personalized, relations based on personal rank and status). In reality, the development partner-NGO relationship mirrors the dynamics of traditional patron-client relationships.

Expertise, particularly in **organizational development and management**, and 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 need to be strengthened. While NGOs engaged in service delivery and capacity building have more developed and productive relationship with Government at both local and national level, the NGOs engaged in advocacy work do not.

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 base especially at grassroots level.

Also, a recent assessment of CSO carried out by UNDP⁶ confirmed, yet again, the positive contributions of CSO in the democratization process of Cambodia. The report says: “even if it is very difficult to establish and identify the causalities underpinning these changes, **it is generally agreed by all actors, from civil society, state and DPs that without the presence of CSOs and their work alongside rural and urban communities these achievements would have seldom been obtained.** CSOs have made important contributions to nurturing democratic values in Cambodia, and they continue to contribute to the still incipient democratization process by engaging in many areas to improve democratic governance. In some of these areas, CSOs have acquired a strong role, contributing to extending and deepening democracy in terms of forming democratic attitudes and habits of tolerance and trust; reconciling people through changing attitudes and inculcating a culture of peace; building social capital and bridging societal cleavages”.

6 UNDP: Civil Society Empowerment And Democratic Governance In Cambodia, September 2010

The above mentioned report goes further in saying that “within the current political context of Cambodia, where one party is monopolizing the democratic institutions and opposition is weak, CSOs are acquiring a key role as a counterweight to state and corporate power and as an essential pillar in promoting transparency, accountability, and the rule of law and other aspects of good governance”. Especially in a context like current Cambodia, in which citizens’ rights are still not entrenched, it is civil society that provides the only channel through which most marginal groups can make their voices heard in decision making processes, protect and promote their civil, political, social and economic rights.

Confronted to these challenges, civil society organizations seem still unprepared and not fully enabled to contribute to strengthening democracy in all their multiplicity of roles.

The report identified some **factors that could undermine the possibility and legitimacy of CSOs** to take part in the decision-making processes:

- **Representativeness or legitimacy of NGOs.** NGOs are non-representative institutions by their same nature, particularly true in Cambodia where NGOs are sometimes seen as an elitist group disconnected with the grassroots. Their legitimacy to advocate on behalf of the marginal groups of society or on behalf of society at large lies in their capacity to raise real social concerns and respond to the interests of under-represented marginal groups.
- **Dependency on donors:** The general perception is that Cambodian NGOs are accountable more to their donors than to other stakeholders. The dependency on external funding, mainly short-term and fragmented, has generally created a framework where NGOs are evaluated, and evaluate themselves, in their capacity to deliver activities and manage resources according to contractual standards set by donors. This view of the NGO sector as part of the aid chain is undermining their legitimacy as actor of civil society.
- **Lack of downward and horizontal (‘peer’) accountability:** The major concern of NGOs in terms of their accountability should be with the grassroots marginal groups of society, their peer NGOs and society at large. It is the way that NGOs structure their accountability downward and to peers and the accountability to their values and visions that mainly defines the nature and legitimacy of NGOs as civil society actors. In terms of the role of NGOs in advocacy and engaging in dialogue with other actors, the way in which NGOs respond to one another and the accountability to peer NGOs is fundamental. The way NGOs are accountable to one another determines the basis of their networking activities. Many NGO representatives pointed out important weaknesses such as a lack of trust among NGOs and the scarce space for real common reflection to build shared goals and take decisions together. Moreover, as we move upstream in the levels of networking, with particular reference here to the umbrella organizations of the sector, there aren’t many mechanisms for evaluating performance or measuring complaints. The risk here lies in reproducing the same unsatisfactory patterns of representation and decision-making as those in the wider democratization process.

There are **several initiatives being carried out by various organizations** that help address some of the gaps and challenges described above. These include⁷:

1. The **voluntary certification system**, which aims at strengthening standards of governance among NGOs. It is based on a Code of Ethical Principles and Minimum Standards for NGOs and it has been being implemented since 2007. The minimum standards include requirements related to vision and mission; governance; relations and communication; finance;

7 CCC - GHP mid-term evaluation (December 2012)

accountability and transparency; quality; human resources. This scheme creates awareness on the importance of complying with the NGO Code and minimum standards of good practice through training workshops on organizational development and management; encourage NGOs to apply for certification and provide coaching and mentoring as needed.

2. Various **alliances and networks** continue to make efforts in rallying as many of their members towards collective advocacy for more relevant national policies and plans and for improved enforcement and implementation of policies and plans.

3. **Training Institutions such as VBNK and SILAKA** help build capacity of NGOs' organizational management skills that include strategic planning, monitoring and evaluation; Governing Board development; leadership training; and human resource and financial management, to name but a few.

4. The training courses on Community Participatory Action Research of GHP **addresses gaps in community based participatory research through developing critical thinking**, analyzing development issues and how micro level issues are linked to macro level issues while conducted actual research studies on various development issues. No other organization is doing anything like this on an open-access basis. Other research facilities that provide training do so either specifically for their own and partners' staff or linked to project activities. But it was recommended to phase out this course.

5. **Research institutions and a few advocacy groups/networks** conduct their own research to provide evidence and support their advocacy campaigns.

6. **Individual NGOs carry out capacity development program** for their own staff and partners to improve specific skills needed for their program and projects. Some also conduct research studies specific to their needs and focus.

7. Some **development partners/donors provide capacity building** support to their partners on various skills, which include strategic planning, project planning, monitoring and evaluation and partnership approaches.

8. **Information and Referral services** by various networks and alliances, primarily CCC, provide information for NGOs.

2.2.2. Rapid Assessment of the Current Status of CSOs in Cambodia

A recent report on the NGO sector in Cambodia⁸ states that **the number of NGOs continues to expand globally, and in Cambodia, as in many countries, NGOs are an important economic force and driver of development**. NGOs play a pivotal development role and is a powerful social force at the local and international level too, bringing communities together for civic events and influencing policy through advocacy campaigns.

Civil society organizations (CSOs) in Cambodia comprise a very wide and often fragmented spectrum, including trade unions and associations, local non-governmental organizations (LNGOs), international non-governmental organizations (INGOs), community-based organizations (CBOs),

8 Suarez, D., & Marshall, J. (2012). Capacity in the NGO Sector: Results from a National Survey in Cambodia. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 20(1).

people's networks, etc. Some have been established by the government to further the government agenda, while others have been established by members to defend their own rights and interests. Many are service NGOs with professional staff that **represents ideas and knowledge on development issues**. Some of these help **promote and facilitate the voices and empowerment of the people** in community led activities. Others play a role as **direct implementers** without much community leadership.

The mentioned report proposes four categories of organizations: networkers, translators, aspirants and laggards.

Networkers

This group is **dominated by local organizations (LNGOs) with substantial resources**, have adopted the large majority of **"best practices" in NGO management**. For instance, all of the organizations in this cluster engage in strategic planning, produce annual reports, and commission independent audits. But the aspect of NGO management that most distinguishes this group is the extent to which they emphasize external relations. All of the organizations in this cluster **participate in networks, and they average far more memberships** than organizations in other clusters. These NGOs are especially **linked to government**, with a big percentage of leaders having government experience. Moreover, these NGOs are the most **likely to have (foreign) government funding**, they are the most likely to train government staff, and the most likely to lobby and advocate on behalf of local communities.

Translators

This group is **dominated by international NGOs (INGOs)** or organizations that specialize in humanitarian and development work. Prior research suggests that INGOs are "carriers" of modern practices, acting as translators between global and local contexts. Local NGOs with funding from international NGOs are much more likely to monitor and evaluate their work, suggesting that **INGOs also have an indirect role in spreading ideas about appropriate management practices**. NGOs in this group also have **similar levels of formalization and rationalization as the networkers**. Most organizations in this group develop strategic plans, create annual reports, and actively maintain their websites. The only major difference between translators and networkers has to do with the **extensiveness of social ties, or linkages to the broader environment** and they are characterized **more by financial monitoring and controls than by memberships in associations**.

Aspirants

The aspirants are substantially lower in their adoption of standard management practices than networkers and translators, yet they can be characterized as having **mid-range capacity for the large majority of formalization and rationalization measures**. The majority of the organizations in this cluster has governing boards and produces annual budgets, but very few of them have a mission statement or have produced a strategic plan and are much less likely to commission independent audits or hire consultants, and they are **less involved in developing needs assessment models for their programs**. Nevertheless, these organizations monitor their finances as regularly as the networkers, and they seem to be quite aware of management trends.

The aspirants also tend to be much **smaller and more likely to be based in the provinces** rather than the capital, Phnom Penh. In general, these NGOs are much smaller and are **not very involved in developing external relations**.

Laggards

The laggards are labeled as such because they are nearly identical to the aspirants with respect to size,

age, and concentration in the provinces, but they are lower than the aspirants on virtually every measure of capacity. The organizations in this cluster are **not necessarily resisters to professionalization, but the lack of human resources may pose challenges for adopting common management practices**. It might not be entirely surprising that these organizations are substantially less likely than NGOs in other clusters to have a website, to develop strategic plans or annual reports, or even to have annual budgets and mission statements. These organizations, however, are not newcomers to the development scene but are **not particularly active in external relations** and are the most isolated of all the clusters, perhaps **reducing their likelihood of exposure to new practices and contacts that could help to implement those management practices**.

It is worth mentioning that there has been a **shift towards empowering the grassroots in recent years, particularly through the development of local associations and CBOs, often supported by donors and in partnership with various arms of government, such as the commune authorities**. These CBOs are springing up all over the country and often work to advocate local authorities on issues such as fishing lot boundaries, community forests and domestic violence. More communities, informal networks and associations affected by land grabbing and the unfair distribution of resources tend to work at grassroots level without registration from the authorities. **They aim to advocate but often do not have the membership base they require for deep movement**. There is the challenge to move toward networks of communities, where local to national level structures are in place to keep lead representatives accountable, requiring strong and well skilled *community organising* – the process of facilitating local level and higher level structures based on analysis of issues and needs, building the concept of membership and membership resourcing, and building the concept leadership.

It should also be pointed out that the 2012 census⁹ also reflects a shift in thinking within the development community, in particular the **desire to change a CSO from an INGO to LNGO**. This reflects a realization that **providing assistance through LNGOs is cost effective, builds local staff capacity, and ensures active community participation in projects**. There is also a significant trend of grassroots organizations formally establishing themselves as registered associations and at the same time, associations becoming local non-governmental organizations.

2.3. EXTERNAL CHALLENGES AND OPPORTUNITIES

2.3.1. National Priorities and Institutional Framework in Cambodia

The Royal Government of Cambodia (RGC)'s overall policy priorities are set out in the Rectangular Strategy, which is currently in Phase 2, and the National Strategic Development Plan (NSDP). The NSDP was developed in 2008 and has been twice reviewed, with mid-term reviews led by the Ministry of Planning (MOP)¹⁰. New NSDP 2014-2018 is in the process of development and to be finalized by the end of 2013. It focuses on program based approach and private public partnership working approach.

Cambodia's Strategic Framework for Development Cooperation Management (SFDCM) was developed in 2005 and originally intended to run from 2006 to 2010. The SFDCM localizes the Paris Declaration in the Cambodian context by identifying a set of priorities for aid management, including alignment; ownership; program-based approaches (PBAs) and budget support; developing

9 CCC- CSO Contributions to the Development of Cambodia 2012 - Opportunities and Challenges

10 Greenhill, R. The age of choice: Cambodia in the new aid landscape (2013). Overseas Development Institute.

appropriate partnership arrangements through Technical Working Groups (TWGs); capacity development; use of Cambodian institutional mechanisms, delivery systems and human resources; predictability and alignment with Cambodian national budget cycles; harmonization; and RGC leadership in aid coordination. The Action Plan for Harmonization, Alignment and Results ran up to the end of 2010. Cambodia plans to develop a new aid policy towards the latter half of 2012, which will build on the SFDCM but include reference to a broader set of partnership arrangements.¹¹ The development of new Cooperation Development and Partnership Strategies (CDPS) 2014 - 2018 is in the process and to be finalized by end of 2013. This will promote inclusive partnership and result based management.

There are many different institutions involved in aid management in Cambodia. Ministry of Planning (MOP) oversees national planning, including management of the Public Investment Program, and Ministry of Economy and Finance (MEF) oversees the national budget. **The CDC/CRDB is mandated to function as a 'one-stop-shop' for the donor community in the mobilization of external resources, and therefore plays a key role in aid coordination.** The Paris Declaration evaluation noted that there is still untapped potential for the CDC to become more engaged in programming and review dialogue with development partners.¹² Relevant ministries and government bodies oversee sector- level strategies and policy formulation, implementation and monitoring and evaluation.

Cambodia has a relatively typical aid coordination structure. As in other countries, there are a number of crosscutting **Technical Working Groups (TWGs)**, which feed into the **Government Donor Coordinating Committee (GDCC)**, which meets three to four times per year. In previous years, there has also been a biannual **Cambodia Development Cooperation Forum (CDCF)**, which replaced the World Bank- led Consultative Group meeting.

Non-governmental organizations (NGOs) are part of the TWG structure, as now stipulated in the law, although it is observed that the boundary between NGOs' implementation and advocacy role are not fully clear. The functioning of TWGs varies by sector, with some TWGs, such as those on health and education, having a good reputation, while this is less true for others. An evaluation of aid effectiveness in Cambodia¹³ noted that those with less complex and politically sensitive issues tended to work better. **It is estimated that approximately one-third of TWGs are working well; one-third are making gradual progress; and one-third are not close to being effective, including one or two that are dormant or deadlocked.** Challenges for the TWGs include those on the donor side in coordinating some sectors; capacity issues within some of the relevant government bodies; **challenges in internal RGC coordination; weak integration of sector strategies,** Joint Monitoring Indicators (JMIs) and the NSDP; and the **mixing of political and policy dialogue** by donors.

11 RGC (Royal Government of Cambodia) (2006) 'Strategic Framework for Development Cooperation Management'. Phnom Penh: RGC.

RGC (Royal Government of Cambodia) (2006) 'Action Plan on Harmonisation, Alignment and Results 2006-2010'. Phnom Penh: RGC.

12 VBNK and RBMG (2010) 'Phase Two Evaluation of the Paris Declaration, Cambodia Country Study Report'. Final Version.

13 Chea, S., Mangahas, J. Thanh An, P. and Wood, B. (2008) Cambodia Evaluation of Aid Effectiveness. Phnom Penh: CDRI. Fraser, A. and Whitfield, L. (2008) 'The Politics of Aid: African Strategies for Negotiating with Donors'. GEG Working Paper 2008/42. Oxford: Global Economic Governance Programme.

16 out of 19 TWGs include representative from local NGOs. Having these representatives in some sectors can be considered a victory in and of itself – and is an important recognition of the role that CSOs play, but **it doesn't necessarily mean it is an effective coordinating mechanism**, or venue for local NGO-government coordination. **TWGs are considered to be intimidating meetings that do not truly allow for ideas or strategies that may conflict with existing policy.**

Decentralization and Deconcentration (D&D) ten year program has layout key focuses and approaches to be implemented at sub-national level. In addition to this, recently, the Royal Government of Cambodia through Ministry of Interior has adopted Social Accountability Framework and its implementation plan (ISAF). The ISAF aims at promoting effective engagement between state and non-state actors for more effective local democratic development. These require CSOs to have better capacity, coordination, and collaboration with other stakeholders, especially local institutions and grassroots organizations in order to support them to own their development process and results.

2.3.2. Non-Traditional Providers and Private Sector in Cambodia

It is important to note that **Cambodia does not have a stated policy on the level of Official Development Assistance (ODA)** it would like to receive in relation to government expenditures or GDP. However, the RGC is very aware that aid dependency is likely to fall, given rising domestic resource mobilization efforts. **Once Cambodia becomes a middle-income country, it is also likely to see a reduction in traditional ODA volumes, making exploring alternative options for financing development particularly attractive¹⁴.** The general consensus is that Cambodia's need for resources has been the strongest government priority and the government is unlikely to refuse funding, regardless of the source (i.e. traditional donor or Non-Traditional Provider (NTP))¹⁵. It was emphasized that there was a **tendency within the RGC to accept offers of funding even if these were not government priorities**, although the quality of implementation was seen as dependent on the degree of government support.

One of the features of the new 'aidscape' is greater engagement between different actors, including donors, governments, NGOs and the private sector, in promoting development objectives. It is worth mentioning that **private sector engagement is a strong priority for the CDC** and that the role that governments and donors play in working with the private sector, are a key element to consider for the future of the NGO sector in Cambodia, which may include the following, as outlined in the Busan Partnership for Effective Development Cooperation:

- Direct engagement with private sector organizations to discuss policies and strategies and agree on development goals;
- Direct support by donors/government to promote private sector development;
- Providing an enabling environment for private sector;
- Providing innovative private sector sources of finance with developmental purposes, rather than purely profit, in mind: so-called 'social impact investment'.

There is little macro-level information on social impact investment flows to Cambodia. **Most stakeholders across government, NGOs and partners were unaware of any activity in social impact investment in Cambodia, and many are not aware of the concept.** However, some in government

14 RGC (Royal Government of Cambodia) (2011) 'Cambodia Development Effectiveness Report 2011'. Phnom Penh

15 Greenhill, R. The age of choice: Cambodia in the new aid landscape (2013). Overseas Development Institute.

and development partners welcomed social impact investment, seeing opportunities in this kind of activity. Some stakeholders compared social impact investment with corporate social responsibility (CSR) activities, of which there are several in Cambodia.

The elements mentioned above will have a **direct impact on the NGO sector** and strategies to develop a good working environment **and understanding between CSO and NTPs and the private sector** should be put in place **anticipating potential shifts in the development agenda**.

III. FOCUSES OF THE COOPERATION COMMITTEE FOR CAMBODIA FOR 2014 - 2018

The *Cooperation Committee for Cambodia* (CCC) started in the early 90's as coordination body to address the challenges and opportunities that Civil Society was experiencing at that time. It played a key role in the integration of International NGOs in the aid landscape in Cambodia and their relationship with the Royal Government of Cambodia. In the mid to late 90's, CCC introduced several projects (Development Analyst (DA), Gender and Development (GAD), Analyzing Development Issues (ADI), etc.) to address the needs of civil society. At the turn of the millennium CCC successfully led efforts and coordination in the Capacity Development scenario in Cambodia. It also strengthened the relationship with the RGC and introduced the NGO Good Practice Project (GPP).

Shortly after that a 5-Year Strategic Plan (2009-2013) with a redefined vision and mission was developed and strengthened, it was agreed that Research was introduced as a key component of their projects. The early years of the new decade positioned CCC as the focal point of reference in the CSO sector in Cambodia at an international level with its involvement in the Open Forum for CSO Development Effectiveness.

Celebrating 20 years of serving the CSO sector in Cambodia, CCC prepared the transition to a Program Based Approach and developed the foundations of the Governance Hub Program (2011-2015) that is currently being implemented.

Analyzing the history and successes of CCC since its foundation, there is one common element that persist and that is stated in its programmatic goals: "*Deliver high quality services responsive to the CSO needs*". It is evident that the needs in the early 90's are very different the ones at present and will eventually be other in the future. The ability to identify these needs and the flexibility to adapt CCC to them are the key elements to CCC institutional sustainability.

At present, all the informants interviewed during this consultancy, have been consistent in stressing that the needs of CSO, and therefore, **what is expected from CCC** is effective **coordination**, independent **research**, and strong **networking** and **advocate** among all key stakeholders, including Government, Development Partners, and private sector.

For 2014 - 2018, CCC will have vision, mission, values, goal, key focuses, approaches, outcomes, key performance indicators, and strategic activities as follow:

3.1. VISION

Sustainable development for Cambodia.

3.2. MISSION

We provide **high quality services** to civil society and **influence** Cambodia's development actors.

3.3. VALUES

Everything that the Cooperation Committee of Cambodia does is informed by the following five values: **Integrity - Responsiveness - Cooperation - Quality - Inclusiveness**

3.4. GOAL

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

3.5. THEMATIC PRIORITIES AND APPROACHES

1. **Enhancing CSO governance and effectiveness:** by promoting application of Istanbul Principles on CSO development effectiveness, Busan Principles for Effective Development Cooperation and good governance principles and standards of good practice, and sustainability within CCC members and civil society.
2. **Fostering enabling environment and partnership:** by coordinating multi-stakeholders to implement and monitor social accountability plan and decentralization and deconcentration program, and to support adaptation of inclusive partnership principles, right based approach, capacity development, and enabling legal frameworks, engagement in beyond 2015 agenda at national and international levels.

3.6. OUTCOMES, INDICATORS AND STRATEGIC ACTIVITIES

Outcomes	Indicators	Strategic Activities
1. Improved quality of CSO services.	1.1. Applicant CSOs received GPP certification increased from 45 in 2013 to at least 125 by 2017.	1.1.1. Facilitate and conduct organizational assessment of applicant CSOs against the GPP standards. 1.1.2. Facilitate certified CSOs to maintain their compliance with the GPP standards. 1.1.3. Support applicant CSOs to implement recommendations of GPP. 1.1.4. Conduct revision of the Code and Voluntary Certification System (VCS) through participatory approaches based on the needs of civil society in Cambodia. 1.1.5. Facilitate the development process and use of practical guidelines for organizational development of small and grassroots based organizations in Cambodia. 1.1.6. Facilitate and manage a CSO certification center.

Outcomes	Indicators	Strategic Activities
	<p>1.2. At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.</p>	<p>1.2.1. Conduct eight learning forums (2x4 forums) annually on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E).</p> <p>1.2.2. Conduct three training courses on GPA (including GPP tool, IP and Community Participatory Action Research - CPAR) annually and each course will open for 15-20 organization's representatives.</p> <p>1.2.3. Conduct one training course/refresher training course annually for newly selected and existing Voluntary Field Assessors (VFAs).</p> <p>1.2.4. Facilitate development and implementation of national agenda for CSO capacity development and learning.</p>
<p>2. Improved enabling environment for CSOs.</p>	<p>2.1. At least four laws and policies (e.g. Law on Association and NGOs-LANGO, Cyber Law, National Strategic Development Plan - NSDP, D&D) to be proposed by the government included recommendations from CSOs.</p>	<p>2.1.1 Facilitate and consolidate research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.</p> <p>2.1.2 Conduct research studies on Enabling Environment, CSO contributions and performance, and local democratic development (e.g. social accountability and Decentralization and Deconcentration-D&D).</p> <p>2.1.3 Facilitate CSOs participation in laws and policies development processes, and implementation monitoring.</p>
	<p>2.2. Funding and other support for CSOs, especially GPP certified CSOs gradually increased.</p>	<p>2.2.1 Promote profile and work of CCC's members and others CSOs through printed and air media as well as social media.</p> <p>2.2.2 Work with funding partners of GPP applicants to get their co-finance support.</p> <p>2.2.3 Advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.</p> <p>2.2.4 Engage different actors for development effectiveness.</p>

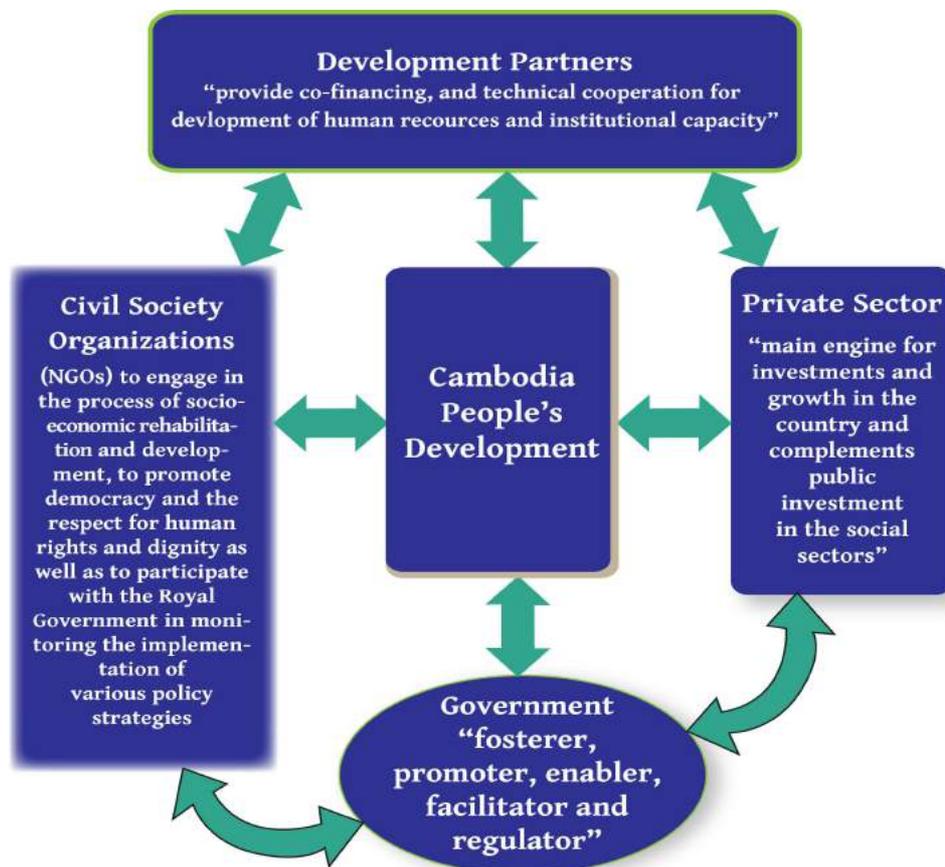
Outcomes	Indicators	Strategic Activities
<p>3. Increased collaboration among CSOs.</p>	<p>3.1. Number of Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative actions.</p>	<p>3.1.1 Facilitate the promotional campaigns on the application of international and national best practice principles and CSO roles (e.g. translate IPs and Busan into local language, media campaign, NGO code...).</p> <p>3.1.2 Create formal partnership between CCC and other related stakeholders for better use of resources and collective responses to development challenges at both national and sub-national levels.</p> <p>3.1.3 Work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labor forces.</p> <p>3.1.4 Coordinate CSO engagement in the mechanisms of Development Cooperation Partnership Strategy -DCPS 2014-2018 and other mechanisms (TWGs, GDCC, CDF, and annual government and NGOs meeting...).</p> <p>3.1.5 Facilitate Cambodian CSOs engagement in regional (MCLV) and international alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, ASEAN).</p>
	<p>3.2. CCC membership increased from 160 in 2013 to 300 in 2018.</p>	<p>3.2.1. Expand CCC membership.</p> <p>3.2.2. Coordinate members to maximize their contributions to the development of Cambodia.</p> <p>3.2.3. Facilitate and manage up-to-date information on CSOs operating in Cambodia.</p>
	<p>3.3. A common premise for CSO office and functions.</p>	<p>3.3.1. Conduct a feasibility study on establishment of a CSO functioning center.</p> <p>3.3.2. Facilitate center construction and management.</p> <p>3.3.3. Launch and manage the CSO function center from 07.07.2017.</p>

Outcomes	Indicators	Strategic Activities
<p>4. Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate</p>	<p>4.1. CCC operational funds from donors reduced from 85% in 2013 to 50% by 2018</p>	<p>4.1.1. Develop and implement communications and fund raising strategies.</p> <p>4.1.2. Facilitate sound financial management.</p> <p>4.1.3. Collect application and annual certification, CCC membership, and other initiative fees.</p>
	<p>4.2. CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.</p>	<p>4.2.1. Review and update appropriate and relevant policies, guidelines, procedures, and performance management system.</p> <p>4.2.2. Create a culture of professional practices.</p> <p>4.2.3. Conduct regular monitoring and evaluation including reporting.</p> <p>4.2.4. Maintain compliance with GPP standards and certificate.</p> <p>4.2.5. Facilitate responses to CCC donor requirements, and government regulations.</p>

Detailed activities can be found in Annex 1.

IV. TARGETS, LOCATIONS AND PARTNERS

The updated Vision and GHP will be delivered through various ways of working, especially on *Inclusive Partnership* with all development actors that will give stronger emphasis on the role of CCC as a coordinator, networker, researcher, and advocate sector-wide services. These stakeholders in the following diagram will be actively engaged in implementing key related activities.



CCC's target location is nationwide, including all 24 provinces and municipality, and sub-Mekong countries (Myanmar, Cambodia, Lao and Vietnam - MCLV).

The program's primary targets are at least 1,000 individual organizations, networks/coalitions/alliances and the civil society as a whole. Secondary target groups are at least 2000 other development actors such as community-based organizations, people's organizations, academe, government institutions, private sector, and development partners at both sub-national, national, and regional levels. Hundred thousand target beneficiaries of CCC members and other working partners will be beneficial from key focuses, approaches and key activities of this updated Vision and GHP.

Key partners of CCC for next five years include current 160 CCC members and 15 funding partners. At sub-national level; at least 15 provincial NGO networks and local government authorities. National level: key NGO networks (NGO Forum on Cambodia, CHRAC, MEDICAM, CRRT, NEP, NGO CRC,...), private sector (Cambodian Chamber of Commerce, Lotus Foundations,...), development partners (AusAID, SIDA, World Bank, Swizz Cooperation for Development, EU, JICA, KOICA, USAID, and UN Agencies) and government (MoI, CoM, CDC, MoFA/IC, Parliamentarians, and Courts). At regional and international level: Asian Development Alliance (ADA), One World Trust, CIVICUS, Learning House for Development (LHD), VUSFU/VUSTA, People in Aid, International Federation Platform (IFP), Beyond 2015 Alliance, GCAP, etc.

V. IMPLEMENTATION STRUCTURE AND PROCESS

5.1. IMPLEMENTATION STRUCTURE

To efficiently and effectively achieve CCC's development goal, the organization will be structured into five component teams (see annex 2: organizational structure 2014 - 2018) including:

- Governance & Professional Practice (GPP): This component focuses on promoting good governance and professional practice and effectiveness within NGO sector through promotion and application of standards of good practices and voluntary certification system (VCS).
- Research and Learning (R&L): This component is more on producing evidence based research studies on CSO contributions to development of Cambodia, global movements and national laws, policies and strategies that impact CSO roles and contributions. It is also consolidating diverse research findings and sharing them which can be used to influence the thinking, policies and practices of policy makers and practitioners in all sectors.
- Coalition Building, Advocacy and Networking (CAN): This component puts more emphasis on enhancing harmonization and effectiveness within CSO sector in Cambodia, promoting enabling environment, and local democratic development through inclusive partnership and right based to development approaches.
- Operations and Organizational Development (OOD): Operations department is a supporting structure, but important to deliver the commitments made in the program goals. This department is about ensuring effective human resource management, sound and sustainable financial management, internal governance, and compliances.
- Communications and Membership Development (CMD): This department is cross-cutting over the three components, and supports the foundations of all the work done by CCC/GHP. Key elements of this department are membership support and development, communications and public relation, NGO database and publication, and information communication technology.

5.2. IMPLEMENTATION PROCESS

1. Annual operational plan will be developed to turn the key activities into actions. Each activity will be guided by a separate concept note that elaborates why, what, how, who, when, and where to do.
1. All the components will be implemented with the active involvement from other key players in these areas. This would be done through the following:
 - Work closely with CCC members and development partners to better utilize and mobilize resources and labor forces for development works in Cambodia in order to effectively address the development challenges in Cambodia.
 - Strengthening and facilitating existing volunteer groups (e.g. VCS working group, NGO Code Compliance Committee, national working for CSO Capacity Development and Learning, Long Term and Short Term Task Team, etc.) to provide guidance and oversight in

the detailed planning, implementation, monitoring and evaluation of key activities of good governance and professional practices, Research and Learning, and coalition building, advocacy and networking.

- Creating feedback mechanisms that will involve NGOs and other partners and development actors.
2. Facilitating and providing spaces for NGOs to get together for learning and sharing experiences (e.g. conduct seminars or conferences on evaluation reports or specific case studies).
 3. Creating opportunities for NGOs and other development actors to have meaningful dialogues and negotiations.
 4. Referring products of research, studies, evaluation and reviews and other documentation to appropriate NGOs or networks for their use in advancing their own work (e.g. research studies on development issues coming out of the participatory action research training can be passed on to networks or NGOs working on those issues for action).
 5. Directly collaborating with other networks and NGOs in advocating for the interest of the whole NGO sector towards achieving greater impact for the development of Cambodia people.
 6. In keeping with key elements of good governance on equity, inclusiveness and participation, the program will try to ensure that groups and organizations working specifically on women/gender; disability; indigenous and ethnic minorities; children; and other most marginalized sectors will participate in this program actively and that their needs are addressed appropriately.

VI. ASSUMPTIONS AND RISKS

6.1. ASSUMPTIONS

1. CCC members and development partners fully support CCC Vision and GHP refocused 2014 - 2018 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.

6.2. RISKS MANAGEMENT

It is foreseen that some constraints might happen along the implementation of this Vision and Refocused GHP Program of CCC. Some important risks have been identified, assessed with their likelihood and impact rated into three different levels: low, medium and high. They are also followed by a set of strategies to manage those threats.

Risks	Likelihood	Impact	Strategies for Risks Management
1. Leadership of NGOs/ Associations' leaders toward good practice are still moderate.	Medium	High	Building awareness and capacity of NGO Leaders about values-based development and importance of upholding professionalism in the sector. Director (CEO) forum will be conducted by CCC to discuss and learn about the development trends and issues that affect their organization and NGO community, and their target community. Promoting Istanbul Principles on CSO Development Effectiveness.
2. Emerging draft Law on Associations and NGOs (LANGO) and Cyber Law.	High	High	Collective efforts within NGO community and other stakeholders at both national and international levels to ensure that the Law is enable for NGO to freely exercise their right as Development Actor. Build good partnership with development partners and key government ministries so the NGO community can persuade and dialogue with them for the best of Cambodian.
3. Provincial networks are not able to function efficiently and effectively.	Medium	High	Provide technical support to target provincial NGO network leaders to establish community of practices and if possible to have a set of common strategies among NGOs in their province.
4. Inclusive partnership between different stakeholders (government, development partners, private sector and CSO sector) is still in principles, not in practices therefore the development effectiveness is not guaranteed.	Medium	High	Maintain positive working relationship with all stakeholders. Create and facilitate dialogue between CSO and private sector, CSO and development partners, and CSO and government so that they all can work together for better development in Cambodia.
5. Development Partner/ donors resist using their own tools for assessment and capacity development of their partners and shift their	High	High	Reinforce Paris Declaration on Aid Effectiveness and Bussan Partnership for Effective Development Cooperation through regular dialogue and advocating for using the Voluntary Certification System for assessing and

Risks	Likelihood	Impact	Strategies for Risks Management
development agenda.			building capacity of their partners to comply with the requirements of their funding partners, and promoting principle of country heavy and global light and inclusive partnership in effective development.
6. Funding issue: a) shifting funding support from directly to NGO to government and/or CBOs, b) financial crisis remained high impact to INGOs and Local NGOs in Cambodia.	Medium	High	a) Working with government and development partners to ensure that they support NGOs as catalyst for empowering CBOs and other grassroots organizations, if possible joint project should be considered. b) Idea of having CSO national trust fund where it can be flexible to support any organization who needs modest money to fill their funding gaps or to complete some the standards required by the NGO code.

VII. ACCOUNTABILITY, MONITORING AND EVALUATION

CCC will utilize various methodologies to assess progress against its strategic goals, objectives, outcomes, and target indicators 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 components/departments will review and update their specific sub-strategies and develop annual operational plans and monitoring frameworks which intentionally identify key learning points and take managerial actions in timely manner.

With a firm commitment, the internal M&E framework of CCC will be finalized by end of 2013. CCC will adopt participatory approach for monitoring and evaluation which will endeavor to involve our participants, partners at various levels and other stakeholders. Participatory methodologies and tools to be used for M&E include:

- Annual organizational financial audits
- Focus group discussions (among members and other partners)
- Baseline surveys and members satisfaction survey
- Component/unit team workshops
- Pre-test and post-test/feedback of CCC events
- Online Feedback/Complaint Mechanism
- Monitoring and evaluation matrixes

On the other hand, 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), to the Executive Committee and Development Partners (upward accountability), CCC will continue to use effective 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. These include:

- Staff reflection sessions (2x a year)
- 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

Moreover, externally contracted independent midterm review (end of 2015) and end of program evaluations (end of 2018) will also be conducted to ensure the effectiveness and efficiency of the whole GHP program and also to underpin the role of the CCC in stimulating stronger cooperation and shared voice among CSOs in the development of Cambodia. Besides from these reviews, all teams will continue to explore other creative methods and apply them as appropriate.

VIII. SUSTAINABILITY OF GOVERNANCE HUB PROGRAM

The Program has built in mechanisms that will contribute to long-term sustainability of CCC and civil society in Cambodia. These include:

8.1. FINANCIAL SUSTAINABILITY

- 1) 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.
- 2) Establishment of an independent Voluntary Certification System which will be generating and mobilizing its own resources. So component one of this program will be transferred into the new center.
- 3) Cost recovery through part payment of capacity development fees from participating NGOs/groups.
- 4) Part payment of common services (procurement, advice, referral, etc.).
- 5) Building and managing a CSO functioning center so that CCC can generate from facilities renting fee and coordination activities. It is expected that at least 70% of annual incomes of CCC is generated from this center two years after the center built and functioned.
- 6) The mindset of target CSO leaders will be sharpened, through introduction and application of new working approach such as Assets Based Community Development (ABCD) and the

Istanbul Principles, so that they can ensure effectiveness and sustainability of their organizations.

8.2. GHP MANAGEMENT

Seven elected Executive Committee from CCC members will provide general strategic and leadership support to the executive body. The executive body comprises four senior managers (Executive Director, Head of Program, Head of Operations and Head of Communications), component managers, specialists, officers and support staff. At the initial stages, CCC will need technical support from advisors but it is anticipated to decrease over time as capacity of management and staff increases through experience and further capacity development.

8.3. SUPPORT STRUCTURES AND LINKAGES

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). This will be done among others, through:

- 1) involving NGOs in the planning, implementation and evaluation of key activities (e.g. capacity development, research, certification, promotional campaigns) by creating Steering Committees or Working Groups
- 2) facilitating and creating spaces for individual NGOs and other development actors to come together in sharing lessons, debating good governance issues
- 3) organizing more constructive dialogues between government institutions and NGOs around common issues affecting good governance practices (e.g. recognizing the value-added by the voluntary certification system)
- 4) lobbying development partners for positively support efforts to increase good governance practice among NGOs and other constituents of civil society
- 5) creating and strengthening linkages between NGOs, CBOs, Government institutions at all levels (national, sub national, community) in the development and implementation of policy strategies (e.g. engaging at all levels of D&D structures)
- 6) strengthening linkages with the private sector through their corporate social responsibility (CSR) policy and practices
- 7) developing regional and international linkages with likeminded networks/alliances and seek endorsements to international support organizations

IX. INDICATIVE BUDGET

9.1. PROPOSED FUNDING MODALITY

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. Further, it is expected that as there will be less number of development partners to relate to, there will be more opportunities to deepen and strengthen both technical and financial aspects of the partnership relationship. This approach is also more in line with the global trend to harmonize and simplify CSO funding arrangements for the same reasons as just explained.

9.2. SUMMARY BUDGET

The updated Vision and GHP 2014-2018 requires US\$5.838 million in total. From this total amount, US\$2.066 million will be invested for outcome 1 (Improved quality of CSO services); US\$1.467 million for outcome 2 (Improved enabling environment for CSOs); US\$1.599 million for outcome 3 (Increased collaboration among CSOs); and US\$0.706 million for outcome 4 (Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate). Being contingent to the feasibility study to be conducted in 2014, an extra investment of US\$3.5 million would be required for the CSO function center. The center will positively support the development of enabling environments for CSOs and enable CCC to have a projected 50% financial self-dependence after 2018. It is also projected that CSOs will save on their operation costs and contributes to the overall effectiveness of civil society in Cambodia through the use of services and space at the proposed center.

Strategic Activities	Total Amount (US\$)					Total (US\$)
	2014	2015	2016	2017	2018	
Outcome 1: Improved quality of CSO services	415,223	409,916	468,391	475,483	297,179	2,066,193
Outcome 2: Improved enabling environment for CSOs	272,229	267,657	304,267	300,581	322,578	1,467,311
Outcome 3: Increased collaboration among CSOs	325,623	296,197	312,462	325,264	339,486	1,599,031
Outcome 4: Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate	126,146	128,467	144,726	143,511	163,248	706,097
Total (US\$)	1,139,221	1,102,237	1,229,846	1,244,839	1,122,490	5,838,633

Detailed budget for five year can be found in Annex 3: Budget

Annex 1: Key strategic and detailed activities

Development goal: Strong and capable civil society, cooperating and responsive to Cambodia’s development challenges

Outcome 1: Improved quality of CSO services

Two indicators were developed to measure and report the performance against the expected outcome.

- Indicator 1.1: Applicant CSOs received GPP certification increased from 45 in 2013 to at least 125 by 2017.
- Indicator 1.2: At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programs.

Strategic Activities	Detailed Activities	Responsible Team
1.1.1. Facilitate and conduct organizational assessment of applicant CSOs against the GPP standards. (ongoing)	1.1.1.1. Work with ICT unit to upgrade and maintain online application for GPP. 1.1.1.2. Facilitate online application and screening process. 1.1.1.3. Facilitate meetings/retreat with VCS Working Group and NGO Code Compliance Committee (NCCC). 1.1.1.4. Work with Voluntary Field Assessors (VFA) and the GPP team to conduct field assessment with applicant organizations. 1.1.1.5. Produce assessment reports and share them to applicant organizations. 1.1.1.6. Work with other units within CCC to increase participation of interested organizations including members of CCC. 1.1.1.7. Track statistics of the application process for all applicants, and address any delays or problems in the process.	<ul style="list-style-type: none"> • GPP

Strategic Activities	Detailed Activities	Responsible Team
<p>1.1.2. Facilitate certified CSOs to maintain their compliance with the GPP standards. (ongoing)</p>	<p>1.1.2.1. Conduct field follow up visits to certified CSOs.</p> <p>1.1.2.2. Conduct learning forum with certified organization in order to maintain their compliance with the standards.</p> <p>1.1.2.3. Work with communication officers of certified NGOs to ongoing promote and debate on their professional practices (CNGOs campaigns).</p> <p>1.1.2.4. Facilitate CNGOs to have joints efforts (e.g. join proposal development and implementation).</p>	<ul style="list-style-type: none"> • GPP
<p>1.1.3. Support applicant CSOs to implement recommendations of GPP. (ongoing)</p>	<p>1.1.3.1 Provide coaching and mentoring to applicant CSOs.</p> <p>1.1.3.2 Facilitate one seminar annually between boards and EDs of the applicant NGOs.</p> <p>1.1.3.3 Conduct mapping survey of the capacity development service providers and make referral services available for CSO as needed.</p>	<ul style="list-style-type: none"> • R&L
<p>1.1.4. Conduct revision of the Code and Voluntary Certification System (VCS) through participatory approaches based on the needs of civil society in Cambodia. (2016)</p>	<p>1.1.4.1. Conduct a study to ensure that the Code is relevant to current organizational and program development needs of the applicant organizations.</p> <p>1.1.4.2. Conduct revision of the Code and VCS through participatory approaches based on the needs of civil society in Cambodia and in comparison to similar systems in other countries.</p> <p>1.1.4.3. Facilitate application of the revised Code and VCS.</p>	<ul style="list-style-type: none"> • GPP
<p>1.1.5. Facilitate the development process and use of practical guidelines for organizational development of small and grassroots based organizations in</p>	<p>1.1.5.1. Facilitate the development process of practical guidelines for organizational development of small and grassroots based organizations in Cambodia.</p> <p>1.1.5.2. Work with CAN Component to encourage small and grassroots</p>	<ul style="list-style-type: none"> • GPP

Strategic Activities	Detailed Activities	Responsible Team
Cambodia (from 2014 onward).	<p>organizations to use practical guidelines.</p> <p>1.1.5.3. Engage/follow up with small and grassroots organizations using practical guidelines, to monitor the success and relevance of these guidelines at improving governance practices.</p>	
1.1.6. Facilitate and manage a CSO certification center. (2016)	<p>1.1.6.1. Reconfirm the feasibility study of transitioning GPP into an independent center.</p> <p>1.1.6.2. Develop and agree on plan for GPP to transition into an independent center.</p> <p>1.1.6.3. Develop governance materials (bylaws, policies, etc.) and structures for the independent center.</p> <p>1.1.6.4. Facilitate registration process with relevant ministries (e.g. Ministry of Interior) for the CSO certification center.</p> <p>1.1.6.5. Facilitate the development of a strategic plan, including fundraising strategies, communication strategies, and a monitoring and evaluation system of the center.</p> <p>1.1.6.6. Develop proposals and generate resources from different sources for the technical and financial sustainability of the independent center.</p> <p>1.1.6.7. Officially launch the new institution (set up office, recruit & train required staff, etc.).</p>	<ul style="list-style-type: none"> • GPP
1.2.1. Conduct eight learning forums (2x4 forums) annually on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E). (ongoing)	<p>1.2.1.1. Conduct two learning forums on HR annually to at least 80-120 participants from CCC members and other interested organizations.</p> <p>1.2.1.2. Conduct two learning forum on ICT annually to at least 80-120 participants from CCC members and other interested organizations.</p> <p>1.2.1.3. Conduct two learning forum on FM annually to at least 80-120</p>	<ul style="list-style-type: none"> • R&L

Strategic Activities	Detailed Activities	Responsible Team
	<p>participants from CCC members and other interested organizations.</p> <p>1.2.1.4. Conduct two learning forum on M&E annually to at least 80-120 participants from CCC members and other interested organizations.</p> <p>1.2.1.5. Conduct two meetings annually with each of the working groups on HR, ICT, FM and M&E respectively.</p> <p>1.2.1.6. Update the practical guidelines for HR, ICT, FM and M&E in 2015 and 2018.</p> <p>1.2.1.7. Facilitate to integrate e-learning into learning forums from 2016 onward.</p>	
<p>1.2.2. Conduct three training courses on GPA (including GPP tool, IP and Community Participatory Action Research - CPAR) annually and each course will open for 15-20 organization's representatives. (ongoing)</p>	<p>1.2.2.1. Develop and update materials to integrate GPP tool, Istanbul Principles (IP) and Community Participatory Action Research - CPAR) approach into the GPA course.</p> <p>1.2.2.2. Conduct three training courses on GPA annually and each course will open for 15-20 organization's representatives.</p> <p>1.2.2.3. Provide ongoing support to the trained organizations to prepare them to participate in VCS process.</p> <p>1.2.2.4. Work in partnership with local university (e.g. RUPP) to integrate the GPA course into the university's curriculum.</p>	<ul style="list-style-type: none"> • R&L
<p>1.2.3. Conduct one training course/refresher training course annually for newly selected and existing Voluntary Field Assessors (VFAs). (ongoing)</p>	<p>1.2.3.1. Conduct one training course/refresher training course annually for newly selected and existing VFAs.</p> <p>1.2.3.2. Provide ongoing support/coaching services to VFAs.</p>	<ul style="list-style-type: none"> • GPP
<p>1.2.4. Facilitate development and implementation of national agenda for CSO capacity development and learning.</p>	<p>1.2.4.1. Facilitate National Working Group for CSO Capacity Development and Learning (NCDL) meetings based on agreed schedule (e.g. bi</p>	<ul style="list-style-type: none"> • R&L

Strategic Activities	Detailed Activities	Responsible Team
(ongoing)	<p>monthly basis).</p> <p>1.2.4.2. Coordinate NCDL and contracted training institutions to implement national agenda for CSO capacity development and learning.</p> <p>1.2.4.3. Support NCDL to monitor the progress of implementation of the agenda.</p> <p>1.2.4.4. Facilitate NCDL to conduct a capacity need assessment for CSOs in Cambodia.</p> <p>1.2.4.5. Facilitate NCDL to develop a three year national agenda for CSOs capacity development and learning for 2016-2018.</p> <p>1.2.4.6. Facilitate NCDL to have collaboration with any designated university to mainstream the CSO good practice or governance into the university's curriculums.</p>	

Outcome 2: Improved enabling environment for CSOs

Two indicators were developed to measure and report the performance against the expected outcome.

- Indicator 2.1: At least four laws and policies (e.g. Law on Association and NGOs-LANGO, Cyber Law, National Strategic Development Plan -NSDP, D&D) to be proposed by the government included recommendations from CSOs.
- Indicator 2.2: Funding and other support for CSOs, especially GPP certified CSOs gradually increased.

Strategic Activities	Detailed activities	Responsible Team
2.1.1 Facilitate and consolidate research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders. (ongoing)	2.1.1.1. Facilitate Research Advisory Board (RAB) to develop a research agenda related to CSOs and their development works and facilitate to implement research agenda. 2.1.1.2. Collect/update research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders. 2.1.1.3. Work with Communication Team to develop and maintain database of research studies.	<ul style="list-style-type: none"> • R&L
2.1.2. Conduct research studies on Enabling Environment, CSO contributions and performance, and local democratic development (e.g. social accountability and Decentralization and Deconcentration- D&D). (ongoing)	2.1.2.1. Conduct one research on CSO contribution and their performances index in every year. 2.1.2.2. Facilitate one research study on the enabling environment (including development trends, laws, policies, strategies and guidelines related to CSOs) by end of 2015 and earlier 2018. 2.1.2.3. Work with CAN Component to conduct one research study on progress and challenges of social accountability and D&D implementation by CSOs in 2014 and 2017. 2.1.2.4. Work with Communication team to print at least 200 copies of each research report, launch the publication and make them available online.	<ul style="list-style-type: none"> • R&L

Strategic Activities	Detailed activities	Responsible Team
	<p>2.1.2.5. Conduct semiannual issue briefing workshops to share findings from the research conducted by CCC and consolidated research with relevant stakeholders including policy and decision makers.</p> <p>2.1.2.6. Develop proposals/concept notes for implementation of recommendations made by researches and introduce them to other stakeholders for their consideration.</p>	
<p>2.1.3. Facilitate CSOs participation in laws and policies development processes, and implementation monitoring. (ongoing)</p>	<p>2.1.3.1. Work in partnership with government and other development actors including CSOs and DPs to debate on laws (NGO law, Cyber Law etc.) impacting CSOs and their target beneficiaries.</p> <p>2.1.3.2. Engage citizens in different dialogues for influencing on policies, laws and practices.</p> <p>2.1.3.3. Work in partnership with NGO Forum on Cambodia and other CSOs to monitor the progress of NSDP and other priorities implementation.</p> <p>2.1.3.4. Document and facilitate cases management regarding the implementation of NGO law and Cyber Law.</p>	<ul style="list-style-type: none"> • CAN
<p>2.2.1 Promote profile and work of CCC's members and others CSOs through printed and air media as well as social media. (ongoing)</p>	<p>2.2.1.1. Promote the events and achievement of CCC, GPP, CSOs for the development of Cambodia through multimedia including CCC's online sites (e.g. Facebook, Twitter), and website.</p> <p>2.2.1.2. Exchange partnership program with relevant bodies at the regional and international levels such as One World Trust, ACFID CODE.</p> <p>2.2.1.3. Participate and facilitate a joint working group on information communication technology for development (ICT4D working group).</p>	<ul style="list-style-type: none"> • CMD
<p>2.2.2 Work with funding partners of GPP applicants to get their co-finance support.</p>	<p>2.2.2.1. Facilitate meetings with individual donors of the GPP applicants.</p> <p>2.2.2.2. Develop and implement joint work plan with them to support the</p>	<ul style="list-style-type: none"> • GPP

Strategic Activities	Detailed activities	Responsible Team
(ongoing)	GPP applicants. 2.2.2.3. Organize annual consultation/forum on NGO good governance & professional practices.	
2.2.3 Advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs. (ongoing)	2.2.3.1. Form an independent fund management committee (IFMC) with clear term of reference. 2.2.3.2. Facilitate meetings with IFMC, other related ministries and parliamentarians to lobby to allocate national budget for CSOs. 2.2.3.3. Disseminate information and monitor the funding management.	<ul style="list-style-type: none"> • CAN
2.2.4 Engage different actors for development effectiveness. (ongoing)	2.2.4.1. Facilitate regular (e.g. annually) meeting/dialogue between CSOs and development partners including UN country team. 2.2.4.2. Facilitate regular (e.g. bi-annually) meeting/dialogue between CSOs and private sector.	<ul style="list-style-type: none"> • CAN

Outcome 3: Increased collaboration among CSOs

Three indicators were developed to measure and report the performance against the expected outcome.

- Indicator 3.1: Number of Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative actions.
- Indicator 3.2. CCC membership increased from 160 in 2013 to 300 in 2018.
- Indicator 3.3: A common premise for CSO office and functions.

Strategic Activities	Detailed activities	Responsible Team
3.1.1. Facilitate the promotional campaigns on the application of international and national best practice principles and CSO roles (e.g. translate IPs and Busan into local language, media campaign, NGO code...). (ongoing)	3.1.1.1. Facilitate to develop joint statements or press releases on CSO roles and contributions to development of Cambodia. 3.1.1.2. Keep up good communications with media agencies by having regular meetings with them. 3.1.1.3. Facilitate feedback responses from members, and other stakeholders on CCC's messages, surveys and other services. 3.1.1.4. Work with all CCC departments to support them how to develop message to different audiences and media. 3.1.1.5. Produce one video documentary annually to promote CCC's work, GPP and membership.	<ul style="list-style-type: none"> • CMD
3.1.2. Create formal partnership between CCC and other related stakeholders for better use of resources and collective responses to development challenges at both national and sub-national levels. (ongoing)	3.1.2.1. Work with individual NGO coalition, provincial NGO networks on formalization of partnership. 3.1.2.2. Formalize partnership with clear memorandum of understanding (MoU) between CCC and partners. 3.1.2.3. Facilitate and coordinate implementation of the MoU, and monitor its progress, challenges and gaps. 3.1.2.4. Facilitate/advocate annual provincial public forum/consultation	<ul style="list-style-type: none"> • CAN

Strategic Activities	Detailed activities	Responsible Team
	workshops with different stakeholders including grassroots people/ groups, private sectors, government and other stakeholders from sub-national and national level.	
3.1.3. Work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labor forces. (ongoing)	3.1.3.1. Continue to work with Long Term (LTTT) and Short Term Task Teams (STTT) to develop strategic vision for CSOs and to address short term and long term development challenges. 3.1.3.2. Develop concept note for the dialogue between INGOs and LNGOs highlighting the development of CSO common strategies ensuring harmonization on development effectiveness beyond 2015. 3.1.3.3. Organize regular dialogues between LNGO and INGO. 3.1.3.4. Monitor progress, challenges and gaps in implementing the agreed points.	<ul style="list-style-type: none"> CAN
3.1.4. Coordinate CSO engagement in the mechanisms of Development Cooperation Partnership Strategy -DCPS 2014-2018 and other mechanisms (TWGs, GDCC, CDF, and annual government and NGOs meeting...). (ongoing)	3.1.4.1. Support key NGOs leaders in existing TWGs and establish more working groups to have better understanding on development trends, changing mindset, and sufficient capacity to advocate and/or dialogue with their partners. 3.1.4.2. Continue to be a member of national working group for Social Accountability Framework, a member of D&D technical working group and PROCEED of PACT. 3.1.4.3. Continue to be a member of Technical Working Group on Partnership and Harmonization.	<ul style="list-style-type: none"> CAN
3.1.5. Facilitate Cambodian CSOs engagement in regional (MCLV) and international alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, ASEAN). (ongoing)	3.1.5.1. Engage with regional and international alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, etc.) to gain support in addressing emerging and/or re-emerging issues affecting CSOs in Cambodia. 3.1.5.2. Facilitate CSOs in MCLV to maximize using international	<ul style="list-style-type: none"> CAN

Strategic Activities	Detailed activities	Responsible Team
	<p>mechanisms (e.g. UPR, CPDE, etc.) for their advocacy efforts.</p> <p>3.1.5.3. Partner with Asian Development Alliance (ADA) and other stakeholders to create and facilitate an Asian Alliance for Article 22 (AAA-22) of Busan.</p>	
<p>3.2.1. Expand CCC membership. (ongoing)</p>	<p>3.2.1.1. Review the CCC constitution and bylaws including membership types, roles, membership fee, and benefits.</p> <p>3.2.1.2. Facilitate promotional campaigns for CCC and members through TV interviews, talk show in radio program, and other related events, member retreat, members fairs, joint proposal development and implementation, Good Governance Day....).</p> <p>3.2.1.3. Facilitate information collection and sharing and the referral services to assist CCC members, other stakeholders who need to access specific services of intervention for addressing current problems.</p> <p>3.2.1.4. Set up a monitoring system including feedback/complaint mechanism to ensure the quality assurance and to keep track of the referred cases in order to improve the quality of the referral services.</p>	<ul style="list-style-type: none"> • CMD
<p>3.2.2. Coordinate members to maximize their contributions to the development of Cambodia. (ongoing)</p>	<p>3.2.2.1. Facilitate regular meetings with members to promote alignment of their programs with Social Accountability Framework, D&D, and National Strategic Development Plan, global best practices (IP, Bussan), and other priorities.</p> <p>3.2.2.2. Build strong networks with membership organizations (IFP, CIVICUS, PIA, etc.) in the region and international level.</p> <p>3.2.2.3. Facilitate high level meetings between members and line ministries, legislative bodies, and courts (e.g. regular meetings, MoU, partnership agreement, etc.) for addressing technical and strategic</p>	<ul style="list-style-type: none"> • CMD

Strategic Activities	Detailed activities	Responsible Team
	issues and sustainable development of Cambodia.	
3.2.3. Facilitate and manage up-to-date information on CSOs operating in Cambodia.	3.2.3.1. Collect information on CSO's profiles and their operations in Cambodia. 3.2.3.2. Update and maintain CSO database that contain information and make it available online. 3.2.3.3. Produce directories (International NGOs Directory, Cambodian NGOs Directory, Agency Contact Listing, Resource Mobilization Directory, Provincial NGO Networking, NGO Networking & Partnership, new Referral Directory on Service of NGOs...). 3.2.3.4. Collaborate with provincial NGO networks to collect NGOs information for updating CCC NGO Database. 3.2.3.5. Set up a database for storage all relevant services that might respond to the needs of development actors for referring.	<ul style="list-style-type: none"> • CMD
3.3.1. Conduct a feasibility study on establishment of a CSO functioning center. (2014)	3.3.1.1. Develop initial plan and set of likely scenarios and timelines for the establishing of a CSO functioning center. 3.3.1.2. Procure a full and independent external consultant team for the evaluation of the feasibility of a CSO functioning center, including options for timeline and likely profitability under different scenarios.	<ul style="list-style-type: none"> • OOD
3.3.2. Facilitate center construction and management. (2015 and ongoing contingent on 3.3.1)	3.3.2.1. Develop concept note and investment proposal. 3.3.2.2. Develop term of references for management committee. 3.3.2.3. Meeting with key leaders of CSO to form a management committee. 3.3.2.4. Facilitate the establishment and function of the committee. 3.3.2.5. Communicate with traditional and non-traditional donors.	<ul style="list-style-type: none"> • OOD

Strategic Activities	Detailed activities	Responsible Team
	3.3.2.6. Facilitate to have association of CSO's staff members. 3.3.2.7. Manage funds from donors and other donations. 3.3.2.8. Look for appropriate location and purchase a plot of land. 3.3.2.9. Prepare safeguard /environmental management plan. 3.3.2.10. Request for construction permission from authority. 3.3.2.11. Hire architect to design (drawings and bill of quantity). 3.3.2.12. Start procurement of the construction, manage construction process. 3.3.2.13. Monitor the progress and evaluate the quality of the buildings in the center.	<ul style="list-style-type: none"> •
3.3.3. Launch and manage the CSO function center from 07.07.2017 (contingent on 3.3.1).	3.3.3.1. Develop and implement center management plan. 3.3.3.2. Invite relevant government officials, ambassadors, donors, NGOs, associations etc. to join the launching ceremony of the CSO function center. 3.3.3.3. Apply functions of management committee.	<ul style="list-style-type: none"> • OOD

Outcome 4. Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate

Two indicators were developed to measure and report the performance against the expected outcome.

- Indicator 4.1. CCC operational funds from donors reduced from 85% in 2013 to 50% by 2018.
- Indicator 4.2. CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.

Strategic Activities	Detailed activities	Responsible Team
4.1.1. Develop and implement communications and fund raising strategies. (2014 onward)	4.1.1.1. Review and revise communication strategies and guidelines. 4.1.1.2. Provide ICT help desk support and solution to all units within CCC. 4.1.1.3. Provide training courses to CCC's staff about effective communications, branding and marketing, including slide presentation, etc. 4.1.1.4. Perform CCC representation and monitor effective use of the CCC's communication strategies and guidelines within the organization. 4.1.1.5. Keep member informed the update and debate on policies of government and development partners relating NGOs at national, regional and international levels. 4.1.1.6. Re-design and update on CCC's website and layout every two years. 4.1.1.7. Set up teleconference system for CCC which can be used by its members.	<ul style="list-style-type: none"> • CMD
4.1.2. Facilitate sound financial management. (ongoing)	4.1.2.1. Develop annual and quarterly budget for CCC and donors. 4.1.2.2. Produce monthly, quarterly, six monthly and annual finance report against actual expense for approval by SMT. 4.1.2.3. Revise budget on a quarterly basis. 4.1.2.4. Conduct regular internal control and audit by management and assigned staff members.	<ul style="list-style-type: none"> • OOD

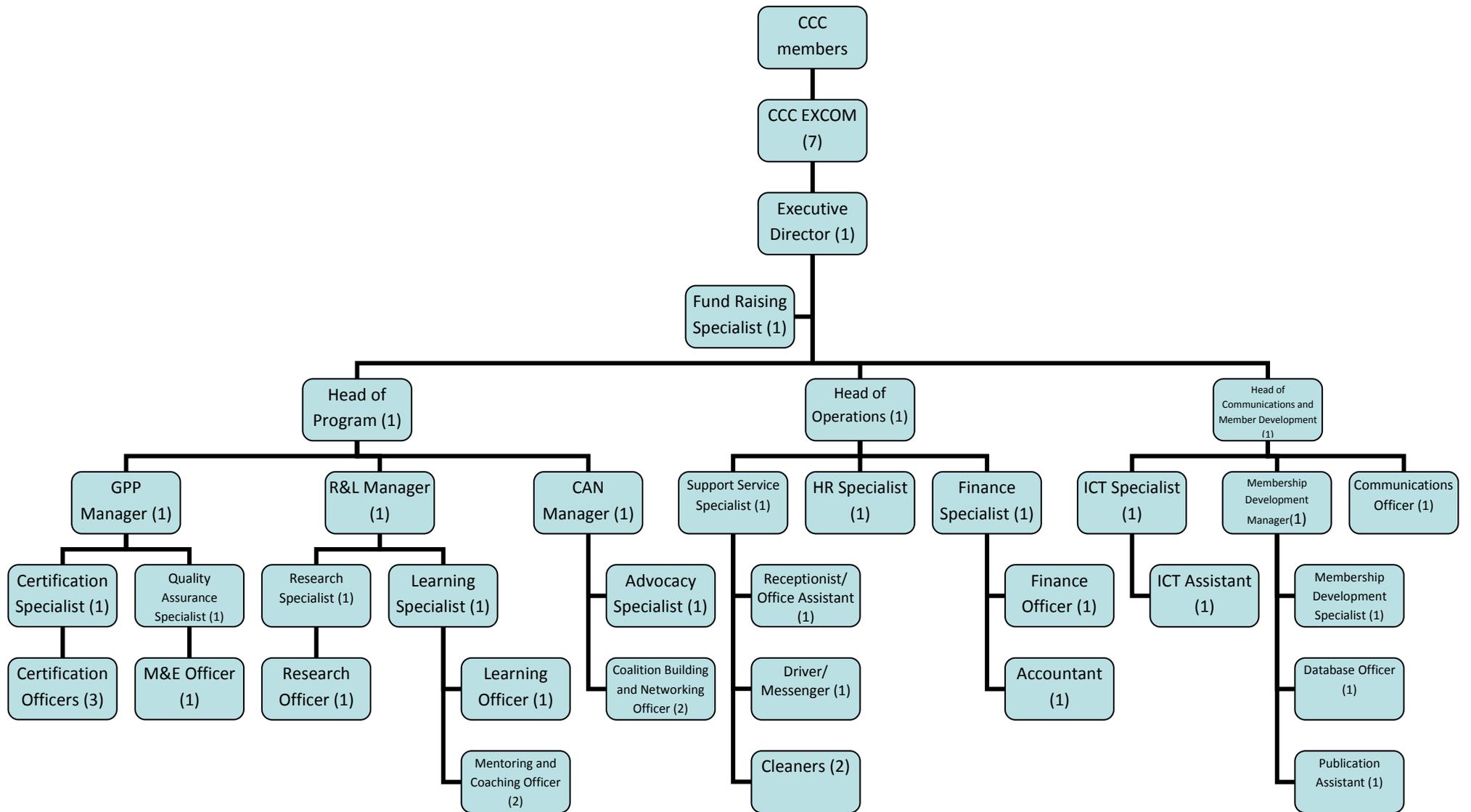
Strategic Activities	Detailed activities	Responsible Team
	4.1.2.5. Perform global annual audit report for CCC. 4.1.2.6. Conduct financial audit for specific donors (as required). 4.1.2.7. Implement the recommendations from auditors and donors. 4.1.2.8. Ensure sound grant management and financial management.	
4.1.3. Collect application and annual certification, CCC membership, and other initiative fees. (ongoing)	4.1.3.1. Work in partnership with Communication team to develop and update fund raising strategies. 4.1.3.2. Collect membership fee (US\$90K+ per year) from all members. 4.1.3.3. Generate incomes from investing CSO function center. 4.1.3.4. Fee-charging scheme for announcement on CCC network, bill board and website. 4.1.3.5. Facilitate consulting service (legal services, NGO establishment and localization,...). 4.1.3.6. Sale of CCC publications and information. 4.1.3.7. Facilitate sponsorship to specific events, publications, etc. 4.1.3.8. Review and apply GPP application fee and certification annual fee. 4.1.3.9. Implement provision of management oversight and support services (including cost sharing) to the GHP is charged at 13% of the GHP yearly budget. 4.1.3.10. Facilitate effective cost control and accountable spending (apply go to green office principles).	<ul style="list-style-type: none"> • OOD
4.2.1. Review and update appropriate and relevant policies, guidelines, procedures, and performance	4.2.1.1. Revise/update an efficient organizational structure to accommodate the functions and roles required by CCC Vision.	<ul style="list-style-type: none"> • OOD

Strategic Activities	Detailed activities	Responsible Team
<p>management system. (ongoing)</p>	<p>4.2.1.2. Review existing job description (JDs) and develop/update new JDs clearly defining staff's roles and responsibilities to avoid overlapping and overloading to effectively achieve CCC's goals and to increase result.</p> <p>4.2.1.3. Recruit all vacancy positions as needed.</p> <p>4.2.1.4. Renew relevant contracts/agreements (office rental, security guard, translation service, stationery...).</p> <p>4.2.1.5. Provide timely and quality procurement arrangement/ support services to all units of CCC.</p> <p>4.2.1.6. Manage all fixed assets and up-to-date record them in inventory list.</p> <p>4.2.1.7. Review and update HR, Finance, Procurement and IT policies including customer charter, by-laws and implementing guidelines and procedures.</p> <p>4.2.1.8. Provide orientation and inductions on policies, guidelines and procedures to ensure that all staff has full complied.</p> <p>4.2.1.9. Develop and maintain e-systems to manage HR, finance and other related issues.</p> <p>4.2.1.10. Develop and implement 360 degree performance management system within CCC.</p> <p>4.2.1.11. Create an organizational culture welcoming of gender diversity and people with disabilities.</p> <p>4.2.1.12. Develop and update gender policy and persons with disabilities.</p> <p>4.2.1.13. Review, update and implement recruitment policy, guidelines and procedures.</p>	

Strategic Activities	Detailed activities	Responsible Team
	4.2.1.14. Ensure consistency in organizational practices (values, principles and policies).	
4.2.2. Create a culture of professional practices.	4.2.2.1. Revise current salary scale and update staff salaries and benefits. 4.2.2.2. Enhance/promote team work spirit. 4.2.2.3. Conduct capacity development needs assessment and design a capacity development plan. 4.2.2.4. Conduct annual staff satisfaction survey. 4.2.2.5. Facilitate regular meetings of EXCOM, Senior Management Team (SMT), Management Team (MT), and staff meetings/reflections/retreats. 4.2.2.6. Provide capacity development in accordance with the training and development plan. 4.2.2.7. Promote activities that will recognize and value staff contribution (e.g. awarding certificates, prizes, etc.). 4.2.2.8. Identify and support individual staff with potential to take on greater responsibilities.	<ul style="list-style-type: none"> • OOD
4.2.3. Conduct regular monitoring and evaluation including reporting. (ongoing)	4.2.3.1. Develop and update M&E framework and system, and reporting system for CCC. 4.2.3.2. Regularly manage and update information based on M&E framework and system. 4.2.3.3. Produce progress reports (quarterly, six monthly and annually). 4.2.3.4. Conduct annual internal reviews on the progress and challenges and develop next annual work plan.	<ul style="list-style-type: none"> • Senior Management Team

Strategic Activities	Detailed activities	Responsible Team
	4.2.3.5. Conduct mid -term and end line evaluations.	
4.2.4. Maintain compliance with GPP standards and certificate. (ongoing)	4.2.4.1. Practice sharing information on CCC progress and financial statement to public and other stakeholders. 4.2.4.2. Monitor the compliance with GPP standards and get certificate renewal.	<ul style="list-style-type: none"> • OOD
4.2.5. Facilitate responses to CCC donor requirements, and government regulations. (ongoing)	4.2.5.1. Keep track performance based on the contracts. 4.2.5.2. Conduct regular CCC donor reflection meetings in every six months. 4.2.5.3. Develop policies and/or forms/system to facilitate laws compliance. 4.2.5.4. Officially inform to MoI any changes within the organization and make sure that they are acknowledged. 4.2.5.5. Make valid registration documents, certification and legal documents available.	<ul style="list-style-type: none"> • OOD

Annex 2: Proposed CCC's Organizational Structure for 2014 - 2018



Annex 3: Proposed Budget for 2014 - 2018

		2014	2015	2016	2017	2018	Total
51000	Outcome: 1 Improved quality of CSO services						
51100	Indicator: 1.1. At least applicant CSOs received GPP certification increased from 45 in 2013 to 125 by end of 2017						
51110	1.1.1. Facilitate and conduct organizational assessment of applicant CSOs against the GPP standards						
51111	1.1.1.1. Upgrade and maintain online application for GPP	6,650	350	350	1,850	-	9,200
51112	1.1.1.3. Facilitate meetings/retreat with VCS Working Group and NGO Code Compliance Committee (NCCC)	9,325	9,325	9,325	9,325	-	37,300
51113	1.1.1.5. Work with Voluntary Field Assessors and the GPP team to conduct field assessment with applicant NGOs	15,000	18,700	18,700	22,500	-	74,900
51120	1.1.2. Facilitate certified CSOs to maintain their compliance with the GPP standards (follow up visits and certified CSO forum,...).						
51121	1.1.2.1. Conduct regular visits to certified NGOs on their compliance with the GPP	7,000	7,000	7,000	7,000	-	28,000
51122	1.1.2.2. Conduct Certified NGO forum	4,980	4,980	4,980	4,980	-	19,920
51123	1.1.2.3. Work with communication officers of certified NGOs to ongoing promotion and debate on their professional practices (CNGOs campaigns)	5,400	5,400	5,400	5,400	-	21,600
51124	1.1.2.4. Facilitate CNGOs to have joints efforts (e.g. join proposal development and implementation)	3,700	1,000	1,000	1,000	-	6,700
51130	1.1.3. Support (coaching and mentoring) to applicant CSOs to implement recommendations of GPP.						
51131	1.1.3.1. Provide mentoring and coaching to GPP applicant NGOs	7,125	7,125	7,125	7,125	7,125	35,625
51132	1.1.3.3. Conduct mapping survey of the capacity development service provider and provide referral services to other qualified training institutions	200	200	200	200	200	1,000
51133	1.1.3.2. Organize one seminar annually between boards and EDs of applicant NGOs	4,832	4,832	4,832	4,832	4,832	24,160
51140	1.1.4. Facilitate the development process and use of practical guidelines for organizational development of small and grassroots based organizations in Cambodia.	12,920	4,790	-	-	-	17,710
51150	1.1.5. Conduct revision of the Code and Voluntary Certification System (VCS) through participatory approaches based on the needs of civil society in Cambodia .	-	-	-	8,760	-	8,760
51160	1.1.6. Faciliate and manage a CSO certification center						
51161	1.1.6.1. Conduct a feasibility study to become the independent centre	-	-	6,175	-	-	6,175
51162	1.1.6.2. Develop and agree on plan for an independent institution	-	-	4,800	-	-	4,800
51163	1.1.6.3. Develop governance materials (bylaw, policies, etc) and structures	-	-	8,700	-	-	8,700
51164	1.1.6.5. Facilitate development of strategic plan, fund raising strategies, communication strategies, monitoring and evaluation system	-	-	7,200	-	-	7,200
51165	1.1.6.7. Launching new institution (set up office, recruit & train required staff, etc)	-	-	-	2,600	-	2,600

51200	Indicator: 1.2. At least 50% of CSOs trained on Istanbul Principles on CSO development effectiveness (IPs) implemented their action plan for applying IPs to their strategies and programmes						
51210	1.2.1. Conduct eight of 4 learning forums annually on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring & Evaluation (M&E).	16,056	22,296	16,056	16,056	22,296	92,760
51211	1.2.1.7. Conduct a feasibility study on transforming classroom based learning forum into e-learning forum	-	-	4,200	-	-	4,200
51220	1.2.2. Conduct three training courses on GPA (including IP, GPP tool and Community Participatory Action Research - CPAR) annually and each course will open for 15 -20 organization's representatives.						
51221	1.2.2.2. Conduct three GPA courses including GPP tool, CPAR and IP	19,012	19,012	19,012	19,012	19,012	95,060
51222	1.2.2.3. Provide ongoing support to the GPA course participants to prepare for the VCS process and follow up with them to gather any stories of changed practices	3,050	3,050	3,050	3,050	3,050	15,250
51230	1.2.3. Conduct one training course/refresher training course annually for newly selected and existing VFAs.	1,852	1,852	1,852	1,852	1,852	9,260
51240	1.2.4. Facilitate development and implementation of national agenda for CSO capacity development and learning.						
51241	1.2.4.1. Facilitate National Working Group for CSO capacity development and learning (NCDL) meeting on a bi monthly basis	2,232	2,232	2,232	2,232	2,232	11,160
51242	1.2.4.2. Coordinate NCDL and contracted training institutions to implement national agenda for CSO capacity development and learning	20,000	20,000	33,300	33,300	33,300	139,900
51243	1.2.4.3. Support NCDL to monitor the progress of implementation of agenda	5,100	5,100	5,100	5,100	5,100	25,500
51300	National Staff Salary and Benefit	195,814	212,923	231,572	251,900	150,651	1,042,860
51400	Operations Costs						
51410	Transportation Costs	840	840	840	840	840	4,200
51420	Office stationery/supplies	1,206	1,206	1,206	1,206	1,206	6,030
51430	Bank charge	288	288	288	288	288	1,440
51440	Communication expense	1,170	1,170	1,170	1,170	1,170	5,850
51450	Office Rental and Support	6,299	6,299	6,299	6,299	6,299	31,497
51460	Equipment Repair and Maintenance	510	510	510	510	510	2,550
51470	Recruitment costs	420	420	420	420	420	2,100
51480	Office equipment	3,018	1,641	1,521	1,776	2,391	10,347
51481	Office furniture and fixtures	1,005	216	90	198	216	1,725
51482	Office computer software	3,000	-	-	-	-	3,000
51483	Vehicle unit	9,450	-	-	-	-	9,450
	Total	367,454	362,758	414,506	420,781	262,990	1,828,489
51500	Management Oversight 13%	47,769	47,158	53,886	54,702	34,189	237,704
	Total Cost for Outcome 1	415,223	409,916	468,391	475,483	297,179	2,066,193

		2014	2015	2016	2017	2018	Total
52000	Outcome 2: Improved enabling environment for CSOs						
52100	Indicator: 2.1. At least four proposed laws and policies (e.g. Law on Association and NGOs-LANGO, Cyber Law, National Strategic Development Plan -NSDP, D&D) included recommendations from CSOs						
52110	2.1.1 Facilitate consolidated research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.						
52111	2.1.1.1. Facilitate research advisory board meeting to develop research agenda	1,472	1,472	1,472	1,472	1,472	7,360
52112	2.1.1.2. Collect/update research findings/reports and other related policies/strategies from CSOs/research institutions	336	336	336	336	336	1,680
52113	2.1.1.3. Work with CMD. Team to develop and maintain database of research studies	500	500	500	500	500	2,500
52114	2.1.2.1. Conduct a research on CSOs contribution	1,400	1,400	17,600	-	3,600	24,000
52120	2.1.2 Conduct research studies on Enabling Environment, CSO contributions and performance, and local democratic development (e.g. social accountability and Decentralization and Decon-centralization- D&D).						
52121	2.1.2.3. Work with CAN Component, conduct research studies on progress and challenges of social accountability and D&D implementation by CSOs.	20,975	20,975	20,975	20,975	20,975	104,875
52122	2.1.2.5. Conduct semi-annual issue briefing workshop and launch research findings with relevant stakeholders	5,220	5,800	5,800	5,800	5,800	28,420
52130	2.1.3 Facilitate CSOs in participation in laws and policies development processes, and implementation monitoring.						
52131	2.1.3.1. Work in partnership with government and other development actors including CSOs and DP to debate on Laws, policies, mechanisms	18,300	18,300	18,300	18,300	18,300	91,500
52132	2.1.3.2. Engage Citizens in different dialogues for influencing policies, laws and practices	1,590	1,590	1,590	1,590	1,590	7,950
52133	2.1.3.3. Work in partnership with NGO Forum and other CSOs monitor the progress of new MDGs, NSDP and other priorities implementation	6,000	8,000	8,000	8,000	8,000	38,000
52200	Indicator: 2.2. Funding and other support for CSOs, especially GPP certified CSOs gradually increased						
52210	2.2.1 Promote profile and work of CCC's members and other CSOs through printed and online media as well as social media.						
52211	2.2.1.1. Work with Communication Team (CMD) to facilitate promotional campaigns on CCC, GPP and other CSOs	10,600	5,600	10,600	10,600	10,600	48,000
52212	2.2.1.2. Exchange partnership program with relevant bodies at the regional and international levels such as One World Trust, ACFID CODE,	3,450	3,450	3,450	3,450	3,450	17,250
52220	2.2.2. Work with funding partners of GPP applicant to get their co-finance support						
52221	2.2.2.1. Faciliate meeting with invidual donor of the GPP applicants	800	650	650	650	650	3,400
52222	2.2.2.3. Organize annual consultation/forum on NGO good governance & professional practices	5,700	5,700	5,700	5,700	5,700	28,500

52230	2.2.4 Engage different actors for development effectiveness (e.g. regular (e.g. annually) meeting/dialogue between CSOs and development partners including UN country team, CSOs and private sector).						
52231	2.2.4.2. Meeting of CSOs and Private Sectors	1,700	1,700	1,700	1,700	1,700	8,500
52232	2.2.4.1. Dialogue between CSO and DPs/UN team	975	975	975	975	975	4,875
52300	National Staff Salary and Benefit	134,686	146,449	159,270	173,246	188,479	802,129
52400	Operations Costs						
52410	Transportation Costs	840	840	840	840	840	4,200
52420	Office stationery/supplies	1,206	1,206	1,206	1,206	1,206	6,030
52430	Bank charge	288	288	288	288	288	1,440
52440	Communication expense	1,170	1,170	1,170	1,170	1,170	5,850
52450	Office Rental and Support	6,299	6,299	6,299	6,299	6,299	31,497
52460	Equipment Repair and Maintenance	510	510	510	510	510	2,550
52470	Recruitment costs	420	420	420	420	420	2,100
52480	Office equipment	3,018	3,018	1,521	1,776	2,391	11,724
52481	Office furniture and fixtures	1,005	216	90	198	216	1,725
52482	Office computer software	3,000	-	-	-	-	3,000
52483	Vehicle unit	9,450	-	-	-	-	9,450
	Total	240,911	236,864	269,263	266,001	285,467	1,298,506
52500	Management Oversight 13%	31,318	30,792	35,004	34,580	37,111	168,806
	Total Cost for Outcome 2	272,229	267,657	304,267	300,581	322,578	1,467,311

		2014	2015	2016	2017	2018	Total
53000	Outcome 3: Increased collaboration among CSOs						
53100	Indicator: 3.1. Number of Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative actions						
53110	3.1.2. Create formal partnership between CCC and other stakeholders for better use of resources and collective responses to development challenges at both national and sub-national levels.						
53111	3.1.2.1. Initial meeting with key leaders from selected provinces and other networks	1,331	1,331	1,331	1,331	1,331	6,654
53112	3.1.2.2. Set up and facilitate to form MoU and implement COP in new provinces	16,080	16,080	16,080	16,080	16,080	80,400
53113	3.1.2.4. Support provincial NGO network to facilitate People Forum on development issues at provincial level	15,870	27,360	31,860	31,860	31,860	138,810
53120	3.1.3. Work with INGOs and Local NGOs to better mobilize resources and responses to development challenges						
53121	3.1.3.1. Meeting with CSO Task Team	1,380	1,380	1,380	1,380	1,380	6,900
53122	3.1.3.2. Series of workshops for CSO strategic plan	16,640	-	-	-	-	16,640
53123	3.1.3.3. Coordinate and Implement of CSO Strategic plan	10,160	-	-	-	-	10,160
53124	3.1.3.4. Facilitate regular (annually) dialogues between Local NGOs and International NGOs.	3,250	3,250	3,250	3,250	3,250	16,250
53125	3.1.3.5. Monitor progress and challenges	1,750	3,500	1,750	1,750	1,750	10,500
53130	3.1.4. Coordinate CSO engagement in the mechanisms in Development Cooperation Partnership Strategy -DCPS 2014-2018 mechanism (TWGs, GDCC, CDF, I-SAF, and annual government and NGOs meeting...)						
53131	3.1.4.1. Work with selected NGOs for engaging government annual meetings and TWGs	3,200	3,200	3,200	3,200	3,200	16,000
53140	3.1.5. Facilitate Cambodian CSOs engagement in regional (MCLV) and international alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, ASEAN).						
53141	3.1.5.1. Engage with regional and international events	5,600	5,600	5,600	5,600	5,600	28,000
53142	3.1.5.3. Partner with Asian Development Alliance (ADA) and other stakeholders to create and facilitate an Asian Alliance for Article 22 (AAA-22) of Busan	31,600	31,600	31,600	31,600	31,600	158,000
53200	Indicator: 3.2. CCC membership increased from 160 in 2013 to 300 in 2018						
53210	3.2.1. Expand CCC membership.						
53211	3.2.1.2. Promote CCC services with members and non-members						
53212	Good Governance Day	11,300	11,300	11,300	11,300	11,300	56,500
53213	Regular meetings with media	620	620	620	620	620	3,100
53214	TV and radio talk show	2,530	2,530	2,530	2,530	2,530	12,650
53215	Visibility - stationeries with CCC Logo	4,400	2,550	4,400	4,400	4,400	20,150
53220	3.2.2. Coordinate members to maximize their contributions to development of Cambodia.						
53221	3.2.2.1. Facilitate regular meetings with members to promote alignment of their programs with national priorities						
53222	Organize five Bi Monthly Member Meetings	3,620	3,888	4,935	4,935	4,935	22,313

53223	Organize CCC Annual General Meeting (AGM)	2,938	2,945	3,733	3,733	3,733	17,082
53224	3.2.2.2. Membership fee with CIVICUS, PIA, IFP	550	550	550	550	550	2,750
53225	3.2.2.3. Visit members and meetings with line ministries and CCC members	3,500	3,500	3,500	3,500	3,500	17,500
53230	3.2.3. Facilitate and manage up-to-date information on CSOs operating in Cambodia.						
53231	3.2.3.1. Collect the update CSO information	2,696	10,900	2,696	2,696	2,696	21,684
53232	3.2.3.3. Produce publication and distribute (International NGO Directory)	7,900	-	8,725	8,725	8,725	34,075
53300	Indicator: 3.3. A common premise for CSO office and functions						
53310	3.3.1. Conduct a feasibility study on establishment of a CSO functioning center	9,200	-	-	-	-	9,200
53400	National Staff Salary and Benefit	105,841	115,070	125,131	136,097	148,049	630,188
53400	Operations Costs						
53410	Transportation Costs	840	840	840	840	840	4,200
53420	Office stationery/supplies	1,206	1,206	1,206	1,206	1,206	6,030
53430	Bank charge	288	288	288	288	288	1,440
53440	Communication expense	1,170	1,170	1,170	1,170	1,170	5,850
53450	Office Rental and Support	6,299	6,299	6,299	6,299	6,299	31,497
53460	Equipment Repair and Maintenance	510	510	510	510	510	2,550
53470	Recruitment costs	420	420	420	420	420	2,100
53480	Office equipment	3,018	3,018	1,521	1,776	2,391	11,724
53481	Office furniture and fixtures	1,005	216	90	198	216	1,725
53482	Office computer software	2,000	1,000	-	-	-	3,000
53483	Vehicle unit	9,450	-	-	-	-	9,450
	Total	288,162	262,121	276,515	287,844	300,430	1,415,072
53600	Management Oversight 13%	37,461	34,076	35,947	37,420	39,056	183,959
	Total Cost for Outcome 3	325,623	296,197	312,462	325,264	339,486	1,599,031

		2014	2015	2016	2017	2018	Total
54000	Outcome 4: Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate						
54100	Indicator: 4.1. CCC operational funds from donors are reduced from 85% in 2013 to 50% by 2018						
54110	4.1.1. Develop and implement communications and fund raising strategies.	750	750	750	750	750	3,750
54120	4.1.2. Facilitate sound financial management.						
54121	4.1.2.5. Global financial audits	3,000	3,000	3,000	3,000	3,000	15,000
54122	4.1.2.6. Specific donors financial audit	4,000	4,000	4,000	4,000	4,000	20,000
54200	Indicator: 4.2. CCC complied with GPP standards, donors' contracts and Cambodian laws and regulations.						
54230	4.2.1. Review and update appropriate and relevant policies, guidelines, procedures, and performance management system.						
54240	4.2.2. Create a culture of professional practices.						
54231	4.2.2.5. Internal meeting/Retreat	8,326	8,326	8,326	8,326	8,326	41,630
54232	4.2.2.6. Capacity Development and training	10,275	10,275	10,275	10,275	10,275	51,375
54240	4.2.3. Conduct regular monitoring and evaluation including reporting.						
54241	4.2.3.3. Annual report production & Quarterly newsletter	1,420	1,420	1,420	1,420	1,420	7,100
54242	4.2.3.4. Mid term GHP review	-	-	8,880	-	8,880	17,760
54300	National Staff Salary and Benefit	73,933	80,401	87,450	95,134	103,509	440,428
54400	Operations Costs						
54410	Transportation Costs	280	280	280	280	280	1,400
54420	Office stationery/supplies	402	402	402	402	402	2,010
54430	Bank charge	96	96	96	96	96	480
54440	Communication expense	390	390	390	390	390	1,950
54450	Office Rental and Support	2,100	2,100	2,100	2,100	2,100	10,499
54460	Equipment Repair and Maintenance	170	170	170	170	170	850
54480	Office equipment	1,006	1,006	507	592	797	3,908
54481	Office furniture and fixtures	335	72	30	66	72	575
54482	Office computer software	2,000	1,000	-	-	-	3,000
54483	Vehicle unit	3,150	-	-	-	-	3,150
	Total	111,633	113,688	128,076	127,001	144,467	624,865
54500	Management Oversight 13%	14,512	14,779	16,650	16,510	18,781	81,232
	Total Cost for Outcome 4	126,146	128,467	144,726	143,511	163,248	706,097
	Grand Total	1,139,221	1,102,237	1,229,846	1,244,839	1,122,490	5,838,633

LIST OF ACRONYMS

AAA-22	Asian Alliance for Article 22
ABCD	Assets Based Community Development
ADA	Asia Development Alliance
ADI	Analyzing Development Issues
CAN	Coalition Building, Advocacy and Networking
CBO	Community Based Organization
CCC	Cooperation Committee for Cambodia
CDC	Council for the Development of Cambodia
CDCF	Cambodia Development Cooperation Forum
CDPE	CSO Development Partnership Effectiveness
CIVICUS	World Alliance for Citizen Participation
CMD	Communications and Membership Development
CNGO	GPP Certified Non-Governmental Organization
CPAR	Community Participatory Action Research
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DCPS	Development Cooperation and Partnership Strategies
DD	Decentralization and Deconcentration
EXCOM	Executive Committee
FM	Financial Management
GADC	Gender and Development Cambodia
GCAP	Global Call to Action Against Poverty
GDCC	Government Donor Coordinating Committee
GHP	Governance Hub Program
GPA	Governance, Professionalism and Accountability
GPP	Governance and Professional Practice
HRM	Human Resource Management
ICT	Information Communication Technology
ICT4D	Information Communication Technology for Development
IFMC	Independent Fund Management Committee
IFP	International Federation Platform

INGO	International Non-Governmental Organization
IP	Istanbul Principles
LANGO	Law on Association and NGO
LDC	Least Developed Countries
LNGO	Local Non-Governmental Organization
LTTT	Long Term Task Teams
M&E	Monitoring and Evaluation
MCLV	Myanmar, Cambodia, Lao and Vietnam
MEF	Ministry of Economy and Finance
MOI	Ministry of Interior
MOP	Ministry of Planning
MT	Management Team
NCCC	NGO Code Compliance Committee
NCDL	National Working Group for CSO Capacity Development and Learning
NSDP	National Strategic Development Plan
NTP	Non-Traditional Provider
ODA	Official Development Assistance
OOD	Operations and Organizational Development
PIA	People In Aid
PROCEED	Promoting Citizen Engagement in Democratic Development
R&L	Research and Learning
RAB	Research Advisory Board
RGC	Royal Government of Cambodia
SAF	Social Accountability Framework
SFDCM	Strategic Framework for Development Cooperation Management
SMT	Senior Management Team
STTT	Short Term Task Teams
TWG	Technical Working Group
UNDP	United Nation Development Program
UPR	Universal Periodic Review
VCS	Voluntary Certification System
VFA	Voluntary Field Assessor

Vision:

Sustainable development for Cambodia.

Mission:

We provide high quality services to civil society and influence Cambodia's development actors.

Values:

- ★ Integrity
- ★ Cooperation
- ★ Responsiveness
- ★ Quality
- ★ Inclusiveness

Goal:

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

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