

CSO Road Map 2020-2025

Study

Preliminary findings

By: Lun Borithy

Presentation outline

- 1. Purpose of Study**
- 2. Methodology**
- 3. Key findings**
- 4. Discussions on CSO Council**

Purpose of Study

Overarching goal:

To conduct a consultative process among CSO communities and concerned stakeholders to collectively consolidate elements to inform a kind of CSO Road Map for the next 5 years (2020-2025).

Overarching Questions

- 1. What are the key element of CSO current SWOT with Analysis of the overall enabling environment ?**
- 2. What are CSO sector current resources (financial, human, structure, technical resources)?**
- 3. What are the key priorities for CSOs within the next 5 years?**
- 4. What are the evolving roles and preparation for CSOs in responding to these priorities?**

Methodology

- 1. Extensive desk review of related documents**
- 2. Structured face –to –face interviews with a total of 43 Key informants (Government officials, NGO leaders, CCC EXCOM, Media and Academia)**
- 3. Structured Focus group discussions with NGO umbrella/thematic network/provincial network reps**
- 4. Online survey with selected CCC member organizations**

**Key
Preliminary
findings**

Quick Social Economical and political context snapshot:

The premises of the Paris Peace Agreement (PPA) – **Fully Enforced and respected ?**

*“Cambodia will follow a system of **liberal democracy, on the basis of pluralism** [...] with a requirement that **electoral procedures provide a full and fair opportunity to organize and participate in the electoral process.**”*

*“ the Paris Peace Agreements guaranteed that **“freedoms of speech, assembly and movement will be fully respected”**.*

Quick Social Economical and political context snapshot (Cont'd)

Paris Peace Agreement (PPA) – **Some Positive dividends**

“**Peace** has prevailed in Cambodia since Dec 1998 (**20 years**) when KR leaders surrendered”

“ The country’s gross domestic product has grown **by 7 percent or more each year since 2011** and is expected to keep up that pace through 2017, according to the Asian Development Bank’s Asian Development Outlook 2016”

Quick Social Economical and political context snapshot (Cont'd)

More Positive dividends



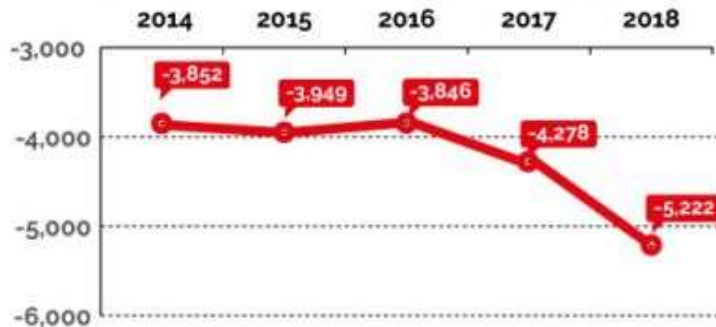
Quick Social Economical and political context snapshot (Cont'd)

How is the cake being divided economically?

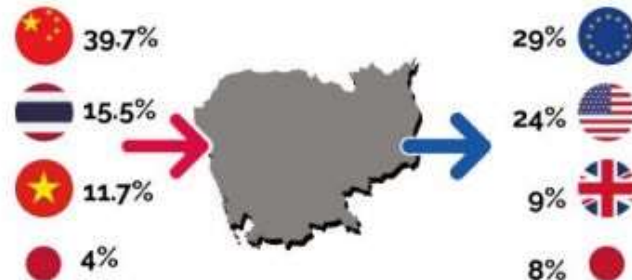
Cambodia's 2018 Trade Balance (USD Million)



Year-on-year Trade Deficit (USD Million)



Main Import & Export Countries



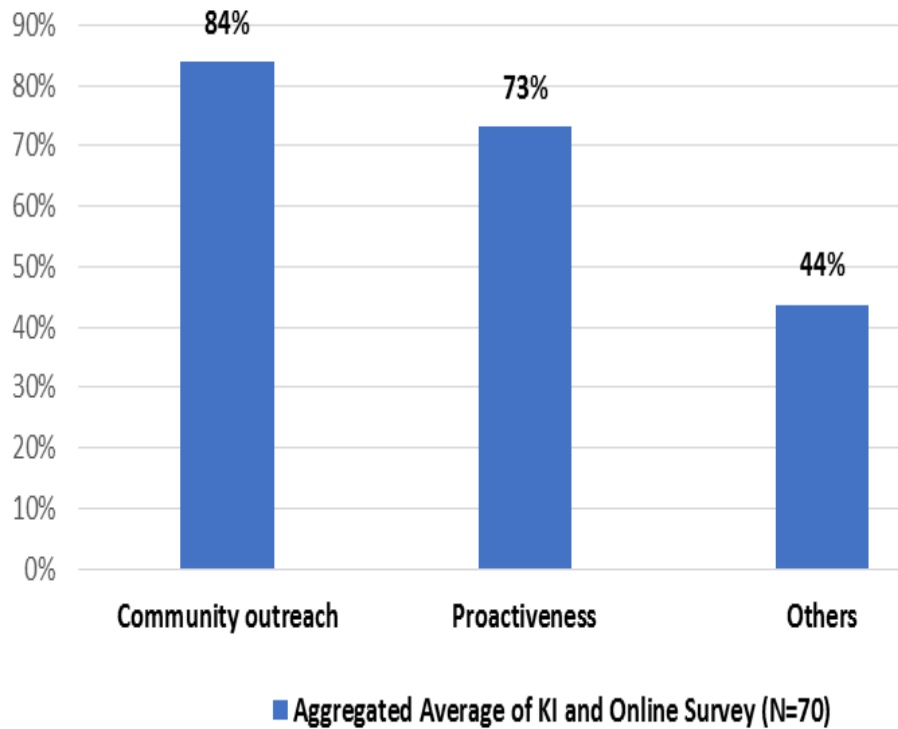
Quick Social Economical and political context snapshot (Cont'd)

Impact of withdrawal of GSP and EBA

1. Cambodia's exports could be more expensive and facing fiercer competition in US and EU markets
2. buyers and manufacturers shifting orders and facilities to neighboring countries.
3. Up to .8 M garment workers (mostly female) face uncertain employment fate
4. A possible accelerated departure from **the norms and principle established by the PPA**
5. **Target economic growth and graduation from to middle-income country status to Least Developed Country may be missed**

SWOT ANALYSIS

Strengths



85% agreed that the sector's key strengths are ability to work closely with the community 73% claims sector is very pro-activeness .

Others strengths are:

Effective social need gap filler and effective watchdog

Able to deliver beyond normal public services
Working for best interest of people

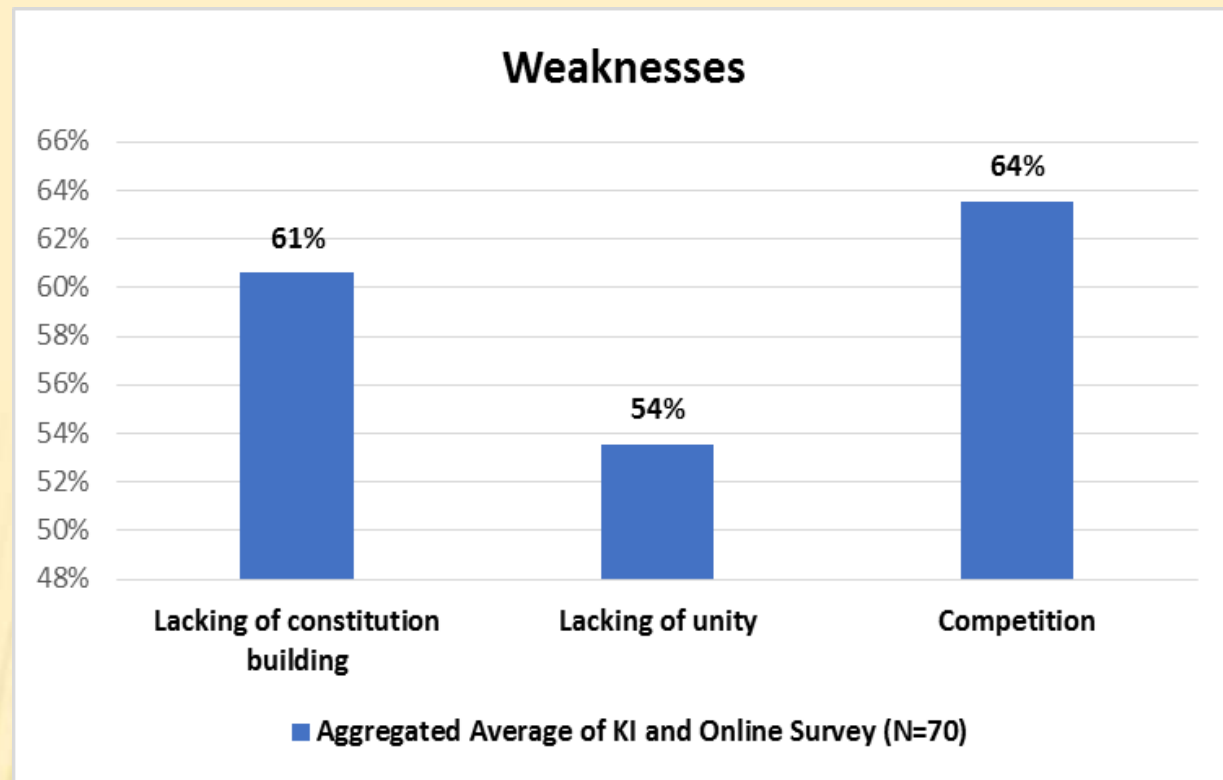
Express strong spirit of solidarity

Result oriented, accountable and transparent

Most DPs cited that CSO/NGO sector is a very dynamic, diverse and consistently active sector that has contributed immensely to the overall development of Cambodia during the last 3 decades

SWOT ANALYSIS

64% felt that the sector is very competitive and 61% felt the sector has limitation to build constituency while 54% felt unity is also a sector issue

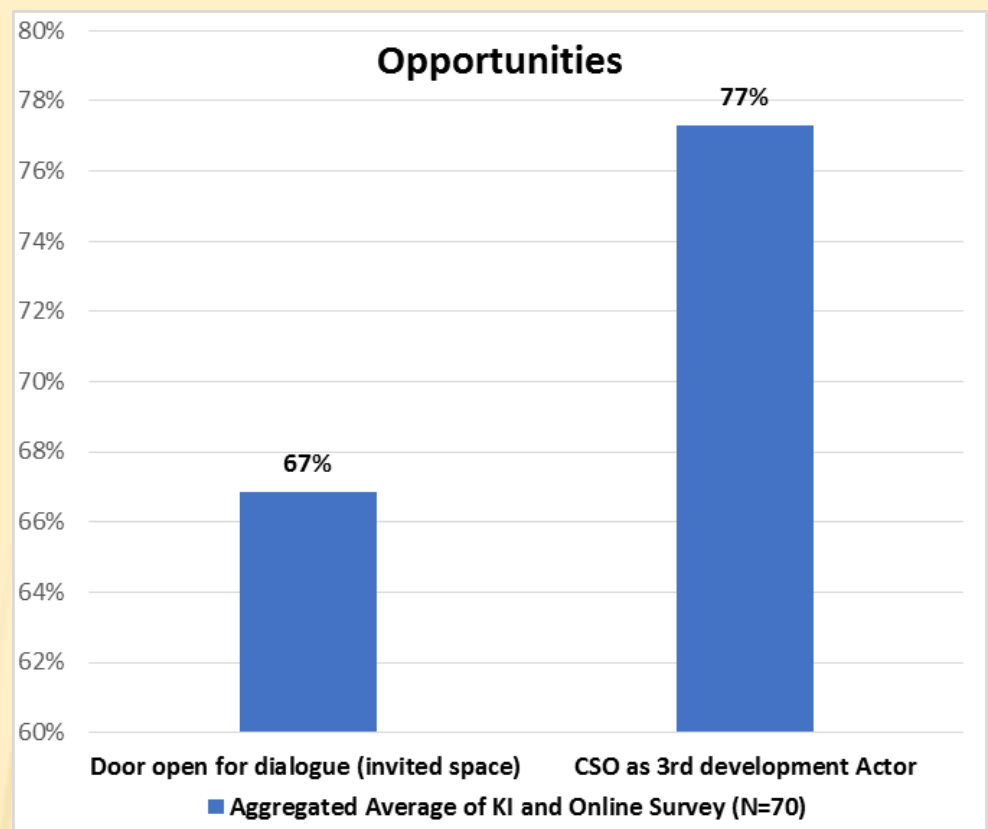


Others weaknesses are:

- **reduced internal trust** level within the sector
- **Use of wrong channel/medium** to voice concerns
- **distancing from Communities** (for fear of being labeled as being part of a color revolution)
- Lack synergy/cross coordination

SWOT ANALYSIS

77% agreed the sector is still 3rd Development actor and 67% felt the sector has open space for dialogue (Invited space)

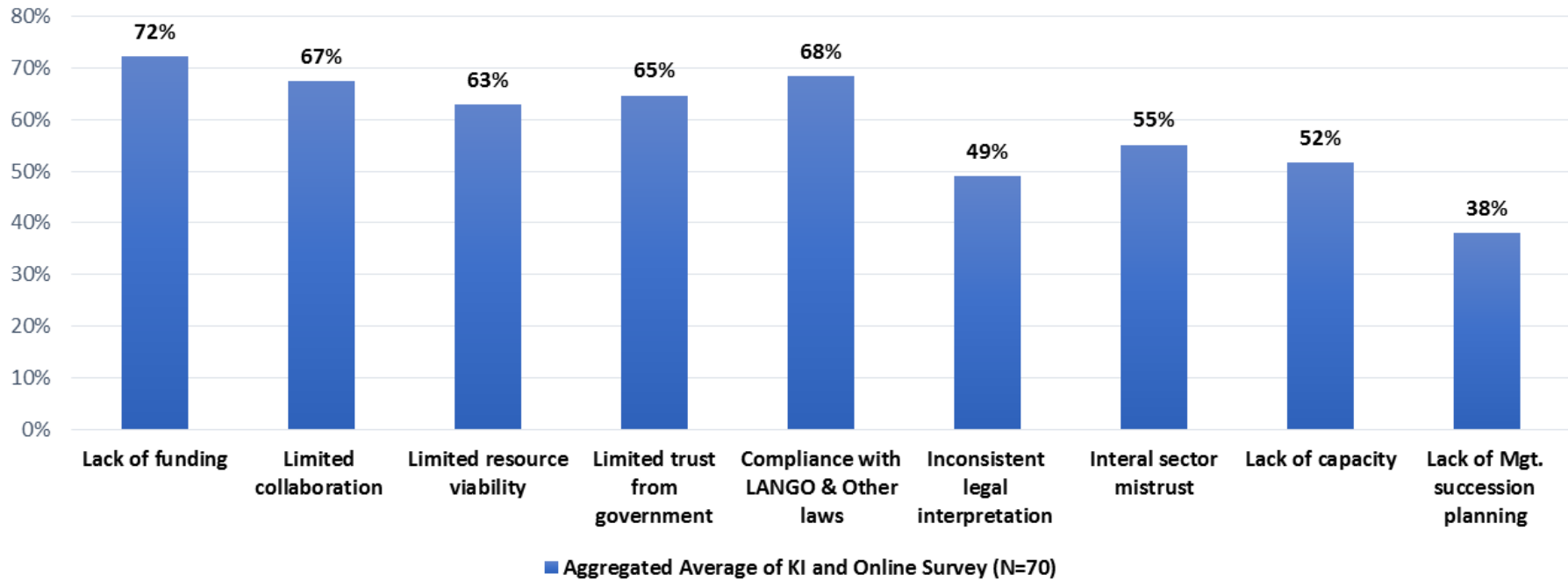


Other Opportunities:

- Changing political context creates new opportunity to engage
- Partnership being one of the Rectangular Strategy priorities
- DPs and Government considers NGO/CSO sector as essential necessary enzyme for effective development formula
- Needs of vulnerable groups are still hugely unmet
- Policy gaps are still enormous

SWOT ANALYSIS

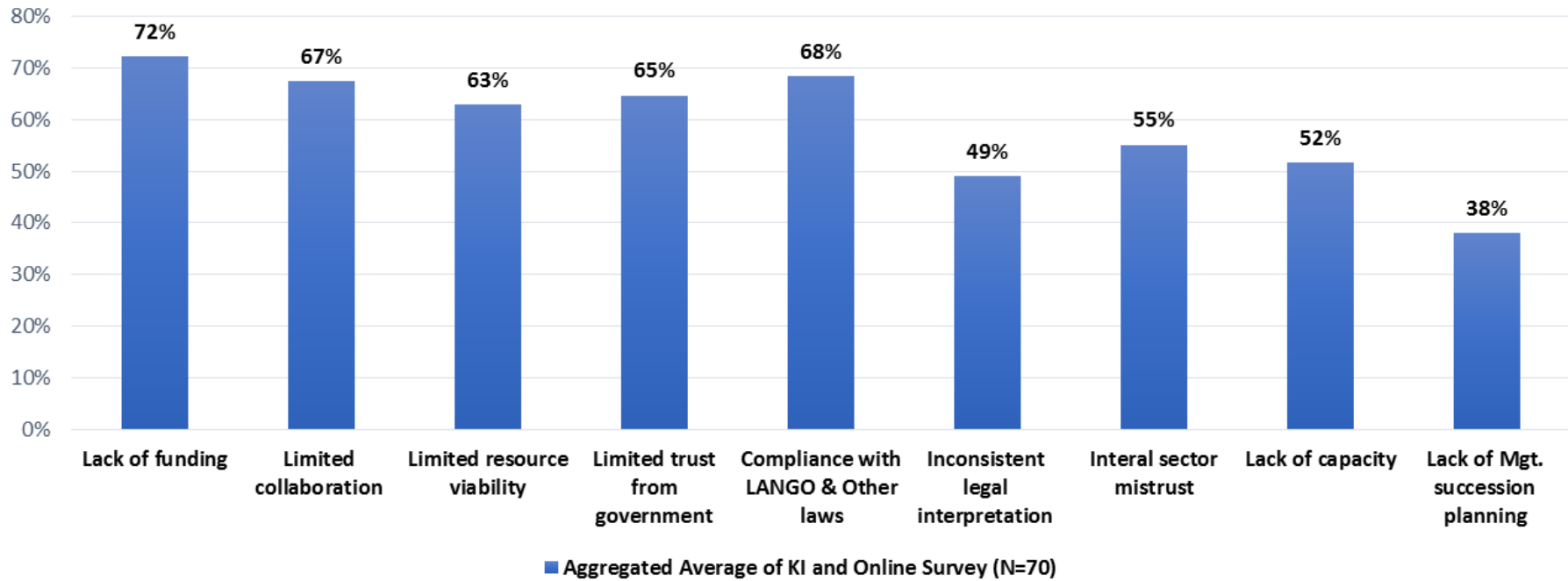
Challenges



72% agreed the sector 's **1st** top challenge is funding **2nd** top highest challenge is legal compliance while **3rd** issue is limited collaboration (already seen earlier as weakness)

SWOT ANALYSIS

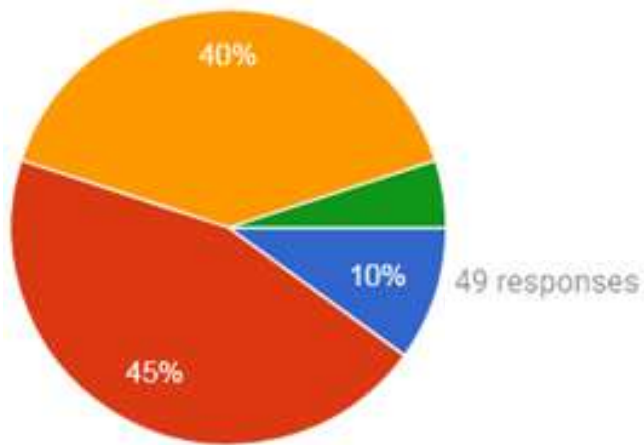
Challenges



Other challenges noted listed are:

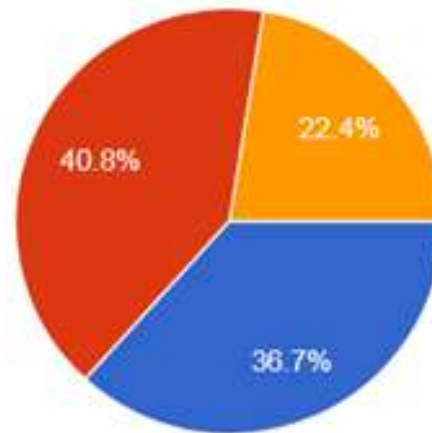
- Limited (or lack of) inter/intra cross-sector/thematic collaboration
- Conflicting Dilemmas/choice between being accountable to donor/government/people.
- Differing understanding of development strategies and priorities

CSO SECTION OWN PERCEPTION OF CURRENT RESOURCES



- 6-12 months
- 1-3 years
- 3-5 years
- Only for core - based fundings

Funding Pipeline relatively healthy



- 6-12 months / 6-12 လ
- 1-3 years / 1-3 နှစ်
- 3-5 years / 3-5 နှစ်

CSO SECTION OWN PERCEPTION OF CURRENT RESOURCES

less than 30% Staff turnover rate is claimed by KIs and similar turnover rate is expressed by online respondents so the section is reasonable stable in terms of man power.

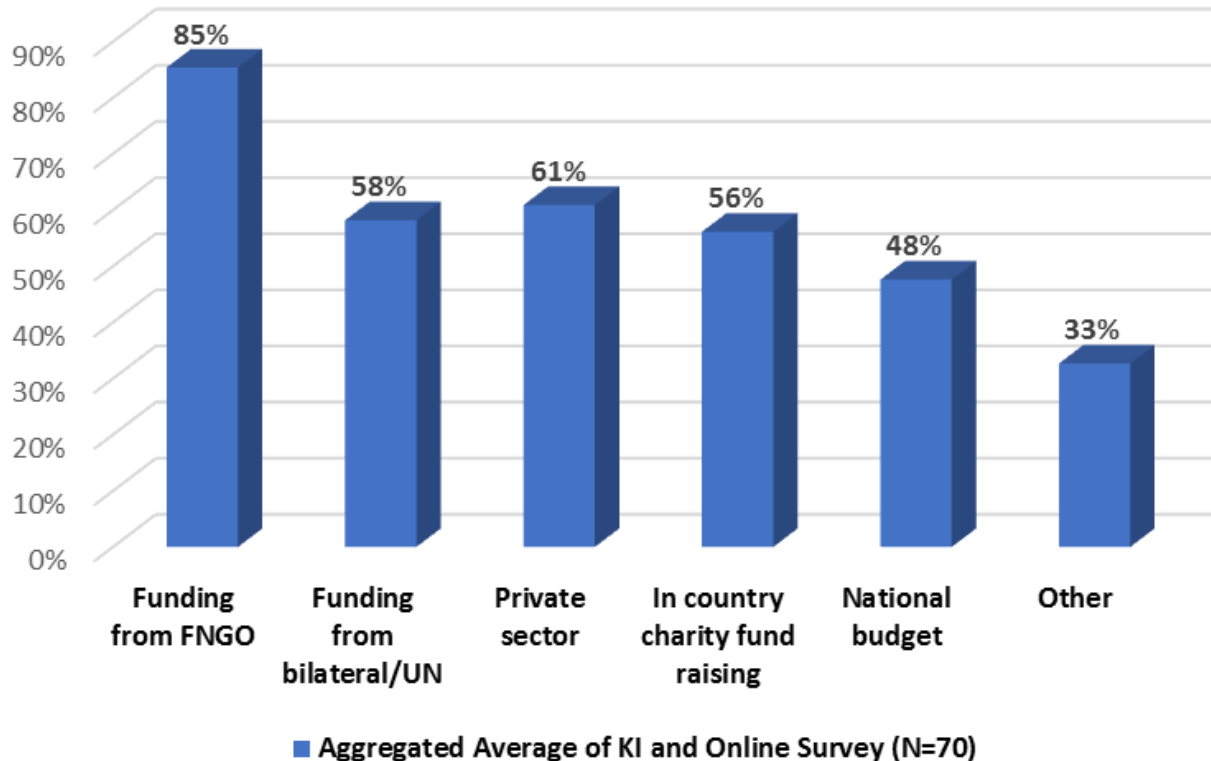
Up to 85% of Senior and middle management hold master Degree (KI)

90% of their Senior and middle management hold master degree (Online Survey)

The Majority of organizations hold not less than **5 years** **institutional memory**

Future source of Resource mobilization

Sources of Funding



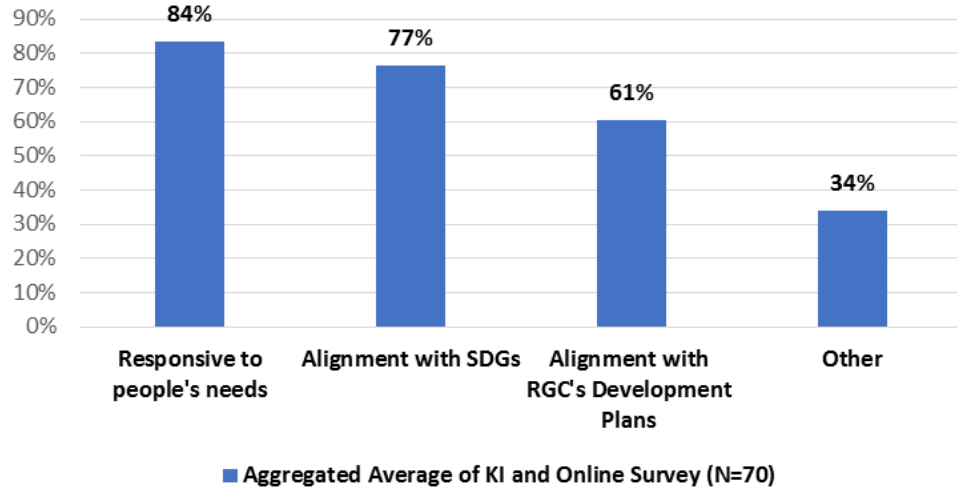
Although there is strong indication **FNGOs** remains prime source of support, the sector is starting to look at other funds from the **private sector and national budget**

Other sources of funds suggested were:

- Cambodia diaspora
- Celebrity sponsorship
- Joint project (sub-contracting) with Government agencies

Key Priorities for next 5 years (Sector Wide)

Key Priorities of CSO



The sector still strongly stands by its core value and mandate by being responsive **people's needs** but also to align with **national and global development agendas**

Other suggested sector priorities were:

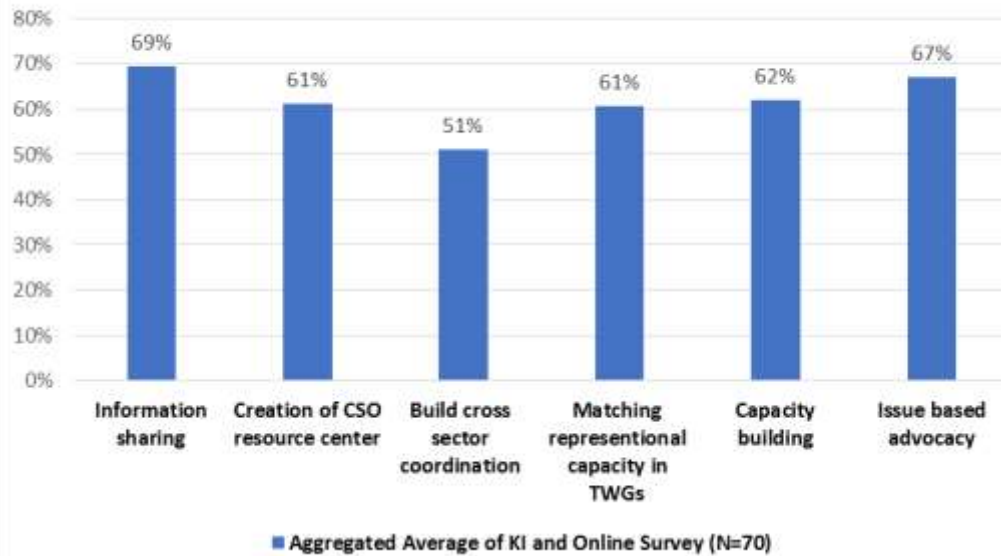
- Fostering CSO/NGO management into formal tertiary education
- Continue to promote active citizenship philosophy and practice
- Accelerate and multiply social justice and social accountability initiatives
- Striking a fair and just balance between legal compliance, social demand and donor's agenda

Road Map Indicative Outcome :

Remain as relevant and credible 3rd development actor within its own right

Key Priorities for next 5 years (Umbrellas/Networks)

Umbrella Organization's Priorities



There a strong expectation that umbrellas and Networks continue to **be NEXUS of information sharing and issue based advocacy** and consider the **creation of CSO center.**

Other expected priorities were:

- Play interim role as secretariat of CSO Council
- Observe and practice high ethical standards (no conflict of interest)
- Build internal capacity to act as “think tank” or find reliable and trusted and professional experts (legal advice for example)
- Stewardship of GPP

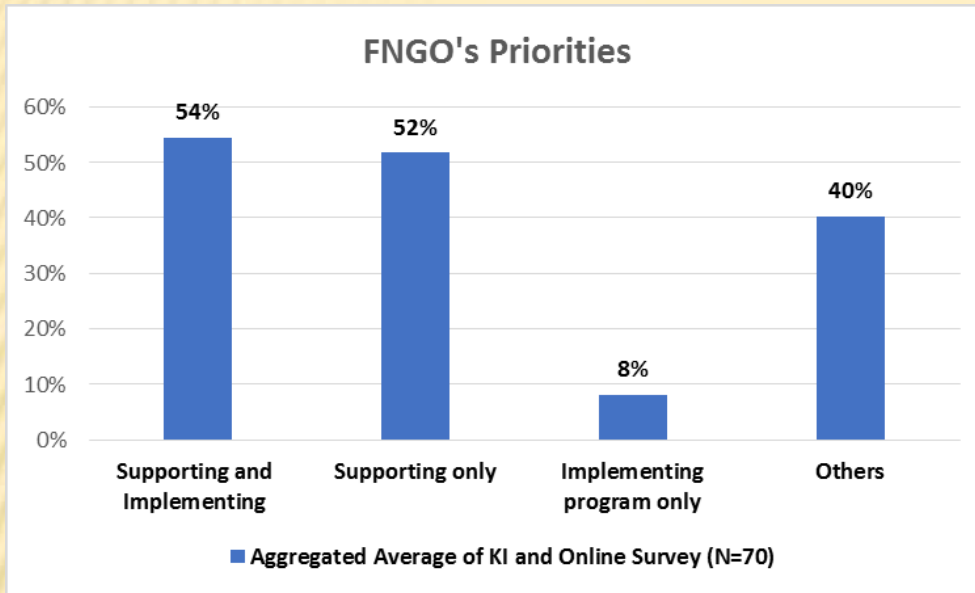
Indicative Road Map Outcome:

Sector representation and legitimacy Strengthened

Sector professionalism enhanced

Sector financial sustainability pipeline extended

Key Priorities for next 5 years (INGO/FNGO)



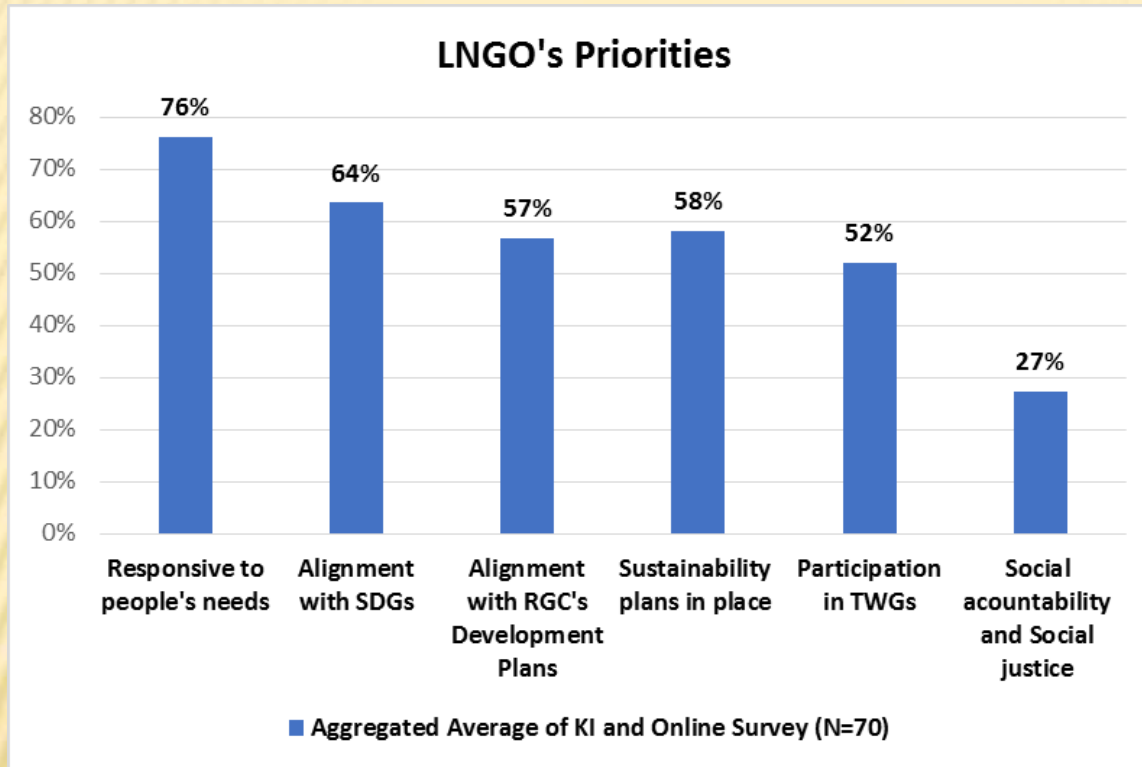
Aspirations for INGO's priority (54% vs 52%) between **Supporting only** and **Supporting and Implementing**

Other expected priorities were:

- Direct Implementation only when local skills (or resources) are **non existent**
- Excel role of partnership bridging
- Maximize positioning and leverage to foster enabling environment for LNGOs
- Support local initiative to promote good governance and self-certification
- Observe zero tolerance practice and act as accountable tax payer gate keeper
- Prepare concrete exit plan and gradual localization of top management
- (Leading by example are : Oxfam- Care and Action Aid)

Indicative Road Map outcome: Principle of country ownership respected and practiced with improved enabling environment

Key Priorities for next 5 years (LNGOs)



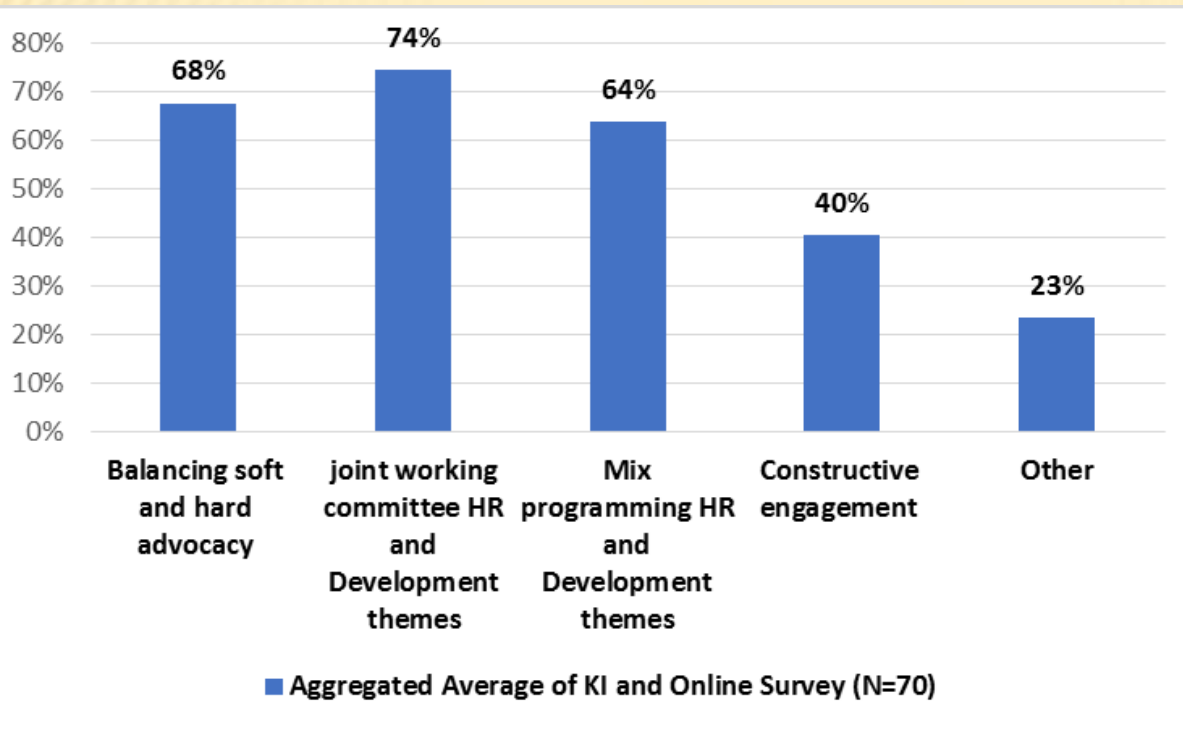
Top aspiration of LNGOs is to be **responsive to people needs** in alignment with **(C) SDGs**

Other expected priorities were:

- Align own vision and mission with global (SDG) and national development goals
- When bidding for funding support, LNGOs should be prime and FNGOs should be secondary partners
- Diversity funding sources

Indicative Road Map outcome: Remained relevant and responsive to people needs and development needs

Future Working Approaches



Top aspiration is a collective desire to work together **more closely** using prudent **advocacy techniques**

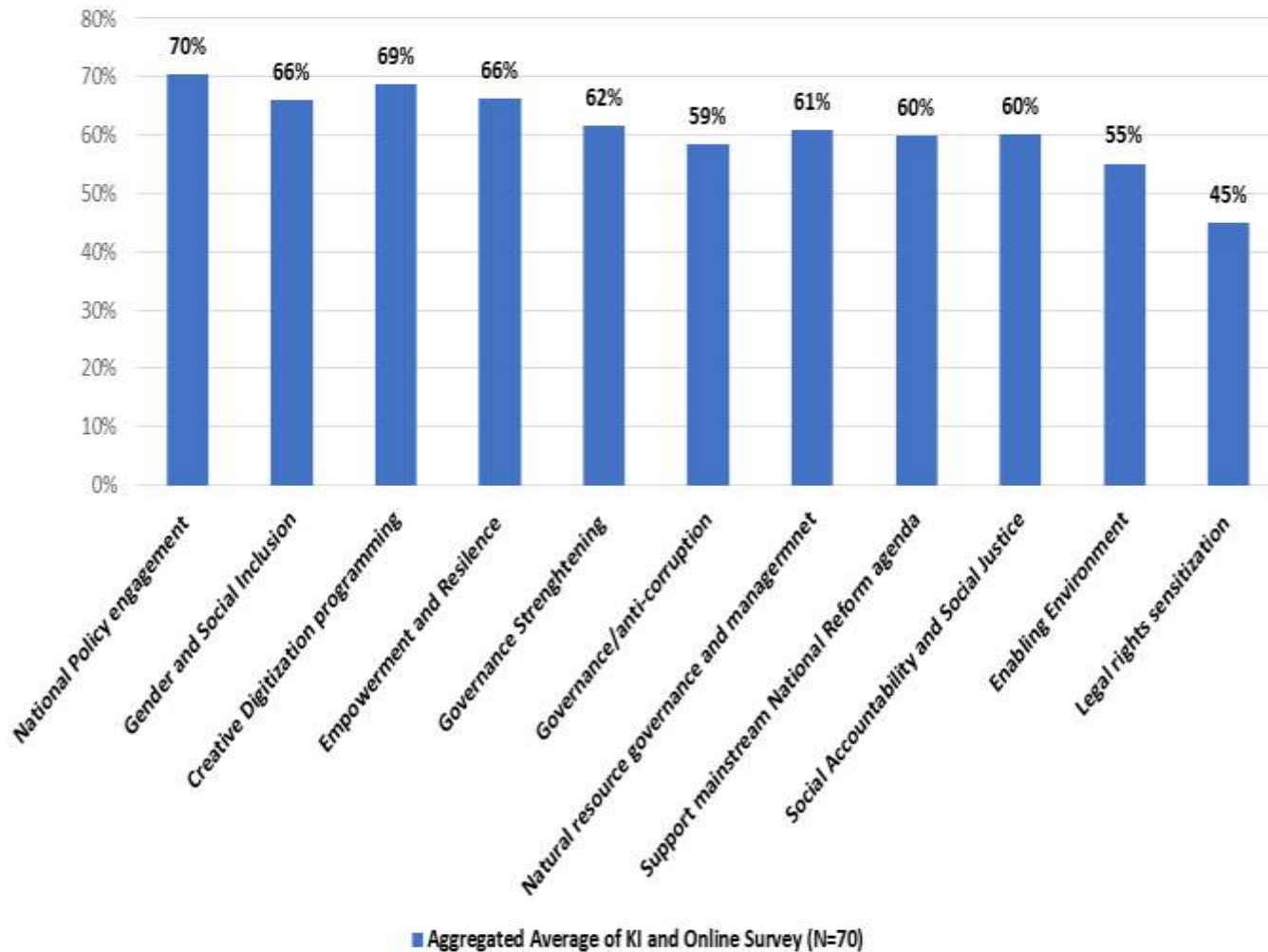
Other expressed working approaches were:

- To make joint efforts to have more frequent dialogue to build trust
- Build cross cutting partnerships
- Replace “name and shame “ style with “constructive open style meeting”
- Expectations from leading donors to see intertwining of social accountability and social justice programming involving both state and non state actors

Indicative Road Map outcome:

A Credible and respected Development Actor

Future Program activities



1st priority :
National Policy
Engagement
2nd Priority is
Gender and
Social Inclusion
and 3rd is use
of creative
digital
technologies,

Future Program activities (cont'd)

Other areas of program envisaged were:

- citizen sensitization so that they can constructively participate in key government reform programs (such the Public Finance Administration reform the Decentralization and De-concentration programs.)
- Youth and clergy moral and ethics empowerment
- Disaster preparedness
- Pilot Engagement with the Private Sector to explore joint venture on social enterprise or Corporate Social Responsibility (CSR)

Indicative Road Map outcome:

Development Issues in Cambodia holistically embraced by the CSO/NGO Sector

DISCUSSION ON CSO COUNCIL

Aggregated results from both KIs and online survey strongly indicated (14/19 or 74% among KIs and 40/59 or 82% online survey) an explicit desire to see the sector considering the formation of a CSO/NGO Council.

However!

DISCUSSION ON CSO COUNCIL

Pros	Cons
Assure democratic representation and legitimacy of CSO/NGO sector	Against principle of CSO/NGO being diverse vibrant and independent
Forge stronger solidarity among CSO/NGO	Easily controlled or being co-opted
Non duplication of membership	Eventual merger of all umbrellas/networks into one single master Council/Federation
Would naturally bridge the divide between HR/Advocacy and Service Delivery/Development CSO/NGOs	Dominance by NGOs/undermine non formal CSO segment

DISCUSSION ON CSO COUNCIL

Fundamental Pre-requisites

Must fully meet legal requirements

Must have Clear by laws – internal regulations decided by consensus

Election processes must be free, fair, transparent and fully inclusive in bottom up manner

DISCUSSION ON CSO COUNCIL

Unanswered questions

Who will fund the Council?

Who should be on the board of the council?

Will the HR/Advocacy subscribe to the council or will they stand outside and informally form their own loose Federation?

Is such structure needed and necessary under the current social political conditions? Should there be 2 councils (council of FNGOs and council of LNGOs) Can a Sole Council represent both ?

DISCUSSION ON CSO COUNCIL

Suggestions

To ensure fairness and dilute competitiveness within cross sector Chairmanship (or co-chairmanship) should be of fixed duration mandate and should be on rotation by thematic original (Modeling UN secretariat or ASEAN rotational chairmanship)

Leading current umbrellas should be acting as interim secretariat until the council come into full existence

The current status quo works to some extent so keep it that way and improve the quality and efficiency

**Thank you for your
attention**

