

CONCEPT NOTE

CCC MEMBERS 281ST BI-MONTHLY MEETING ON “CIVIL SOCIETY’S PATHWAY THROUGH THE CSO ROADMAP”

Date: 21 November 2025 (Time: 8:00am - 12:00pm)

Venue: Anik Palace Hotel

Introduction

In recent years, the civil society landscape in Cambodia has undergone significant changes, shaped by evolving development priorities, funding landscape, and increasing emphasis on local ownership and sustainability. Many Civil Society Organizations (CSOs) are facing declining external funding, greater competition for limited resources, and growing expectations from development partners to demonstrate impact and accountability. While these challenges pose constraints, they also present opportunities for innovation, collaboration, and strategic positioning to ensure the continued vibrancy and relevance of CSOs in contributing to Cambodia’s sustainable development.

Through a number of workshops, meetings with coalition organizations (HACC, CPDD, NGO Forum, NEP, Chap Dai Coalition, CRC-Cambodia, and CDPO) and members and Cooperation Committee for Cambodia the CSO Roadmap 2025–2035 was initiated and outlines a strategic vision for a more efficient, accountable, and locally-led civil society. Seven business models are proposed in the roadmap, including the consolidation of network-based NGOs to reduce duplication, enhance policy influence, reduce operation costs, and improve sustainability by practicing strong locally led funding management and decision making.

The upcoming bi-monthly meeting will feature the presentation of the **CSO Roadmap Survey**, a key initiative that seeks to capture the collective aspirations, priorities, and strategies of civil society actors in navigating the evolving operational environment. The meeting will provide a platform to discuss the survey findings, identify areas where CCC can provide stronger support, and jointly strategize on how to enhance CSOs’ enabling environment, collaboration, and sustainability.

The 281st Bi-Monthly Meeting will bring together representatives from CCC member organizations, including both local and international NGOs.

Objectives

1. Present and discuss the key findings from the CSO Roadmap Survey to understand the current trends of civil society in Cambodia.
2. Provide opportunities for CCC members to explore and learn business models (merging, social enterprises business models...)

Meeting Agenda

Time	Key Agenda	Facilitator
8:00 am – 8:30 am	Registration and networking among members (coffee)	CCC and All
8:30 am – 8:35 am	Opening	MC
8:35 am - 9:00 am	Welcome Remarks	Ms. Sin Putheary, Executive Director of CCC
		All

9:00 am – 9:30 am	Presentation of CSO Roadmap Survey Findings	Mr. So Sorthy , Communications and Member Development Manager, CCC
9:30 am – 09:45 am	Presentation of the Seven Business Models from CSO Roadmap	Mr. Chea Vibol , Head of Communications and Member Development
09:45am-10:00am	Sharing example of the business model: social enterprise: <ul style="list-style-type: none"> • How to explain or advocate an internal team like staff, management team, and board of director for transforming into the social enterprise. • How to overcome the challenges and lesson learned on the pathway to social enterprise. • Your social enterprise strategy. • What are your key messages you want to give/leave to all participants do the social enterprise like you? 	Mr. Osman Khawaja , Executive Director, Phare Ponleu Selpak
10:00am-10:15am	Sharing of the business model: social enterprise: <ul style="list-style-type: none"> • Key solutions and tools for start-up SME particularly social enterprise 	Mr. Sok Sokunthea , Founder and CEO, iBizKeys
10:15am-10:30am	Sharing example of business model: merging	Ms. Phean Sophoan , National Director, Oxfam
10:30am – 10:45 am	Coffee break	All
10:45am – 11:55 am	Plenary Discussion on the business model: social enterprise and merging <ul style="list-style-type: none"> • Opportunity • Capacity • Experience. 	Moderator: Mr. Chea Vibol , Head of Communications and Membership Development, CCC <ul style="list-style-type: none"> • Mr. Osman Khawaja, Executive Director, Phare Ponleu Selpak • Mr. Sok Sokunthea, Founder and CEO, iBizKeys • Ms. Phean Sophoan, National Director, Oxfam
11:55am - 12:00 pm	Wrap-up and Closing Remarks	Mr. Chea Vibol , Head of Communications and Membership Development, CCC

Note:

- The meeting will be available in Khmer and English languages. Organizer reserves the right to alter the agenda depending on time constraints and the availability of speakers.
- Some of the pictures and key ideas will be quoted and shared in public through the organizer's social media and website: <https://www.ccc-cambodia.org/en/resources/event-archives>
www.facebook.com/CCCsince1990 www.youtube.com/CCCambodia