



គណៈកម្មាធិការ
សហប្រតិបត្តិការដើម្បីកម្ពុជា
Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា
Vision: Sustainable development for Cambodia

Governance Hub Program (GHP)

Six Month Narrative and Financial Report

01 January– 30 June 2014

The following donors/partners actively participated with members of CCC to support the GHP 2014



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LIST OF ACRONYMS

ADA	Asia Development Alliance
ADN	Asia Democratic Network
API	Advocacy and Policy Institute
ARC	Australian Red Cross
AVI	Australia Volunteer International
CAN	Coalition Building, Advocacy and Networking
CAPS	Communication, Advocacy and Partnership Strategy
CBCLO	Capacity Building for Cambodian Local Organizations Program
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
CFCC	Coalition of Cambodian Farmers Community
CMD	Communications and Membership Development
CNGO	GPP Certified Non-Governmental Organization
CPAR	Community Participatory Action Research
CPN	Community Peace Network
CRDB	Cambodian Rehabilitation and Development Board
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CWDCC	Children and Women Development Center in Cambodia
D&D	Decentralization and Deconcentration
DCA/CA	Dan Church Aid/Christian Aid
DCPS	Development Cooperation and Partnership Strategies
EXCOM	Executive Committee
FM	Financial Management
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
GRLC	Governance Resource Learning Center
HAP	Humanitarian Accountability Program
HRM	Human Resource Management
HRTF	Housing Right Task Force
ICT	Information Communication Technology
ICT4D	Information Communication Technology for Development
IEC	Information Education and Communication (IEC)
INGO	International Non-Governmental Organization
IP3	3 Year Implementation Plan of NCDD
IPs	Istanbul Principles
JMI	Joint Monitoring Indicator
LANGO	Law on Association and NGO
LNGO	Local Non-Governmental Organization
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MCLV	Myanmar, Cambodia, Lao and Vietnam
MoFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MoU	Memorandum of Understanding
MT	Management Team
NCCC	NGO Code Compliance Committee
NCDD	Sub-National Democratic Development
NCDL	National Working Group for CSO Capacity Development and Learning
NGO	Non-Government Organization
NK	Nearly Khmer
NSDP	National Strategic Development Plan
OGP	Open Government Partnership
OOD	Operations and Organizational Development

PIA	People In Aid
PNKA	Phnom Neang Kangrei Association
R&L	Research and Learning
RAB	Research Advisory Board
RGC	Royal Government of Cambodia
RUPP	Royal University of Phnom Penh
SAF	Social Accountability Framework
SMT	Senior Management Team
TWG	Technical Working Group
UN	United Nations
USAID	USA International Development
VCS	Voluntary Certification System
VFA	Voluntary Field Assessor
VOA	Voice of America

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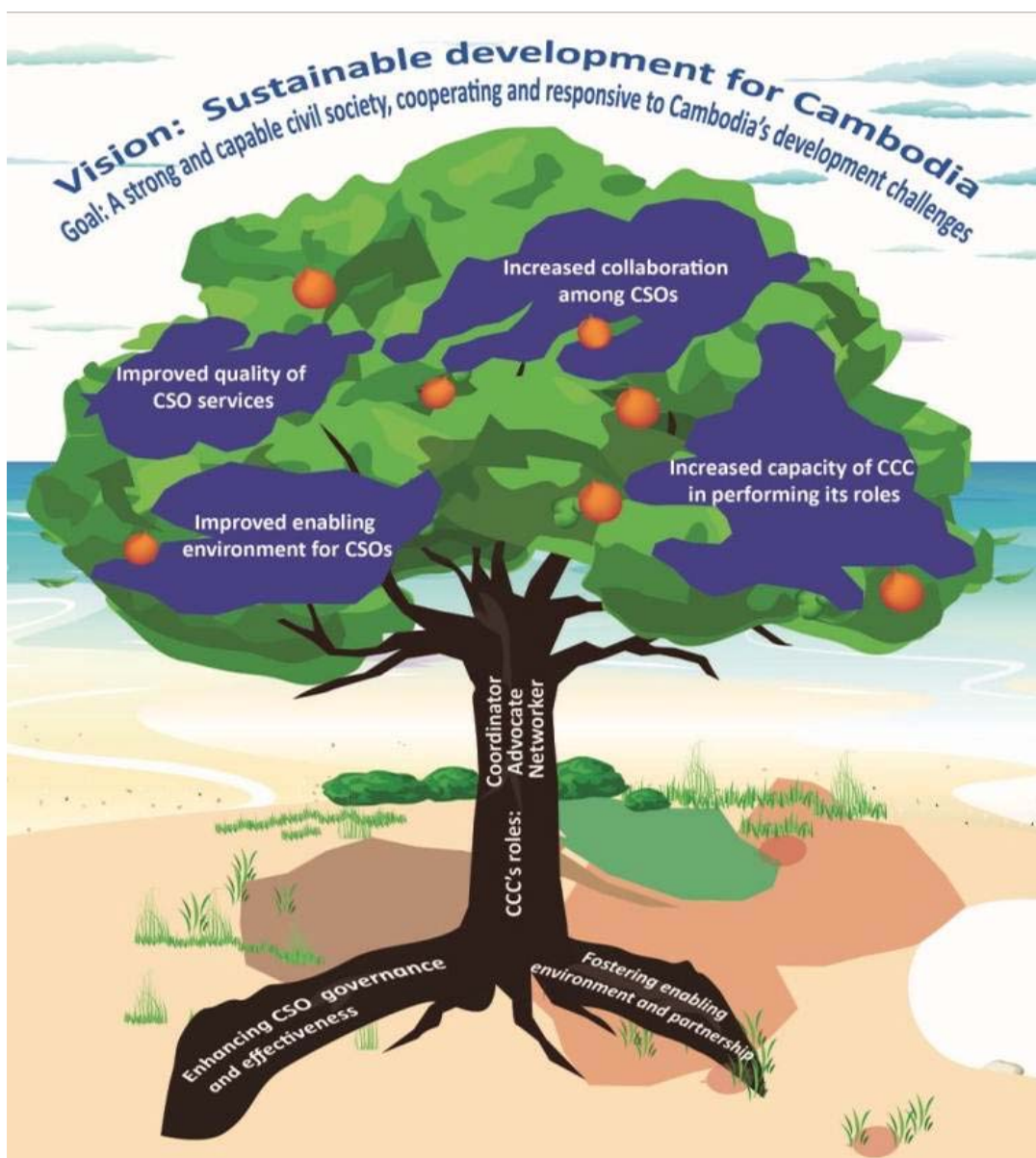
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EXECUTIVE SUMMARY

2014 marked a critical time for CCC, kick-starting with its new Governance Hub Program (GHP) 2014-2018. The new GHP defines the new Vision as Sustainable Development for Cambodia, Mission: Provide high quality services to civil society and influence Cambodia’s development actors and Goal: A strong and capable civil society, cooperating and responsive to Cambodia’s development challenges. The GHP committed to 1) Improved quality of CSO services; 2) Improved enabling environment for CSOs; 3) Increased collaboration among CSOs; and 4) Increased capacity of CCC in performing its roles as CSO coordinator, networker and advocate. Working approaches of the GHP focused more on inclusive partnerships and human rights based approaches development for enhancing CSO governance and effectiveness, and for fostering an enabling environment toward a sustainable development in Cambodia.



In

this reporting period, many significant achievements were made that could turn the following outcomes into reality. More than 650 organizations and 1,000 participants from different institutions such as CCC members, GPP certified NGOs, provincial and national NGOs network, development partners, line ministries and media actively participated and received benefits from key events and interventions from CCC in which they can improve their quality services, information, coordination, and environment toward sustainable development in Cambodia. These impacts also spread out to thousands of their beneficiary institutions and individuals in the community.

Outcome 1: Improved Quality Services for CSOs

With key interventions related to Governance and Professional Practice (GPP), Learning and Capacity Development, CSOs including CCC members and partners in Cambodia have gradually improved the quality of their service, resulting in greater transparency, accountability, effectiveness and responsiveness to the needs of communities they serve.

The Voluntary Certification System (VCS) on Governance and Professional Practice (GPP) continues to enhance governance, transparency, accountability and effective organizational development within civil society sector in Cambodia. Many participants and certified NGOs have reported that they became more capable, professional and recognized by their stakeholders as role models. During the first six months, GPP had 34 applications (25 remaining from 2013) to be reviewed, 14 of them have completed the certification process and three (3) received the certificate of compliance. Since mid 2007 until now, the GPP system has facilitated 59 certificates, granted to 50 organizations. For ongoing improvement of the quality of services of NGOs, the GPP's code and voluntary certification system was reviewed, developed, approved and implemented by CSOs. The fee-charging scheme was reviewed, considered and implemented in early semester two in order to enable more CSOs to be involved and enjoy generating benefits from the system. A guideline for grassroots and community based organizations was drafted and will be ready early next year, it will help organizations increased their internal governance, capacity and quality of services. The process of the guideline development will be widely consulted with key NGOs who have their local partners within the second semester. The guideline will primarily be used to explain to the interested organizations to improve their organization's policies and practices and will not have any certificate attached

CCC's capacity development activities (such as learning forums, training courses, workshops, and member development services) provided crucial benefits to about 1,000 participants (40% female) from around 400 Civil Society Organizations in Cambodia. Participants learned and improved their knowledge and capacity in various topics such as the Istanbul Principles (CSO Development Effectiveness), institutional effectiveness, community empowerment and financial sustainability. The research and learning interventions helped change the mindset and behaviors of leaders and staff of participant NGOs. As a result, many have successfully applied what they have learned to build their internal competency to deliver quality services to their beneficiaries.

With the unique tools available and practical capacity development services, CSOs in Cambodia have continuously improved their awareness, commitment and practices that enable better responsiveness to the demands of their beneficiaries and more effective contribution to the development efforts of Cambodia.

Outcome 2: Improved Enabling Environment for CSOs in Cambodia

Since the July 2013 national election resulted in political deadlock, the enabling environment for civil society has significantly decreased and been replaced with an increase of human rights violations and abuse, imprisonment of 23 human right activists and CSO leaders, shrinking democratic space, and disengagement of CSOs in government's legal and policies reform process.

With many key interventions learned from the Coalition building, Advocacy and Networking (CAN) Component of the GHP such as research, consultations, workshops, meetings, media broadcast, and social media communication meetings and in collaboration with relevant stakeholders, CSOs have claimed back their space and collectively continue to improve the enabling environment. Communication, Advocacy and Partnership strategies were developed and used to improve the enabling environment. 23 human rights activists and CSO leaders were released from prison. Significant inputs from civil society on NSDP 2014-2018, post-2015 Development Agenda, DCPS 2014-2018, IP3 of NCDD, ISAF were generated and submitted to the government and related institutions for their consideration and reflection.

Collective efforts were made in promoting the role of CSOs to the public through different means of communications and in response to the speech of Prime Minister on "No need inputs from civil society on draft laws".

The concepts of a National Trust Fund for CSOs and Corporate Social Responsibility (CSR) for private sector organizations were brought to the fore by civil society in Cambodia in response to the national and global development priorities and inclusive partnership approach. As a Regional Coordinator for Beyond 2015 in Asia, CCC has cooperated with the UNCT in the theme of "Partnership Arrangement and Means of Implementation on Post-2015 Development Agenda", which identified areas for inclusive and genuine partnership between civil society and other development actors. This resulted in an improved understanding from stakeholders about the current operating environment for CSOs and how everyone can contribute to bring about change.

Outcome 3: Increased Collaboration Among CSOs

The vision of CCC "Partnerships for Sustainable Development in Cambodia" mandates solidarity among CSOs and expanding partnerships with relevant stakeholders. CCC has undertaken many interventions, which facilitated effective collaboration, harmonization and contribution of civil society to the development of Cambodia.

During this period, CCC developed the NGO database and made it accessible to the public. Having access to this "NGO Information Bank" will help users to understand the CSO performance index and what the sector contributes to the development of Cambodia.

The Members Development Strategy including developing new versions of CCC bylaws to expand its membership and allow all members to optimize their contributions to Cambodia's development. Four new organizations became members of CCC and six more are on the waiting list.

11 Memorandums of Understanding (MoUs) were developed and signed with seven NGO provincial networks (Siem Reap, Kampong Thom, Stung Treng, Kratie, Rattanakiri, Prey Veng, Svay Rieng) and four individual organizations. Some joint activities occurred in accordance with the objectives, scope and areas of intervention as defined in the MoUs. Typically, MoUs aimed for 1) effective institutional development of network members, 2) better mobilization, use and management of resources, and 3) joint advocacy efforts on development challenges in a more effective way.

Other achievements of CCC under this outcome included: an initial development of a CSO Green Paper (on the development priorities and joint efforts for CSOs in Cambodia), discussions on the new CSO Council, the contextualization of Open Government Partnership (OGP), CCC is one of secretariat for CSO OGP in Cambodia. Remarkably, CSO Council is treated as an initial idea and it needs more work to develop terms of reference and other arrangements. The initial idea for CSO Council is to provide strategic direction and political support to the CSO sector. Since the Council will serve the whole sector, it was recommended that representatives from the Council should be from each coalition/networks and other key interested organizations.

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

During this six-month period the internal capacity of CCC has significantly improved to ensure its potential to play roles as coordinator, networker and advocate. The 36 staff of CCC (including three voluntary expat advisors) are more confident, competent, dynamic and professional in delivering services to civil society and other stakeholders. Overall, this improvement has been associated with the development of CCC's M&E frameworks, a positive and supportive working environment, and appropriate policies.

A feasibility study on the establishment of a CSOs Center is in progress and to be finalized by the end of July. The aim is to accommodate a number of NGOs, facilitate harmonization among CSOs, and manage other relevant services to CSOs. Income generated from these services will be managed and used to improve the financial sustainability of CCC and contribute to the future National Trust Fund of CSOs.

CCC and its colleagues have been involved in multiple projects, including: regional coordinator for Beyond 2015 in Asia; national coordinator for GCAP; co-convenor of Asia Development Alliance (ADA); member of national Working Group on Social Accountability; member of the Partnership and Harmonization Technical Working Group (TWG); member of D&D TWG; a working group member of Humanitarian Accountability Project (HAP); a member of the steering committee for Governance Resource and Learning Center; and a member of an Independent Review Panel for NGO Accountability Chapter. In return, these engagements led CCC to the next level of its performance, credibility and visibility as well as providing much more space for CSOs in Cambodia for effective advocacy on concerns and issues that Cambodians face.

Regarding the financial status of CCC, compared to the proposed budget of US\$ 1,139,221 for 2014, CCC has mobilized a total amount of US\$ 603,163 or 53% equivalent to the annual planned budget as end of June 2014. To enable CCC to safely continue its activities, CCC needs to consider identifying and implementing prioritized activities, deferring some activities to the next semester, merging some activities together, and seeking opportunities to cooperate with other NGOs. However many activities

remain counted as indispensable interventions and need to be carried out as presented in the operational plan. Recognizing the importance and urgency, CCC will have to mobilize more funds from its existing and potential donors to support the GHP.

In conclusion, the key interventions and activities CCC has made over this last six-month period have resulted in many significant achievements, which have contributed to meeting the indicators and resulting in the planned outcomes. Most activities were carried out as planned and proceeded very well. Despite some challenges with financial and human resources, it remained possible for CCC to use its GHP as an indispensable instrument for improving quality services of CSOs, improving the enabling environment for CSOs, increasing collaboration among CSOs, and increasing its capacity to perform the three roles. In addition, this has also been a time in which CCC has grown and learned from its interventions.

I. INTRODUCTION

This progress report updates the result-based achievement of the Governance Hub Program (GHP) and the financial report of CCC for the period of January-June, 2014. This report presents the achievements of CCC against each outcome, indicators and strategic activities as stated in the operational plan 2014 and financial statement.

2014, CCC committed to implement dozens activities to achieve the following indicators:

Indicator 1.1: Applicant CSOs received GPP certification increased from 45 in 2013 to at least 70 by 2014

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

Indicator 2.1: At Least One Law and Policies (e.g. Law on Association and NGOs-LANGO, or 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

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 190 in 2014

Indicator 4.1: CCC Operational Funds from Donors reduced from 85% in 2013 to 80% by 2014

Indicator 4.2: CCC complied with GPP Standards, Donors' contracts and Cambodian Laws and Regulations

The report is structured into the following parts: Executive Summary, Introduction, Key Achievements against Outcomes, Challenges and Proposed Solutions, Impacts and Sustainability, Key Plans for the Next Semester, Financial Report, Conclusion and Annexes. This report is actually serving as a tool for monitoring the progress of the set plan of GHP.

This report has captured key results from the monitoring system of CCC. Inputs given into this narrative report have been significantly made by the division/component/unit/responsible persons who completed relevant parts of information based on their involvement and achievements. This document is consolidated by the Head of Program with support from the Head of Operations, Head of Communications and Membership Development and all component managers. The final draft report was edited by the Executive Director and endorsed by the EXCOM. The format of this report has been successfully drawn from various reporting formats of CCC funding/development partners and reflected recommendations made from CCC donors.

II. KEY ACHIEVEMENTS AGAINST OUTCOMES

The key achievements made during this period are presented as below according to each outcome, indicators, and strategic activities.

Outcome I: Improved Quality of CSOs Services

This outcome contains two indicators and eight key strategic activities. In 2014, CCC committed to implement and to achieve the following activities and indicators.

Indicator 1.1: Applicant CSOs Received GPP Certification Increased from 45 in 2013 to at least 70 by 2014

Table below is a summary status of applicant NGOs during the first six months of 2014.

Table 1: Status of GPP certification process

Pending from 2013 (A)	Applications Received (B)	Total (C=A+B)	Application with Completed Assessment	Certified NGOs (E)	Pending for Semester 2 (F=C-E)
25*	9	34	14	03	31**

* 18 NGOs were fulfilling recommendations from NCCC, 5 new applications, 2 drop-out applications

**25 NGOs are fulfilling recommendations from NCCC while the rest are in the assessment process

This figure makes the total number of applicant CSOs received GPP certificates increased from 45 (45 NGOs, 56 certificates) in 2013 to 50 (59 certificates) in mid-2014. Although eight NGOs are in the process of certification (approval to be made at the joint WG and NCCC meeting on 28th July), there are more than 20 NGOs sitting in the waiting list. In general, this indicator potentially reaches its target by the end of 2014 given that it receives full support from working groups, NCCC, and funding partners of applicant NGOs.

Strategic Activity 1.1.1: Facilitate and Conduct Organizational Assessment of Applicant CSOs Against the GPP Standards

A new version of the NGO code and VCS was officially launched at CCC annual general meeting in March and it was in effect from May 2014. The new version of the code aims to improve the quality of the VCS system and effectively respond to the demands of CSOs, government and development partners, and in line with National Strategic Development Plan (NSDP), and international principles such as Istanbul Principles for CSO Development Effectiveness.

The new version consists of 25 standards, 71 indicators, and 65 guidelines under six key themes including 1) good governance, 2) relationships and communications, 3) sound financial management, 4) accountability and transparency, 5) quality assurance, and 6) effective human resource management. The standards, guidelines and indicators that are included in the new version aim to protect all forms of

corruption, child protection and participation, gender and minority equity, environmental friendly organizations, financial sustainability, and more accountability to beneficiaries etc. within the NGO community.

The GPP Component worked with the IT unit to upgrade and maintain online application for GPP and to redesign the online application process of the VCS system, which enables this to be more accessible by the stakeholders including applicant NGOs, VCS Working Group, NGO Code Compliance Committee, Voluntary Field Assessor and GPP team. In general, the new design has worked on the log in and log out, registration form and other related processes. It can also save some resources for the applicant NGOs such as printing materials, time spent,.... and more importantly assist assessment team to have around 30% of the assessment works done by the system.

The GPP Component has facilitated 19 applications through the online screening process including six (6) new NGOs, three(3) renewal NGOs, and the ten (10) NGOs who fulfilled recommendations from NCCC.

The GPP Component organized six meetings (three regular meetings & three extra meetings) with the working Group to process the six new applications, review the assessment criteria based on the new version of the NGO Code. Moreover, the GPP Component have conducted two regular meetings with NCCC to decide on 14 applications (eight applicants fulfilled recommendations from NCCC, and six new applications) and address other certification related issues. Three of them have received a certification of compliance with three years validity, while the other nine received a report with list of recommendations for further improvements.



Figure 1: GPP meeting with the working group



Figure 2: Certification Specialist in the meeting with Plan International's partners

With active participation and cooperation from 10 VFAs, the GPP Component have successfully conducted the field assessment of 14 applicant NGOs and produced 14 comprehensive reports capturing captured the key summary, process, key findings and recommendation. During field review process, the assessment team met with 722 (315 female) aiming at collecting information against the standards, indicators and guidelines and building awareness about the GPP and VCS. They are different stakeholders of those applicant NGOs including: 30 donors, 51 board of directors, 125 senior management team members, 299 ordinary staff members, and 217 beneficiaries.

The GPP Component worked with other units within CCC to increase participation of interested organizations including members of CCC by providing presentation, distribution and projecting promotional materials such as new codes, leaflets, video clips and TV footages.

The GPP Component has shared about GPP process and benefits to the training course on Governance, Professionalism, and Accountability (GPA) held on 24-28 March 2014 in Phnom Penh.

There were 30 NGOs of which 11 Certified NGOs, 10 Application NGOs and 9 interested NGOs received orientation on new GPP code, standards, guidelines, and indicators. During the orientation, 414 participants (185 female) including ordinary staff, management team, and Board of Director participated and gained better understanding about the codes and can make critical reflection on their organization. From this effort, six organizations (two Certified NGOs, three Applicant NGOs, and one newly interested NGO) submitted their applications for certification or renew the certificate.



Figure 3:GPP Manager shared a session on GPP Figure 4: CCC Annual General Meeting, March 2014

Strategic Activity 1.1.2: Facilitate Certified CSOs to Maintain their Compliance with the GPP Standards

Although 59 certificates were granted to 50 NGOs as the end of June 2014, only 29 certificates remain in validity. GPP Component provided follow up visits to 11 CNGOs to ensure that they stay compliant to the codes and standards. The support was also intended to address all of the challenges faced by the applicant and certified NGOs in fulfilling the requirement of GPP. Five of them have applied for renewal the certificate, two of them NGOs have satisfactorily met the recommendations of NCCC and are now ready to be awarded the certificate. It was noticed that some significant changes were raised by those organizations with particular regards on the improvement in governance and management practice.

“Since NK received the NGO GPP certificate, I observed that staff has improved their attitude as most of them have paid more attention on key policies and optimistically, they become braver than before. Obviously, they can now approach their managers and me to seek for clarification on the Staff Policy and Finance Policy. Interestingly, now, we have the minutes taken and made available for every meeting. I recognize that we become more professional than before while staffs, now, clearly understand and effectively practice relevant policies and procedures”.



Figure 5: Mr. Lay Larro, Admin and Finance Manager, Neary Khmer (NK)

During the follow up visits, the GPP team has met with 202 stakeholders (73 female), of which 148 (60 female) are ordinary staff, 43 (9 female) are management team, 11 (4 female) are the board members.

The eighth Certified NGO learning forum was successfully conducted on 10 June 2014 with 75 participants (15 women) from 36 certified NGOs. The main purposes of this learning forum are to: 1) provide all certified NGOs with progress of their joint initiatives, 2) have certified NGOs more aware of the corruption issues and 3) how GPP can help contributing to anti-corruption, and learning from practical experiences on financial sustainability. At least 15 media news covered this forum so that the public gained more awareness on the efforts and roles of CSOs in promoting good governance and fighting against corruption.



Figure 6: Guest speakers of the 8th CNGO



Figure 7: Mr. Soeung Saroeun, ED of CCC talked about post-2015 Development Agenda

Strategic Activity 1.1.3: Support Applicant NGOs to Implement Recommendations of GPP

The Research and Learning Component provided quality mentoring and coaching services to 15 applicant NGOs to fulfill recommendations from the GPP committee through either online or field visit. Most of these NGOs have responded well to the recommendations, for instance, they developed and revised their respective policies, terms of references for the board, By-laws, job descriptions, and other policies. As a result, two NGOs have submitted all materials as per recommendations to the GPP team in order to get further assessment and certification.

Moreover, in order to support those applicants NGO who have not yet qualified for certificate from the system, the Research and Learning Component has discussed with various capacity developments service providers and is in the process of compilation and production of a referral booklet. The booklet will be made available in quarter 3 of 2014 for those NGOs who are in the process of building their capacity.

Strategic Activity 1.1.4: Facilitate the Development Process and Use of Practical Guidelines for Organizational Development for Small and Grassroots Based Organizations in Cambodia

Last year the study on the “Certification impacts and feasibility for setting standards/guidelines for community based organizations” was conducted and recommended that a practical guideline for the small and grass root organizations should be developed. Following this recommendation and in responding to the fast growing of the grassroots organizations, GPP component is now in the process of drafting a set of practical guidelines by consulting dozens similar guidelines in the world. The guideline aims to support this type of organizations to promote their good practice, accountability and transparency. The guideline can also be used to ensure public trust in the integrity of the individual performance, and the effectiveness of their programs service delivery within their community.

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

20 CSOs were trained on Istanbul Principles on CSO Development Effectiveness through the training course on Governance, Professionalism and Accountability (GPA). The pre and post training tests have shown that participants have gained better knowledge on Istanbul Principles and been committed to apply this with their individual organization. 80% of them have indicated that they have a plan to integrate all or some of the IPs into their organization's policies and practice. Status of this performance will be studied in the second semester of 2014.

Strategic Activity 1.2.1: Conduct Eight Learning /forums (2x4 Forums) on Human Resources (HR), Finance Management (FM), Information Communication Technology (ICT) and Monitoring and Evaluation (M&E)

Four learning forums were provided to a total of 384 participants (152 females) from 271 CCC members and non-members to promote professional and good practice within their organizations. The forums have become attractive events for non members of CCC as they have seen the opportunity to grow their organizations with very little cost. Four meetings with four working groups (WG) on Human Resource Management (HRM), Information Communication Technology (ICT), Monitoring &Evaluation (M&E) and Financial Management (FM) were conducted to reflect and to improve quality of the learning forum. The

WGs will be transformed to discuss on strategic issues on these four mentioned topics in order to provide more benefit for CCC members and CSOs in Cambodia.

Table 2: Summary Results from the Learning Forum

Summary Results
1. Learning forum on HR
<ul style="list-style-type: none"> - To enhance quality of Human Resource management of the members and non-members organization, the learning forum on HR was conducted with 93 participants (49 females) coming from 63 CCC members and non-members organization at ICF/KSSA building, Phnom Penh, on 08 April 2014. - The result of evaluation showed that 86% of participants understood clearly about the differences and benefits of both types of contract (UDC and FDC). About 17% of the participants have thoroughly learned about the relationship bound between employer and employee and another 12% have emphasized their practical knowledge on labour law and visa (stamping) on staff policy. The participants also committed to bring back knowledge which gained from this forum to improve their organization performance. - This learning forum provided a great opportunity for participants to build a more awareness on how to manage human resource of their organization in a more effective way. Moreover, the forum also serves as a good chance to strengthen the network and build better relationship among HRM practitioners and professionals.
2. Learning forum on ICT
<ul style="list-style-type: none"> - To update on relevant tools and good practices of information and communication technology, the ICT learning forum was conducted with 81 participants (11 females) from 70 CCC members and non-member organization at ICF/KSSA building, Phnom Penh, on 20 February 2014. - As informed from the forum evaluation assessment, 78% of participants understood and were able to set basic security and privacy on their PC and mobile devices while 61% of them indicated their increased knowledge in ICT4D for M&E. Moreover, 41% of the participants have shown their interest and learning in making video clips with smart phone. The participants also committed to apply what they have learnt from these 3 topics to improve the practice of their organizations. - This learning forum provided a great opportunity for ICT, administrator, and communication practitioners to build stronger network and share experiences and challenges from their daily operation.
3. Learning forum on M&E

- To improve the Monitoring and Evaluation (M&E) system and performance of the member and non-member organizations the M&E learning forum was conducted with 115 participants (39 females) from 72 CCC members and non-members at ICF/KSSA building, Phnom Penh, on 06 June 2014.
- Results from the evaluation showed that 39% of participants have learnt and knew how to use Pivot Table for data management. 25% of them have learnt on how to develop questionnaire capturing appropriate information while the other the 9% have emphasized their improved understanding on data cleaning and data entry. The participants were also committed to apply what they have learnt from these topics to their own organization practice.
- In general, during the forum, the participants from previous learning forum were assessed on their knowledge retention and application and change. Among the four participants who showed up that day shown that they have also expressed their application of those knowledge such as create check list, used tool and process of monitoring and evaluation on output and outcome. The participants have also shown that they have gathered more confidence from participating in this M&E learning forum.

“I participated in the M&E Learning Forum last year and learnt many important topics such as level of result, process and tools for monitoring and evaluation (output, outcome and impact), principle for monitoring, the matrix for monitoring and evaluation. I have brought this practical knowledge to share with colleagues to improve their knowledge and performance. Moreover, I have applied the knowledge to monitor the immediate outputs and outcomes of my activities implementation. Comparing to the past, from this application, I can better understand, manage and evaluate the process and results of all activities”.

Said Mr. Noch Camreun, Program Officer of UPWD.

4. Learning Forum on Finance

- The last learning forum was the Finance Learning Forum which was organized to strengthen the capacity of both member and non-member organizations for them to be able to improve the financial management in their organization. The Finance Learning Forum was conducted with 116 participants (81 females) from 83 CCC members and non-members at ICF/KSSA building, Phnom Penh, on 26 June 2014.
- The forum aimed at sharing the knowledge and good practices on budgeting for both annual and any particular operational period. The forum also touched on the report format for management and project/program and discussed on experience in effective budget management. Moreover, the forum has enabled all participants to build more networks among finance practitioners and

professionals for ongoing learning on finance matters and related issues. This forum provided a great opportunity for both CCC member and non-member organizations to share their knowledge, experience, concerns prepare plan to make themselves ready to be compliant with minimum standards of GPP.



Figure 8: M&E Learning Forum of CCC

Figure 9: Human Resource Learning Forum of CCC

Strategic Activity 1.2.2: Conduct three Training Courses on GPA (including GPP Tool, IP and Community Participatory Action Research-CPAR) and each Course Will Open for 15-20 Organization's Representatives

Two main training courses were provided by CCC Research and Learning Component to 47 participants (21 female) from more than 40 organizations. The first training course on Governance, Professionalism and Accountability (GPA) has been delivered to GPP applicant NGOs and other interested NGOs which covered various aspects of organizational development, VCS for CSOs, Istanbul Principles, Community Participatory Action Research (CPAR), and Financial Sustainability.

From pre and post-test of the training test, the result showed that, in average, 26% of participants have gained knowledge in all sessions. Most of the participants raised that the topics of the training course was very important for them to improve their organizational development and start thinking about financial sustainability for their organization. As a result, nine organizations have shown their commitment to be involved (or re-involved) in the GPP certification system. More importantly, most of participants have shared their willingness to apply the knowledge and skill gained from this training course to improve their organization's performance to be good governance professionalism and accountability.

Additionally, in order to measure the effectiveness of the training course, the assessment on Istanbul Principle has been conducted before and during the training course to be used as the baseline information for GPA training course, and the Component is now in the process of finalizing the report. It has been found out that all participants have learnt about Istanbul Principles and 80% of them have indicated they have plan to integrate some of Istanbul Principles into their by-laws, operational plan or integrate some of guidelines from each principle into their activities.

The Research and Learning Component also provided follow up support to interested GPA participants. Four of them now (CWDC, HRTF, PNKA and Women) have received mentoring and coaching support from CCC and they have used this capacity development to improve the policy, board Term of Reference (TOR), annual report, by-law and other related policies of their organizations. By June 2014, one of them (CWDC) has been granted the certificate of role model organization with good governance, accountability and professional practice.

The second training course on Governance and Advocacy related to Social Accountability and Decentralization was conducted in collaboration with Advocacy and Policy Institute (API) to 27 participants (5 females) of provincial coordination network in Svay Rieng Province. The evaluation results showed that 16 participants got good score and the other six participants valued this training course as very beneficial event to build up their capacity. Remarkably, at the end of the training, participants have committed to finalize their provincial advocacy plan for Svay Rieng network and to start carrying out the activities in the near term.



Figure 10: R&L Manager in the training delivered

Figure 11: Learning Specialist in the GPACourse to Svay Rieng |

Strategic Activity 1.2.3: Conduct one Training Course/Refresher Training Course for Newly Selected and Existing Voluntary Field Assessors (VFAs)

The drafted concept note of a two-day training course to Voluntary Field Assessors (VFAs) has been developed and some arrangements have been made for the course. The training will be held in the mid of July 2014 in which it is expected that 29 participants from certified NGOs will be attending the training.

Strategic Activity 1.2.4: Facilitate Development and Implementation of National Agenda for CSO Capacity Development and Learning

Two meetings with the working group on National Capacity Development and Learning (NCDL) were conducted. The first meeting was to fast track the implementation of the National Capacity Development and Learning Agenda and to have some reflections on the functionality and past performance of NCDL. The second meeting was the internal meeting among NCDL to discuss about the involvement and value addition of NCDL into the Agenda. Due to some challenges faced by NCDL (particularly in raising fund to support the Agenda) and given the fact that many key activities of the National Capacity Development

and Learning Agenda have been integrated into the Governance Hub Program (GHP), NCDL has proposed to dissolve itself and leave authority for CCC to manage the whole Agenda so that the duplication can be avoided. After this, some individual appointments have been made with NCDL members to seek for any opportunity for future collaboration.

Moreover, CCC has engaged with the Royal University of Phnom Penh (RUPP), Mansfield Center of the University of Montana (USA), and Kon Kaen University (Thailand) to promote joint efforts in capacity development and good governance for CSOs in Cambodia. From a series of initial engagement, the MoU between CCC and RUPP has been developed while the Letter of Agreement (LoA) between CCC and Mansfield Center has been made. Both documents will become into effect in the semester two of 2014.

Outcome II: Improved Enabling Environments for CSOs

This outcome contains two indicators and seven key strategic activities. In 2014, CCC committed to implement and to achieve the following activities and indicators.

Indicator 2.1: At Least One Law and Policies (e.g. Law on Association and NGOs-LANGO, or Cyber Law, National Strategic Development Plan -NSDP, D&D) to be Proposed by the Government Included Recommendations from CSOs)

CCC in collaboration with relevant NGOs have facilitated inputs from civil society on the current laws and policies of the government including: three judiciary related laws, Law on Association and NGO (LANGO), Trade Union Law, Cybercrime Law, Law on Agricultural Land Use and management, Development Cooperation and Partnership Strategy (DCPS), National Strategic Development Plan (NSDP), 3 year Implementation Plan of the NCDD (IP3) etc. Consolidated analysis on the laws have been made, joint statement on common position produced and a set of communication and advocacy strategies have been developed. Significant inputs for these laws/policies have been submitted to the government and related institutions. Remarkably, the inputs from civil society on the NSDP have been reflected by the government. CSOs are carrying out their common advocacy strategies to demand for transparent in developing national regulatory framework, genuine public consultation, and protecting human rights and democratic space.

Strategic Activity 2.1.1: Facilitate and Consolidate Research Findings/Reports and other Related Policies/Strategies from CSOs/Research Institutions and other Relevant Stakeholders)

The Research and Learning Component collected and stored over 600 documents/articles into CCC's database. These included laws, policies, and research reports which can be used as references to inform any decision making or further research. Moreover, they can inform the public of what have been done in the past and what else should be more focused on in the future. Based on the original plans of CCC, many of the stored documents will be reviewed and compiled into summary papers, some of which are policy briefs. The documents will be made available through CCC website from the second semester of 2014.

Strategic Activity 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)

After many meetings with the Research Advisory Board (RAB), the concept notes and initial designs of two researches have been developed. These included the research on CSO contribution and their performance index, and the research on progress and challenges of social accountability and D&D implementation by CSO. Framework of the second project has been endorsed by RAB and is now put in the area of collaboration with API.

Another assessment study on the performance of GPP applicant NGOs has been carried out in consultation with the GPP team to understand how well those NGOs can meet each requirement of GPP. Findings from this study has been made and exposed for comments from RAB. More importantly, the National Assessment on Enabling Environment for CSOs in Cambodia has been concluded, launched and disseminated to stakeholders so that they can focus specifically on the weaknesses and challenges identified in the seven dimensions of the enabling environment for civil society including: Formation, Operation, Access to resources, Expression, Peaceful assembly, Government-CSO relations and CSO cooperation and coalition. Findings from this study have been translated into a set of advocacy strategies for the improved enabling environment in Cambodia.

As a member of National Working Group on Social Accountability, CCC has played important role in designing, implementation and supporting its members and CSOs to implement the Social Accountability Framework (ISAF). The ISAF has been now endorsed by the Ministry of Interior. The ISAF contains four components: information, budgeting, citizens monitoring, and learning. CCC is also a member of D&D Technical Working Group. CCC is in the process of having a MoU with NCDD to mobilize resources and implement the ISAF as well as to participate in designing, implementing and monitoring the progress of IP3.

CCC is a member of the National Orphanage, Vulnerable Children Task Force (NOVCTF) of the Ministry of Social Affairs and Veterans. About 70 local and international organizations are members of NOVCTF. CCC has been appointed as a chair of a working group in developing code of conduct for child protection and participation. It is expected that the code of conduct is a tool guide all institutions of both state and non states on how to protect and promote safety, participations and all four basic rights of the child. It is now in the process of development and tentatively finalized by earlier next year.

Strategic Activity 2.1.3: Facilitate CSOs Participation in Laws and Policies Development Processes, and Implementation Monitoring

There were many issues that happened in Cambodia including the unsolved problems from the National Election; the crackdown on demonstration/protest held by garment workers, who were demonstrating for a minimum wage of USD 160 per month, the arrested of human right defenders and garment workers. In respond to these issues, CCC amongst others has conducted several meetings with CSOs to coordinate collective efforts and to develop a joint statement to ***“Stop the Violence: A Call for Release, Investigation and Reparation”*** for the victims and ***condemn the use of brutally excessive force, arbitrary arrests, killings and inhumane treatment by the Cambodian authorities.*** CCC also coordinated CSOs to appeal to the international community to take action on this inhumane treatment on Cambodian citizens as well as to urge the government of Cambodia to drop legal actions against garment workers and human right defenders. Throughout the joint efforts, the 23 victims were then released in May 2014 and demand for better working condition and wage has been taken high consideration by the purchase orders,

government and other stakeholders.



Figure 12: Delivered a petition to India Embassy Figure 13: Delivered a petition to UNOHCHR

On another important angle of development challenge, the Royal Government of Cambodia (RGC) has recently committed to fast track the adoption of many laws including the Law on Associations and NGOs, Cybercrimes Law, Law on Status of Judges and Prosecutors, Law on Organization and Functioning of the Courts, Laws of the Supreme Council of Magistracy, Law on Access to Information, Law on Management and Use of Agricultural Land, and Law on Trade Unions etc. The adoption of these laws is seen at different paces. Some laws have already been drafted and consulted with numerous stakeholder groups, including experts from civil society, the private sector, legal and academic experts to ensure the transparency and accountability of the government while some laws have been sent for approval from the National Assembly and Senate without having any point open for public consultation.

CCC monitored very closely on these movements and made good efforts in having access to all of these draft laws. With this commitment, CCC has now held copies of all laws mentioned above. CCC has also compiled the analysis of all laws and shared these to relevant stakeholders in a series of meeting. In general, the meetings have been conducted with relevant CSOs for information sharing (particularly related to the analysis of the law) and discussing on possible advocacy strategies on these laws. One of the most important action points from the meeting was the initiative to form a CSO Council to represent and oversee the overall interventions of civil society.



Figure 14: Discussion on legal aspects in Cambodia

Figure 15: Consultation on the seven draft laws

In particular, the consolidated analysis of the draft Cybercrime Law and its Advocacy Strategy was produced and many actions are being implemented. Additionally CCC has also worked closely to monitor the trend and development of draft three laws related to the court and judiciary and developed a joint statement called on the National Assembly and Senate to delay debate on these bills, and urged for broad and public consultation. Another letter were also sent to the king and to Constitutional Council of Cambodia to seek support and push back these laws to include recommendations from all the corners and to make the law meaningful and guarantee the enabling environment and democratic space in Cambodia.

The RGC through the National Committee for Decentralization and Deconcentration hired a group of consultants to formulate new IP3. CCC, in partnership with Working Group for Partnership and Decentralization (WGPD), has jointly conducted consultations in three provinces and one national on new IP3 formulation. A draft consolidated comments on IP3 from civil society organizations has been prepared and continue to finalize it in July and then will submit to development partners, consultant team, and government for their consideration and reflection in new IP3 document.

Indicator 2.2: Funding and other Support for CSOs, especially GPP Certified CSOs Gradually Increased

Many efforts have been made to increase funding support for CSOs. GPP certified CSOs have agreed to address common issues by having joint projects. At least two proposals have been developed by certified NGOs and submitted to the call. CSOs in Cambodia have started advocating for a National Trust Fund (NTF) for CSOs. The NTF has been claimed in the communiqué on mean of implementation of post 2015 development agenda as a result of national consultation, jointly organized by CCC and UN county team in 24 May 2014. It has also been cited in the NSDP 2014-2018 in accordance with the slide presentation on NSDP made by official of Ministry of Planning in 23 May 2014 at CCC national consultation workshop. CCC has started to engage like-minded private sector to promote cooperate social accountability. A set of strategies for partnership with private sector has been drafted as a guide for working with the sector in a professional manner.

Strategic Activity 2.2.1: Promote Profile and Work of CCC's Members and other CSOs through Printed and Air Media as well as Social Media

With the support and coordination of CCC, the profiles, voices and contribution to the development of Cambodia of CCC members such as Cambodian HIV/AIDS Education and Care (CHEC), Maryknoll (Deaf Development Program), and Hand of Hope for Community (HHC) as well as other members has been heard by having a series of live interview through CNC TV in May 2014. Moreover, at least five to eight media channels, online news, radios, and TVs covered the key events of CCC and its members. The Communication and Member Development Division also produced three videos capturing the learning forum and made them ready for use to promote visibility of CCC through its existing website and social media such as Facebook, YouTube, and Twitter.

Through the above media channels, especially social media and other online news, stakeholders and other audience have deeply understood the role and contribution of NGOs in Cambodia. This will also increase the enabling environment for CSOs working in Cambodia to contribute to sustainable development in Cambodia.

This news coverage has been kept both softcopy and hardcopy as CCC's communication archives. These archives will be used for other references and further promotion of CSOs.

A set of CCC publications delivered to the library of Governance Resource Learning Center (GRLC) of NCDD to increase visibility of CCC in this sub-national library. Moreover, the context of CSO governance principally integrated into the learning curriculum of GRLC.

To carry on this good work, CCC commits to invite at least three more members of CCC to the talk show in local Radio/TV programs. Two promotional videos will be produced and made ready to show to the public audience. A newsletter guideline of CCC will be set up and sent to members and information collection for this 2nd quarter newsletter of CCC will be made. CCC also commits to strengthen the partnership between CCC/GPP and GRLC on Governance training project for the next semester.

Strategic Activity 2.2.2: Work with Funding Partners of GPP Applicants to Get their Co-finance Support

From the study on Impact Assessment on GPP Certification System conducted by CCC last year, it was raised that application fee and annual fee required by the system become a burden for the applicant and certified NGOs. Thus having support from the funding partners of the GPP Applicant NGOs can help sharing this burden. Since 2012, CCC has entered a two year agreement with Plan International to develop capacity for Plan's partners by having them participating in the GPP process. The project has been extended until the end of 2014 so that the Plan's partners would become more capable to stay compliant to the GPP code and standards. Besides from this, CCC has also made some initial discussion with DCA/CA to have their partners involved in the GPP certification process.

Strategic Activity 2.2.3: Advocate the National Assembly of the Government of Cambodia to Provide National Budget/Funds Allocation and/or Tax Exemption for CSOs

Budget allocation from government to support CSO's working is very important, to make this concept happen in Cambodia, CCC has made big efforts in having ongoing discussion with CSO leaders to advocate the National Assembly of the Government of Cambodia to provide national budget /funds allocation and/or tax exemption for CSOs.

The idea was fully supported by all participants who attended that National Consultation Workshop organized by CCC in May in Phnom Penh on "Partnership Arrangement and Means of Implementation on Post-2015 Development Agenda. From the workshop, it was encouraged to initiate an effective development financing system for the post-2015 development agenda in Cambodia in which the formation of National Trust Fund (NTF) for CSOs should also be given priority. Representative from the Ministry of Planning who was presenting about NSDP (2014-2018) has also supported that the national budget allocation to support the national programs of the country should be reckoned. The NTF is believed to be a potential resource fund for social development and can secure long term financing for CSOs to implement their relevant development agenda. It is important that the National Trust Fund will be made attractive to both domestic and external sources and made open to both public and private flows. Furthermore, all development actors should ensure that they provide space to each other to promote and exchange capacity development, transfer effective systems and technologies, and share resources to support each other. Besides this, one of the out spoken members of Research Advisory Board of CCC also raised this idea at the interview with local TV and other social media in Cambodia.

Strategic Activity 2.2.4: Engage Different Actors for Development Effectiveness

Being committed to the inclusive partnership approach, CCC has counted every development actor as the key player for development effectiveness. Many meetings have been conducted with LNGOs, INGOs, DPs and Government officers in order to build a strong collaboration and to promote the development effectiveness in Cambodia. The meetings were also held with regional and global network such as ADA, ADN, CIVICUS, GCAP and Beyond 2015, etc in order to share best practices, challenges and proposed inputs/recommendations contributing to development effectiveness. CCC is now on the road to mobilize key CSOs to set up the CSOs council for a solidarity work of CSOs and for a strong harmonization among CSOs for development effectiveness in Cambodia.

CCC has worked with UN country team to conduct national consultation on mean of implementation of beyond 2015 agenda and also discussed on how CSO and UN country team can have regular meeting for updating the progress, challenges and sharing best practices in managing the changes.

CCC has drafted strategies for partnering with private sector. CCC has approached number of companies, banks, and CSOs to promote Cooperate Social Responsibility (CSR). At this initial stage, it is expected that CSR would yield at least three benefits: 1) Increasing the collaboration between CSOs and private sector in developing any particular projects that can provide more benefits to the Cambodians; 2) Promoting the uptake of CSR by having private sector provide contribution to the financial and also technical resources to CSOs and public; and 3) Building trust and relationship between the two sectors.

Outcome III: Increased Collaboration among CSOs

This outcome contains two indicators and nine key strategic activities. In 2014, CCC committed to implement and to achieve the following activities and indicators.

Indicator 3.1: Number of Memorandum of Understanding (MoUs) between CCC and Provincial NGO Networks, Informal Groups, and National Coalitions on Cooperative Actions

In general this indicator is on target. As the end of June, 11 Memorandums of Understandings (MoUs) have been made with various partners. Seven MoUs have been signed with seven provinces including Siem Reap, Kampong Thom, Stung Treng, Kratie, Rattanakiri, Prey Veng, and Svay Rieng. From this commitment, each province was able develop their capacity and have in hands now the provincial NGO strategic and advocacy plan. In addition, one MoU has been signed with the Advocacy and Policy Institute (API) to promote joint efforts in development and another MoU with Transparency International Cambodia (TIC) on promoting good governance, integrity and fight against corruption in Cambodia continued to be implemented till end of 2015. Two more MoUs have been signed with the informal group (Community Peace Network (CPN) and Coalition of Cambodian Farmers Community (CFCC)) to advocate for the release of 23 human rights activists and garment workers. Last but not least, two MoUs with the Royal University of Phnom Penh (RUPP) and the Mansfield Center of the University of Montana have been developed and will be signed in the second semester.

Strategic Activity 3.1.1: Facilitate the Promotional Campaign 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.....)

CCC has documented a best practice of Istanbul Principles in Cambodia and combined those best practice cases into a book named "THE JOURNEY FROM ISTANBUL-Evidences on the Implementation of the CSO DE Principles"¹ and shared to the region and international development actors in the globe. This article is a compilation of stories of good practices, challenges faced and gaps identified in the implementation of the Istanbul Principles in different country contexts. The case stories are from 19 organizations from 17 countries spanning the different global regions. This is the first attempt of the CDPE Working Group on CSO Development Effectiveness to document such initiatives in strengthening CSO work in promoting their own effectiveness.

Being more relevant to the international best practices, the session on Istanbul Principles has been integrated into the training course on Governance, Professionalism and Accountability (GPA) of CCC. From this, an assessment was conducted to understand how participant NGOs committed to the Istanbul Principles before and after the course.

CCC has also shared its article on NGO GPP into a guide to self-regulation initiatives "Accountability for Civil Society by Civil Society"² which was consolidated by CIVICUS and shared to the globe in April 2014 to promote CSO development effectiveness. As defined by One World Trust, a self-regulation initiative is a scheme promoting a set of values developed by civil society for civil society. A self-regulation initiative can be developed by one organization but more often it will be done by a network of CSOs in order to create joint standards. Self-regulation initiatives are intended to influence the governance, behaviors and practices of participating organizations and are to be applied consistently. Most initiatives are voluntary in nature, but they can sometimes be linked to a government's regulation or tax benefit scheme. Self-regulation initiatives may also be devised for all of civil society, a network of CSOs, a specific sub-sector, or be restricted to the participation of a selected group (usually members of a national platform). In that regard, self-regulation can be seen as an exercise of self-definition for the civil society sector as CSOs are developing their own standards rather than having them imposed by governments or donors.

Strategic Activity 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

Many activities have been carried out to create formal partnership between CCC and other related stakeholders, at both national and sub-national Levels, for better use of resources and collective responses to development challenges. Around ten MoUs have been developed and mostly signed between CCC and NGO provincial networks, informal groups, NGOs, and university.

The partnership with seven NGO provincial networks has focused on: 1). strengthen the NGOs network in each province for dealing with institutional issues through strengthening collective voice, influence the

¹Can be downloaded: http://www.csopartnership.org/wp-content/uploads/2014/04/casestories_ebook.pdf

² See link:<https://civicus.org/images/stories/CIVICUS%20Self-regulation%20Guide%20Eng%202014.pdf>

thinking and practices of development actors, and 2). Enhance cooperation among development actors for CSO effectiveness and development effectiveness at sub-national level.

The partnership with API has been made on: 1). Join effort to strengthen the capacity of provincial NGOs coordination networks and members; 2). Join effort to link the voice from local and sub-national up to national to make sure that the community's concerns and needs be addressed with quality and effectively; and 3). Join effort in mobilizing resources to conduct any initiatives to support provincial NGOs coordination networks at both national and sub-national level. From this partnership, a training course has been jointly delivered to Svay Rieng NGO Network while other provinces have produced their operational plan and are finalizing their provincial advocacy plan.

CCC has also worked closely with solidarity house and informal groups and supported to facilitate campaign to release 23 human right defenders and garment workers and to support the campaign on human rights to development and anti-corruption.

MoU with the Royal University of Phnom Penh has been finalized. This partnership focused on: 1). Promoting inclusive partnership between CCC and RUPP; 2). Enhancing the capacity of university students and CSO staff on Governance, Professionalism, and Accountability for development effectiveness; 3). Joining efforts in conducting research and capacity development that add value to the above issues on governance, professionalism and accountability; 4). Facilitating placement of students to relevant organizations, including those are members of CCC; and 5). Joining efforts in generating and mobilizing resources for supporting the research and capacity development initiatives.

Additionally, an initial discussion has been made with the Maureen and Mike Mansfield Center of the University of Montana on the cooperation to host the Non-Governmental Organization Development Fellows Program of the US Department State. Given that the bidding is successful, the program started by the end of 2014.

At international and regional level, CCC colleagues brought CSOs' voices from various consultation in Northwest and Northeast provinces, to advocate for inclusive development agenda which should be in the Post-2015 global development framework, which organized by Asia Development Alliance (ADA) and Asia Democratic Network (ADN) and work with alliances and CSOs network at global level who are currently active working to bring CSO voices to feed in the UN consultation on Pos-2015 global development agenda.

At national level, CCC consolidated "GREEN PAPER FOR CIVIL SOCIETY ORGANIZATIONS IN CAMBODIA" which captures recent prioritized emerging issues found and faced by CSOs in Cambodia and seeks to consolidate relevant proposed collaboration/intervention strategies among CSOs to respond to those challenges. The second semester of 2014, a series of consultations within CSOs and with other stakeholders such as government and development on this paper will be conducted and hopefully it can be officially launched by the earlier 2015.

Strategic Activity 3.1.3: Work Closely with INGOs and LNGOs to Develop Long-term Plans to better Utilize and Mobilize Resources and Labour Forces

To work closely with INGOs and LNGOs to develop long-term plans to better utilize and mobilize resources and labour forces CCC were conducted several meetings with INGOs Core Groups and key

NGOs conducted to discuss on emerging issues and identify common joint efforts. During the period of this report, four meetings have been conducted with LNGOs and INGOs, the first meeting was primarily updated the current movement of democratic space in Cambodia and to discuss and identify the solution to dealing with this movement while the second meeting was shared the common key issues and proposed key strategies and identified partners to be jointed advocacy. The third meeting was conducted to build awareness the issues to LNGOs and INGOs to a wake them about the that may happened to CSOs, and the fourth consultation was conducted with INGOs to get their inputs and raising fund for deliver proposed strategies and key activities.

The CSO Council initiative proposed and will be served as an oversight body on the interventions of CSOs on development issues. It is a big movement that we CSOs agreed to join hands together for dealing with these issues, and many discussions among CSO leaders have been made in respond to the current context of Cambodia development. CSOs agreed to give prioritization on the consolidation of all available analysis of the recent laws mentioned above and to work out the common advocacy strategies to amplify their perspective and meaningful partnership in development. Compilation of the analysis of these laws will be classified based on the following common criteria: priorities, benefits, consequences, and impacts of the laws on the rights and freedom of the Cambodian citizens as guaranteed by the National Constitution of the Kingdom of Cambodia.



Figure 16: INGO Core Group meeting



Figure 17: INGO Core Group Meeting

Strategic Activity 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.....)

CCC is a member of Partnership and Harmonization Technical Working Group (P&H TWG) and Decentralization and Deconcentration (D&D TWG). In collaboration with NGO Forum, CSOs discussion on partnership arrangement and Joint Monitoring Indicators between CSOs and the government conducted while a joint statement and a letter have been produced as an outputs from this discussion to advocate with the government to ensure a meaningful and inclusive partnership of CSOs in national development agenda particularly through the Technical Working Groups (TWGs). The Voices of CSOs have been shared to the TWG retreat in Kampong Som province (16-17 June 2014) which was organized by the CRDB/CDC of the Royal government of Cambodia, as an important opportunity to (i) review and discuss the TWG performance including the progress in implementing the Joint Monitoring Indicators for the period of

2012-2013, (ii) present and discuss the NSDP 2014-2018 and CDPC 2014-2018, and (iii) other related issues.

CSO/NGOs have played a very important role in the development of Cambodia in every sector including humanitarian activities as well as development progress, and are formulating development priorities for policymaking in Cambodia. Furthermore, CSOs are able to provide their inputs and comments in their areas of expertise. Particularly, the CSO/NGOs work with government and other Development Partners (DPs) to monitor the performance of a wide range of development programs. They participate in 16 of the 19 Technical Working Groups (TWG) that are organized by government ministries and that set and periodically revise Joint Monitoring Indicators (JMIs).

In this capacity, CSO/NGOs have produced "the CSO/NGO Statement on the Monitoring of the JMI Implementation for 2012-2014" which put together all CSO/NGOs' findings working in various issues ranging from land reform, education to legal & judiciary reform. The statement was endorsed in "CSO/NGO Consultation Meeting on JMIs, NSDP, Partnership Strategy of the Royal Government" on 11 June 2014, which was co-organized by CCC, NGO Forum and MEDICAM.

Strategic Activity 3.1.5: Facilitate Cambodian CSOs Engagement in Regional (MCLV) and International Alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, ASEAN)

CCC is a Regional Coordinator for Beyond 2015 for the period of January 2014-December 2015, playing important roles in coordination, communication and advocating voices of CSOs in Asia to feed in to discussion of global, especially UN consultation mechanisms.

At sub-national level, CCC has conducted two regional consultations in the north-east and north-west region in order to collect inputs from relevant stakeholders at sub-national level to include in the partnership arrangement and means of implementation for the post-2015 development agenda. There were 140 participants from 11 provinces including LNGOs, INGOs, community members and leaders and Ministry of Planning representatives.

A national consultation was jointly conducted with UN country team on 23 May 2014 in Phnom Penh and brought 180 CSOs, government and development partners from multiple sectors together to discuss and identify mechanisms to promote sustainable partnerships among development actors in Cambodia. A Communiqué has been adapted and shared at national and international key events such as UNDAF consultation in Phnom Penh, UNESCAP consultations in BKK, shared to Beyond 2015 and GCAP. It also shared at CCC bi-monthly meeting, website, and been quoted by local media and shared with Royal Government of Cambodia. The Regional Coordinator also attended several meetings in the region such at CSO meeting in Pattaya and BKK (Thailand), and Open Government Partnership in Bali, Indonesia. It will be also shared at the Regional Meeting in Brussels in late June.

On one important aspect, CCC has been playing important role to bring the concept and principles of the Open Government Partnership (OGP) for attention of Cambodian CSOs. CCC has been recognized as one of secretariats for CSO OGP. OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. Having the Cambodian Government being committed to the OGP will enable the country to step towards greater transparency, accountability and participation that will

ultimately improve the lives of Cambodian people. There will have a series of consultation meetings on OGP in the semester 2 in Cambodia.

Indicator 3.2: CCC Membership Increased from 160 in 2013 to 190 in 2014

CCC has endorsed four organizations as new members of CCC making a complete list of 148 NGOs. It is worthwhile to clarify that by early 2014, the actual number of CCC members was only 144 (not 160) since 16 organizations were proposed to remove from the list as some of them closed their projects/offices in Cambodia, some scaled down their program, some did not pay membership fee, and some have merged together. Six NGOs have submitted their application and are being screened to become full members.

CCC has revised its bylaws by which calculation of the membership fee has been reformulated to limit the maximum charging fee of US\$3,000/year/member. CCC has developed its membership development strategy so that more members can benefit from this entitlement and opportunity for non members to become members of CCC. In conclusion, this indicator is potentially not meeting the target by the due date.

Strategic Activity 3.2.1: Expand CCC Membership

Information Education and Communication (IEC) materials for promotion such as membership benefit grid have been widely distributed to the members, donors, provincial NGO networks, and non-member organizations to promote about benefits being a member of CCC. At least 70 non-member organizations received explanations about CCC membership through emails, office visits, provincial network meetings, and meeting with individual NGO leaders during other organization's events. There were four new NGOs became member of CCC, so that CCC membership has been increased from 160 to 164 as the end of first semester 2014 and six applicant NGOs are being in the screening process to be member. This growing contributed to a positive step toward increasing collaboration and strengthening the collective voice of CSOs. However for the improvement of membership quality, the list of remaining members has been rescreened and 11 NGOs have been contacted for clarification on membership before proposed to Excom for removal from the member list in 2014. In this semester, five NGOs were also removed from the member list due they are no longer working in Cambodia and have merged into a single management system or organization. Thus, the total numbers are 148 organizations.

Contribution to expanding membership plan, CCC Bylaw was revised to modify some articles based on the current situation and future trends of CCC and its members. The proposal of Bylaw amendment was endorsed by members during CCC Annual General meeting and through email for members absented during meeting. Over two-third (105) of members voted for adjustment. Khmer and English version is ready for Excom approval and is seeking the endorsement from Ministry of Interior.



Figure 18: CCC bi-monthly meeting



Figure 19: Participant of the bi-monthly meeting

CSO queries on many subjects of concern or uncertainty are received by Membership Development Unit, indicating that CCC is regarded as a reliable source (bank) of information and guidance for civil society operating in Cambodia. CCC is remaining an unique place for CSOs and other stakeholders to looking for the most up-to-date facts, including the funding received across the NGO sector, a resource which is tapped into by international as well as local organizations, list of organizations, funding opportunities, ad-hoc issues and any directions from ministries of the Royal Government of Cambodia. By this way, in average, at least 10 queries from CSO have been responded in relation to the above issues.

Additionally, the voice and visibility of CCC as well as CSOs raised through many local media channels such as local newspapers, radios, TVs, and online news. Just from 4 main events of CCC, news coverage were collected such as three headlines issued on local newspapers, six news broadcasted on radios (VOA, VOD, ABC Radio Australia), nine news on TVs, and 14 articles issued on online news websites.



Figure 21: CCC member was on TV show Figure 20: 1st issue of CCC Quarterly Newsletter



The media lunch meeting was jointly organized by CCC and the NGO Forum at the end of June. This event had been successfully done to strengthen the relationship and to improve the ways of working between communications practitioners and media agents in Cambodia.

The quarterly newsletter (Apr-Jun, 2014) has been successfully produced and shared to members and related stakeholders of CCC.

Through above media coverage, media meeting, and quarterly newsletter, the image of CCC is being disseminated and recognized by its members, related stakeholders, and public audience. More CSOs have been taking this chance to promote their profiles and activities through CCC newsletters and events with good cooperation.

As in plan, CCC will (1) implement the action points from media lunch meeting to ensure good cooperation with media agents to capture any event of CCC, (2) coordinate to invite its members to the TV/Radio talk show is for any relevant development topic, (3) organize another media meeting by the end of the year, and (4) produce another quarterly newsletter with four extra pages which will allow CCC members to well-disseminate more important news and information as well as to promote their profiles.

Strategic Activity 3.2.2: Coordinate Members to Maximize their Contributions to the Development of Cambodia

Membership Development Strategy 2014-2018 is being developed aims to maintain the existing members, to increase new members especially local NGOs. The strategy is also direct for maximizing the contribution of members for the sustainable development of Cambodia. The final draft of Membership Development Strategy is ready for feedback from Senior Management Team and Excom and be implemented in the second semester 2014. Contribute to Cambodian development; CCC members have been involved in strategic consultation/dialogue on the national and international development agenda through bi monthly member meeting and regional consultation workshop conducted by component 2 & 3. There were many topics have been shared and discussed among members including: National Strategic Development Plan (NSDP), Accountability Framework by the National and Sub-National Democratic Development (NCDD), CSO Green Paper (Key issues/challenges, proposed strategies) and members roles in contribution for 2014 and beyond.

Strategic Activity 3.2.3: Facilitate and Manage Up-to-date Information on CSOs Operating in Cambodia

Online database on CSOs operating in Cambodia has been developed and launched in the Annual General Meeting of CCC in March. It contains many useful functions and can be extracted into multi-purpose reports. The information of 4,806 NGOs registered with MoI and MoFA/IC (included the newly registered 16 INGOs up to 2013 and 336 LNGOs up to 2012) have been moved to the new online database. CSO database is now being hosting on CCC website and Membership Development Team received about 20 requested for login ID. Beside the members, online CSO database has been also introduced to the provincial NGO network through the monthly meeting including: Svay Rieng, Kampot, Kampong Som, Siem Reap, Mondulkiri, and Kratie provinces. A number of username and password were created, 148 for members and 20 for non-members to login and search CSO information as needed.

Data collection form developed and sent to 500 LNGOs and 250 INGOs to update their detail information especially the update information on their contribution to the development of Cambodia. Responses now

received from more than 30 NGOs. To accelerate the speed of data collection, TORs was developed for selection five voluntary students and they are now in place. Information collected from those responded NGOs gradually imported into the database. In addition, the upgrade of online application form within database for voluntary certification system (NGO GPP) was also successfully developed.

“According to the assessment of our in-country budget and CCC’s membership fee policy, the next scheduled payment for GDG should be approximately \$225. However, as we greatly value our membership and the support we received from you and your colleagues, we choose to pay \$500 for our associate membership this year.”

Said Peta Thomas, Project Officer & Manager, Global Development Group (GDG), Cambodia.



Figure 22: Participants paid attention to the presentation about database



Figure 23: Member Development Manager talked about NGO database in a workshop

Indicator 3.3: A common Premise for CSO Office and Functions

Within this period, progress of the CSO Center has been started with the feasibility study which is now under the consultation process. Report of the study will be ready by early August and further activities will be carried out upon this.

Strategic Activity 3.3.1: Conduct a Feasibility Study on Establishment of a CSO Functioning Center

In order to promote effectiveness and improve financial sustainability with CSO,CCC has recruited a team of consultants to conduct a feasibility study of CSO Center for Sustainable Development and the study has taken place from 27May - 31 July 2014. Inception report of the study was shared to CCC senior management team (SMT) for their primary information. SMT and consultants met to discuss future activities and approaches for the study.The study will be shared at the CCC donor/funding partners reflection meeting and its report will be made available by the early August.

Outcome IV: Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate

This outcome contains two indicators and eight key strategic activities. In 2014, CCC committed to implement and to achieve the following activities and indicators.

Indicator 4.1: CCC Operational Funds from Donors Reduced from 85% in 2013 to 80% by 2014

In general, although CCC received less funds than planned, this indicator can reach its target by the end of 2014 since around 40% of the actual income was self-generated income and was treated as the reserved fund. CCC has generated a total amount of US\$603,163 which is equivalent to 53% of the annual planned budget. However, CCC can manage this available amount to cover its administration, personnel cost and key activities as committed in the 2014 operational plan. To enable CCC to safely continue its activities, CCC will have to mobilize more funds from its potential donors to support the GHP for 2014 and beyond.

Strategic Activity 4.1.1: Develop and Implement Communications and Fund Raising Strategies

The Communication, Advocacy and Partnership Strategy (CAPS) has been drafted and submitted for final approval from CCC's ExCom. It is expected that the Strategy will come into effect in early next semester. Although it stays in its current draft form, some activities have been conducted to improve the communication within internal and to other beneficiaries of CCC. As part of its communication with members, over 85 job vacancies (with an average of 3 positions per announcement) from them have been posted on CCC website. More than that, useful information such as hot news and latest news regarding to CSOs activities, laws, and policies, training opportunities, funding opportunities have also been posted to CCC members through e-mail and CCC website.

CCC website becomes more important for the public, and as the result, CCC pages were hit 37,851 times and visited by 7,649 unique visitors during the first 6 months. CCC Facebook fans/followers also increased by 324 (to 1,384) if compared to the last six months because of its useful information shared from CCC website. Up to June 55% of new website has been developed to be more professional view and expected be pilot hosted by the first week of July and officially launched in bi monthly meeting on 5 August 2014.

In the other ways to improve visibility, video clips capturing key aspects from the HR Forum, GPA Training, AGM 2013, and EXCOM have been produced to promote CCC's profiles to public through the workshop, learning forum, website and social media. IEC materials such as GPP leaflet, and NGO database brochure, membership benefit grid, posters, and banners have been produced and being used by each unit of CCC.

The fund raising strategy is under development process. Within this period, CCC has submitted a proposal to Australian Volunteer International (AVI) to request for a voluntary expat Fund Raising Advisor.

Strategic Activity 4.1.2: Facilitate Sound Financial Management

Annual and quarterly budget 2014 for CCC and donors were in place. Monthly, quarterly and six monthly financial reports were produced in time. Management team and staff spent their activities based on the

allocated budget. The budget was well-controlled and monitored and management team met to discuss the budget revision for the rest of the year based on current committed incomes.

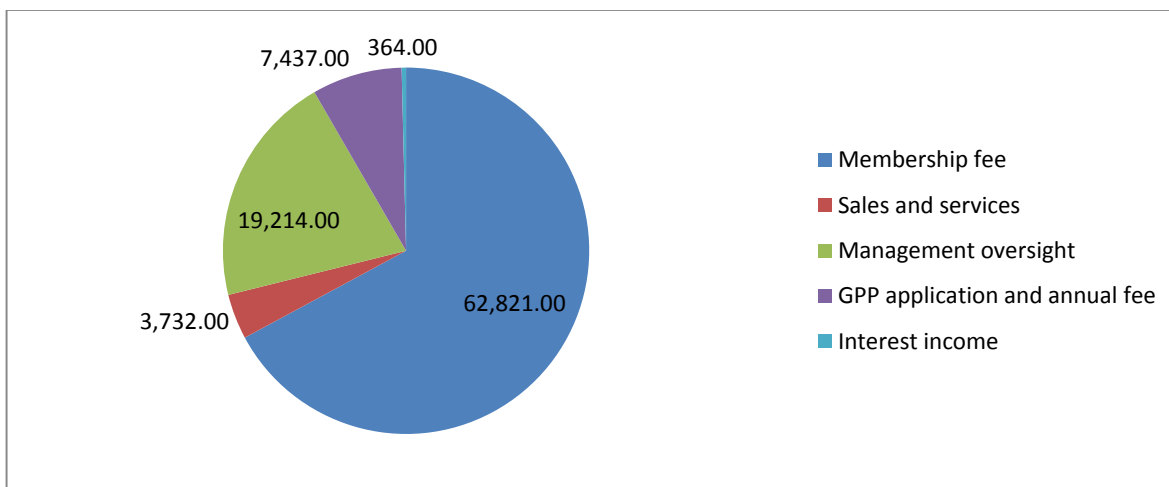
External audits were conducted for CCC global and specific donors - "Bread for the World" and "Plan International". The results of audit reports were unqualified and they were distributed to all CCC donors, and all recommendations from donor were implemented.

On the other hand, in order to have the existing financial policy and accounting system more consistent and appropriate to the need of the new GHP and more compliant with the donors' requirements and procedures, a meeting with consultant was conducted to discuss a clear process and timeline of reviewing CCC financial manual and accounting system.

Besides, internal control was regularly conducted by the management team and/or assigned staff in order to make sure that we are maintaining a strong financial system and complying with all required procedures. As a result, staff understand and apply well of financial requirements and procedures and we are working in an effective and efficient manner towards meeting the objectives.

Strategic Activity 4.1.3: Collect application and Annual Certification, CCC Membership, and Other Initiative Fees

Within the first six month of 2014, US\$62,821 of membership fee, US\$3,732 of sales and services, US\$19,214 of management oversight, US\$7,437 of GPP application and annual fee, US\$364 of interest income were collected. These make a total of its own income of US\$93,568. This amount was used for operations and program activities.



Indicator 4.2: CCC Complied with GPP Standards, Donors’ Contracts and Cambodian Laws and Regulations

CCC continues to meet this indicator. Some policies of CCC have been revised with wide participation from staff members and approved by CCC Executive Committee and then well informed to the staff. At the current time, CCC has in place all types of documents/policies/system which are required by GPP and as well as comply with the Cambodian Laws and Regulations. Additionally, the contracts and requirements from all donors have been compiled and distributed to all related staff so that CCC can well manage all of the deliverables.

Strategic Activity 4.2.1: Review and Update Appropriate and Relevant Policies, Guidelines, Procedures and Performance Management System

Newly revised personnel policy and its annex policies were introduced to all staff. CCC staffs have well understanding on the policies and they have improved their practices.

The travelling policy revision was finalized and put into practice; it was used as a guidance to pay travel and per diem to participants; the accountability and transparency were ensured and improved.

Reserves policy developed. Reserves fund was kept in a separate fixed deposit bank account. The bylaws revision was endorsed and will be officially submitted to the Ministry of Interior for their endorsement.

New job descriptions were defined to reflect the change of organizational structure; staff implemented their task more effectively; the overlapping of roles and responsibilities were reduced.

Most positions needed for the GHP fulfilled (nine positions in and external). There were 36 staff members totally (15 female) including two voluntary expat advisors.

Organizational health check conducted to diagnose the critical issues faced by the staff and the organization as a whole, and identify how these could be effectively treated. The necessary actions were done to respond to the findings of the organizational health check.

Survey of salary and benefits 2014 discussed and designed. Moreover, further discussion made with task force from other NGOs.

In order to save time and make sure money is used efficiently, necessary procurement contracts / agreements re-quoted / renewed to fulfill the need of GHP. Program activities were supported in a timely and professional manner. Furthermore, all fixed assets were very well maintained, managed and up-to-date recorded into the inventory list which usually done twice per year.

Strategic Activity 4.2.2: Create a Culture of Professional Practices

The 360-degree feedback form for performance appraisal was developed and the performance plan was set to ensure the expected outputs were clearly defined and agreed between supervisors and supervisees. Performance appraisal is now conducted once a year. Some internal rearrangements have been made by transferring four staff to the new positions which better fit with their background and experience.

Moreover, four EXCOM meetings, eight Friday Learnings conducted for staff members, while the fortnightly SMT meetings, one staff reflection, and three MT meetings successfully conducted as planned. The communication with EXCOM and among staff members went well.



Figure 24: CCC Staff reflection meeting in June



Figure 25: CCC Donor reflection meeting in February

Strategic Activity 4.2.3: Conduct Regular Monitoring and Evaluation Including Reporting

A complete draft M&E framework of CCC including the monthly, quarterly, six monthly and annual report format has been developed and shared to the management team for comments. A series of M&E training workshops for staff have been conducted under the support from Bread for the World. Staffs have better understanding to report at outcome level particularly for the Bread for the World.

The requirements from all projects, including reporting procedures, have been compiled and shared with relevant staff so that CCC can satisfactorily meet the requirements from donors.

Moreover, it was very crucial to have a strong, capable and reliable human resource within the organization since it was one of the other factors to ensure a sustainability of the organization. Thus, teamwork spirit was promoted and inducted to all staff members so that the results of work increased and everyone shared success of their achievements. Besides, number of staff members sent to attend trainings/workshops locally and internationally, and they brought back their knowledge and shared to the team.

In addition, a good culture of recognizing and valuing staff was always done after meetings/workshops completed, staff were admired of their good work/contributions to have the meetings/workshops running smoothly with fruitful results; and as a result, staff were happy with their work and also happy to join the team.

Strategic Activity 4.2.4: Maintain Compliance with GPP Standards and Certificate

A task team were appointed to maintain compliance with GPP standards and certificate. CCC team learned new version of NGO Code so that we are ready to reapply for certificate renewal. CCC's annual report for 2013 has been produced and printed, and distributed at Annual General Meeting (AGM), as well as posted on CCC website. Feedback received from members and participants is that this report is very good and a lot of information and lessons can be learnt.

CCC staff members were encouraged to write a monthly update and share with their line manager so that they can learn how to write good report as well as to monitor the progress made every month. Each component team has conducted regular meeting (fortnightly) so that the team members can have full update of the progress, challenges and also discuss for better solution.

Strategic Activity 4.2.5: Facilitate Responses to CCC Donor Requirements, and Government Regulations

There were some crucial activities conducted to respond to the donors' requirements such as audit report of 2013 sent to all donors and also uploaded onto CCC's website, six-monthly financial reports sent to all donors/ funding partners and maintained regular communications with them. The first donor reflection meeting was conducted to update our progress and challenges and next plan to donors.

In response to government regulations, a change of CCC new leadership, a new recruited Executive Director and a few elected members of Executive Committee was informed to Ministry of Interior. All staff and consultants were deducted their tax on salary and paid to tax department.

III. CHALLENGES AND PROPOSED SOLUTIONS

In general, CCC has faced a diverse range of issues that could affect the commitments and expected outcomes of the GHP. The key challenges and solutions by each outcome are presented in table below:

Table 3: Key Challenges and Solutions by Outcomes

Challenges	Solutions
Outcome 1: Improved Quality of CSOs Services	
Many Applicant and Certified NGOs face short funding problem making them not able to cover the GPP fee.	<ul style="list-style-type: none"> - CCC will propose the GPP Charging Policy to its ExCom. Possibly, there will be a reduction or wave of annual fee. The Policy will also cover appropriate actions taken if the NGOs fail to pay the fee. - Both CCC and Certified NGOs need to convince the donors of certified NGOs about the benefits of GPP and how the donors can contribute to this.
It was decided to dissolve the NCDL group who is the overseeing body of the National Capacity Development and Learning Agenda. Some of the other working groups are not so active.	Some of the Agenda activities have been integrated into CCC's GHP. CCC should develop a compensation policy for the working group members and resource persons.
The resources of CCC are still limited, both in terms of human and financial terms. This has affected the availability of CCC particularly all the programmatic components to carry out the planned activities. Many less prioritized activities were put on hold or skipped. Some activities have been merged together to optimize the use of resources.	<p>So far, CCC has signed partnership agreement with 8 provincial networks and some NGOs to promote capacity development and good practice within CSO sector in the country. CCC should increase partnership with other CSOs particularly those who are dealing with capacity development service and advocacy.</p> <p>CCC has generated and received many small grants/supports from many sources, both inside and outside the country to support some activities related to post-2015 development agenda and to address some emerging issues such as the formulation and adoption process of eight draft laws of the government. CCC somehow can seek for approval from its ExCom to pull back some amount from its reserved fund if needs be</p>
Outcome 2: Improved Enabling Environment for CSOs	
Lack of support from funding partners while there is an increase in competition for funding rather than collaboration.	<ul style="list-style-type: none"> - Advocate for CSOs to have regular dialogues with funding partners to update about progress and challenges. - Advocate for CSOs to have common sense on

	development and promote joint efforts. The Green Paper for CSO has been drafted and will need inputs from CSOs.
Partnership and trust between CSOs and the government remains a critical issue. There is no effective mechanism to ensure genuine and inclusive partnership among development actors.	<ul style="list-style-type: none"> - Advocate to have regular dialogue between CSOs and the government. - Reactivate existing mechanisms which can enhance the inclusive partnership between CSOs and the government.
There are so many challenges for CSOs to deal with the upcoming laws/regulations/policies of the government which does not provide any space for inputs from the civil society and the public.	<ul style="list-style-type: none"> - Compile analysis and pitfalls of all laws in their current forms. - Develop common advocacy strategy for CSOs to demand for their inputs in the law making process. - Conduct CSO dialogue to address common development issues and amplify the collective voice of civil society.
Political environment was so confused and created disabled environment for CCC and CSOs in Cambodia. Emerging issues (law on judicial systems, cyber law,...) occurred.	<ul style="list-style-type: none"> - Communication, Advocacy and Partnership Strategy (CAPS) was in place and as soon as possible, made this into practice. - Promote inclusive partnership so that enabling environment for CSOs will be promoted.
Outcome 3. Increased Collaboration among CSOs	
Many CSOs do not have available fund or resources to expand their intervention to other areas. Traditional way of working remains practiced by some NGOs by competing for fund rather than cooperating.	<ul style="list-style-type: none"> - It is suggested regular meeting among CSOs particularly those from the National Coalition Networks. - It is suggested that civil society should joint efforts together by having joint proposal, joint event, joint advocacy, joint campaign....
There is no mechanism which allows for regular meeting or exchange of inputs among CSOs particularly those who stays at the national level.	<ul style="list-style-type: none"> - Conduct regular dialogue between CSOs particularly the NGO coalition networks. - Advocate and promote the joint initiatives and inclusive partnership from CSOs at all levels.
Instead of building up on the existing GPP system, there appeared another certification system for Cambodian CSOs which uses Impact Strengthening Development (ISD) as a tool and is managed by the Capacity Building for Cambodian Local Organizations Program	<ul style="list-style-type: none"> - Discuss with CBCLO and related stakeholders on how both systems can complement each other. - GPP can be made equivalent to any of the four levels of ISD certification system. - Advocacy with funding partner of the ISD system to build on GPP system, rather introduce new set of

(CBCLO).	standard and system.
Outcome 4. Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate	
Changes of new GHP 2014-2018 requires time and resources to reach the destination	<ul style="list-style-type: none"> - All staff bought in the new GHP and Vision 2018. - New M&E framework developed. - M&E Advisor is onboard. CCC is waiting to have technical support from more expat advisors.
Financial commitment from some existing and potential donors to accomplish the new Vision 2018 and GHP for 2014 and beyond needed their firm confirmation.	<ul style="list-style-type: none"> - Existing donors shall provide more support to cover the shortfall. - Plan for resource mobilization from the existing and potential donors. - Long term commitment to have a CSO building remains a good intention for CCC for financial sustainability and better quality services to its customers. - Opportunity for joint proposal with existing donors.
Having limited resources has affected the opportunity of CCC staff to develop their capacity. A few planned capacity development topics have been postponed	CCC has still well managed to bring about new knowledge and skills to its staff. The fortnightly Friday Learning has regularly been conducted with a good number of participants. Many staff were able to participate and learn from CCC's four Learning Forum and training. Under support from Bread for the World, CCC has provided opportunity to its staff for capacity development in terms of monitoring and evaluation from CORD Cambodia. A series of training has started since late 2013 until August 2014. These all have equipped CCC staff with appropriate capacity to effectively carry out their respective jobs.
By performing its roles as the coordinator, networker and advocate, CCC has been involved with a diverse range of works, both planned and unplanned. Many staff, particularly those who stay in the management line, have experienced overload and constantly challenge themselves with a tight schedule. Many emerging issues have required CCC staff to take lead in facilitating for an effective advocacy strategy	Being committed to its values (integrity, cooperation, quality, responsiveness, and inclusiveness), CCC staff have worked hand in hand as the team to accelerate the implementation of their relevant activities. Additionally, CCC has made possible for cooperation with other civil society organizations to jointly implement the activities.

IV. IMPACTS AND SUSTAINABILITY

In responding to its stated Vision “Partnerships for Sustainable Development”, CCC has played a major role in coordinating, networking and advocating for an improved enabling environment and inclusive partnership among all development actors. At both national and international levels, the events and activities which were carried out during the first semester of 2014 have resulted in many significant impacts and sustainability.

Outcome 1: Improved Quality of CSO Services

The quality of CSO services have been gradually increased. It resulted from many interventions related to capacity development and networking activities. The Governance and Professional Practice (GPP) certification system continue to play important role to promote good governance and professional practice within CSOs. In country, the awareness and commitment on transparency and accountability have been increased among all stakeholders including development partners, INGOs, LNGOs, the government and others. In general, key messages about the works of CCC and its activities have been delivered through the news, radio and TV broadcast, and social media to hundreds of thousands of audience throughout the country. These have enabled CCC to propagate and draw attention from the public on the issues of governance and professional practices. At international level, CCC has shared and exchanged experiences about GPP to many networks. In a particular case, through a strong relationship with the Humanitarian Accountability Program (HAP), People in Aid (PiA) and others, the visibility and credibility of CCC has been increased and made compatible with the others. This has brought sustainability for the GPP VCS, specifically for the GPP Component to be independent in 2017.

The joint commitment of the GPP certified NGOs has contributed to increase sustainability of the system. At least three project proposals have been jointly developed and submitted to various donors for funding. Those proposals aimed at resolving the critical issues related to development in Cambodia such as climate change issues, food security issues, financial sustainability issues etc. Having such joint efforts can also enhance solidarity and effectiveness among NGOs working in Cambodia and, in general, it implies that the civil society sector in the country is committed to the Istanbul Principles and other international agreements such as Busan Partnership for Effective Development Cooperation, Paris Declaration on Aid Effectiveness and Accra Agenda for Action.

The training on Governance, Professionalism and Accountability (GPA) and the master training provided to provincial networks have generated significant impacts. (1): the participant NGOs have learnt, applied and shared their knowledge (particularly on institutional effectiveness, assets based community development and financial sustainability) with others NGOs who are members of the provincial networks; (2): at least 20 NGOs have applied the knowledge to improve their relevant policies, Terms of Reference for the Board, their By-law, job description.....while many of them have also involved in the GPP VCS; (3): many NGO provincial networks have been committed to mobilize resources by themselves to deliver relevant training courses in the future to their network members etc.

Outcome 2: Improved Enabling Environment for CSOs

The impacts and sustainability from CCC works has also been contributed by the expanded relationship with the government, development partners, and private sector. A lot of meetings were conducted

among CSO leaders with representatives from other actors, and some action points were agreed to have joint efforts to ensure enabling environment and better development. The government recognized the important role of CSOs and developed a Development and Cooperation Strategic Plan 2014-208 which highlights the potential roles of civil society in the development of Cambodia. Moreover, the government has incorporated the inputs from CSOs into the new the National Strategic Development Plan 2014-2018 which indicated a positive sign for genuine and mutual partnership.

Another visible impact was the related to roles of CCC in promoting sustainable development, particularly in the post-2015 development process. CCC was the leading NGO who facilitated inputs from civil society for the post-2015 development agenda. From the process, civil society has been committed to fight together for the genuine and inclusive partnership among development actors. Civil society has started their demand of for a National Trust Fund for CSOs which can be served as a potential resource for social development and can secure long term financing for CSOs to implement their relevant development agenda. It is important that the National Trust Fund will be made attractive to both domestic and external sources and made open to both public and private flows.

To improve access to information for CSOs in Cambodia, CCC has solicited information from its members and other diverse NGO operating in Cambodia, and systematized their details into an easily accessible and publicly available CCC Database (CCC Information Bank) which has enabled all members to update their organizational information and login or search for relevant CSO information as needed. It is also regarded as the transparent and inclusive process for other CSOs who are non-members to explore a variety of information with accuracy and without barrier of accessing to the government website. Having this database in place, it allows every actor to understand how important contribution is made by civil society sector and how these un-negligible inputs can bring about sustainable development for the county.

Outcome 3: Increased Collaboration Among CSOs

The common understanding CSOs and the initiated idea to have a CSO's council for dealing with series of issues in Cambodia is an impact of a strong cooperation within civil society, event it is a starting point but it pave the way to increase the harmonization and performance of CSOs to respond to the needs of poor and vulnerable people in society. The connection with regional and international alliance also the way that we can bring the concerns from ground to the top of management body and also an opportunity to put pressure to the government if they not follow the rule of laws and the existing plans that they have agreed and approved.

Development of the "CSOs Green Paper" has added significant contribution to the sustainability for civil society in Cambodia. The Green Paper which captures recent prioritized emerging issues found and faced by CSOs in Cambodia also seeks to consolidate relevant proposed collaboration/intervention strategies among CSOs to respond to those challenges. Since Cambodia will enjoy the Low Middle Income Country in the near term, it is anticipated that the international assistance may become shrinking fast. This implies that available resources must be utilized effectively. CSO Green Paper can provide significant information particularly among NGO national networks to find effective way to add value to each other and maximize their long-term impacts by coordinating and scaling up with other actors.

The joint efforts and common advocacy strategy of civil society organizations on the seven draft laws and other national priorities have paved a way for CSOs to go far together to maintain broad public support

from the society as well as to maintain a decent relationship with the government. Only by working together, following the Human Rights Based Approach, civil society can influence development actors especially the government to ensure that their inputs built on national priorities and nothing brings harm to sustainable development of the country..

Outcome 4: Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate

Since CCC plays very important roles for its members and for civil society as a whole, the capacity development of CCC can be translated as the strengths for the sector. Having a shared building for civil society “CSO Center” would make a big impact on the ways of working for CSOs. Even though the feasibility study was just started, it has been anticipated that the Center will provide potential benefits to the civil society sector in terms of: increasing financial stability of the tenant organizations, increasing productivity and harmonization among civil society, promoting visibility and credibility of civil society, and contributing to socio-economic development of the communities. Given that the Center will fully function, CCC can accommodate a number of NGOs and manage other relevant services to CSOs. Money generated from this Center will effectively be utilized to improve financial sustainability of CCC and contribute to the National Trust Fund of CSOs.

Additionally, the human resources and relevant systems/policies of CCC have enabled this organization to become a role model for good governance and professional practice for civil society in Cambodia. All works and achievements of CCC have been recognized and appreciated by all stakeholders that it does not only bring positive changes among civil society sector but also makes every development actor valuing inclusive partnership for sustainable development of Cambodia.

V. KEY PLANS FOR NEXT SEMESTER

By understanding the current financial availability and its potential, CCC management and EXCOM have discussed on three options for the 2014 operation plan. Option 1: to keep the plan as it was approved in the beginning of the year, option 2: to revise activities based on the actual incomes, and option 3: to revise activities based on current and potential income. Management and EXCOM decided to go to option 3. Based on the option 3, CCC proposed that the key activities against each outcome presented in the table below will be carried out in Semester two of the year. The total budget for entire 2014 is now **US\$717,026**.

Table 4:Key Proposed Plans by Outcomes

Key Interventions
<p>Outcome 1: Improved Quality of CSO Services</p> <ul style="list-style-type: none"> • The organizational assessment of applicant CSOs against the newly GPP standards will proceed from the second semester of 2014. • The follow-up visit and the learning forum for certified CSOs remain the mains activities to maintain their compliance with the GPP standards. • The multi-stakeholder consultation on support the new standard of good governance and professional practice within NGOs and the awarding ceremony will be held on third week of August 2014. • Conduct four meeting with the Working Groups and four learning forums on Information and Communication Technology (ICT) and Human Resource Management (HR), Monitoring and evaluation (M&E) and Finance Management (FM). • Facilitate one seminar annually between 40 boards and EDs of the applicant NGOs. • Conduct training course on GPA including GPP tool, IP and Community Participatory Action Research - CPAR) for 15-20 organization's representatives. • Provide coaching and mentoring to the 6 former GPA participants (only selected organization for mentoring and coaching). • Finalize report on Istanbul Principle assessment and share to stakeholders. • Collaboration with Com III and API to organize training course for provincial coordination network.
<p>Outcome 2: Improved Enabling Environment for CSOs</p> <ul style="list-style-type: none"> • Conduct one research on CSO contribution and their performances index (extract information from database) after the database were updated. • Join research on social with API on accountability and D&D implementation by CSO • 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. • Finalize and implement advocacy strategy for cybercrime law and another 7 draft laws which are

<p>considered by the Cambodian RGC.</p> <ul style="list-style-type: none"> • Conduct a national consultation workshop and radio talk show to build awareness and share information among relevant stakeholders on emerging issues particularly those related to the seven draft laws. • Develop ToR for CSO's Council core group for better performance effective use of resources. • Continue to facilitate key issues and perspectives of CSOs in Asia for beyond 2015 and for feeding into UN discussion process regarding the post-2015 development agenda. • Produce 2nd issue of the CCC Newsletter. • Implement action points from the lunch meeting with media. • Coordinate to invite CCC members to the TV/Radio talk show for any relevant development topic. • Organize another media meeting by the end of the year.
<p>Outcome 3. Increased Collaboration among CSOs</p>
<ul style="list-style-type: none"> • Sign MoU with RUPP and Join develop the strategic plan for three years partnership plan and implementation. • Continue to engage different partners in the key events of CCC and other organizations to discuss on development challenges at both national and sub-national level. • Continue to strengthen partnership with informal group and finalize the discussion and sign MoU with Kampong Som and Mondulkiri Provincial NGO networks to formalize the partnership. • Continue to collect inputs from CSOs and other partners to finalize the CSO Green Paper. • Continue to meet with INGOs and LNGOs to discuss on emerging issues, develop common advocacy plan and other strategies to address all development issues. • Continue to coordinate NGO sector representatives to collect the inputs for TWGs, GDCC and CDCF....(in partnership with NGO Forum). • Finalize CCC's by-law of both Khmer and English version, seek for approval from the ExCom and, submitted this for endorsement from the Ministry of Interior. • Finalize the Membership Development Strategy and seek for feedback from Senior Management Team and ExCom.
<p>Outcome 4: Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate</p>
<ul style="list-style-type: none"> • Finalize the feasibility study report of the CSO Center and make final decision/plan. • Conduct the first six month audit 2014 for BfdW. • Finalize the revision of financial policy and have the better accounting system in place. Continue implementing effective internal control and donors' requirements and procedures. • Continue to collect application and annual certification, CCC membership, management oversight

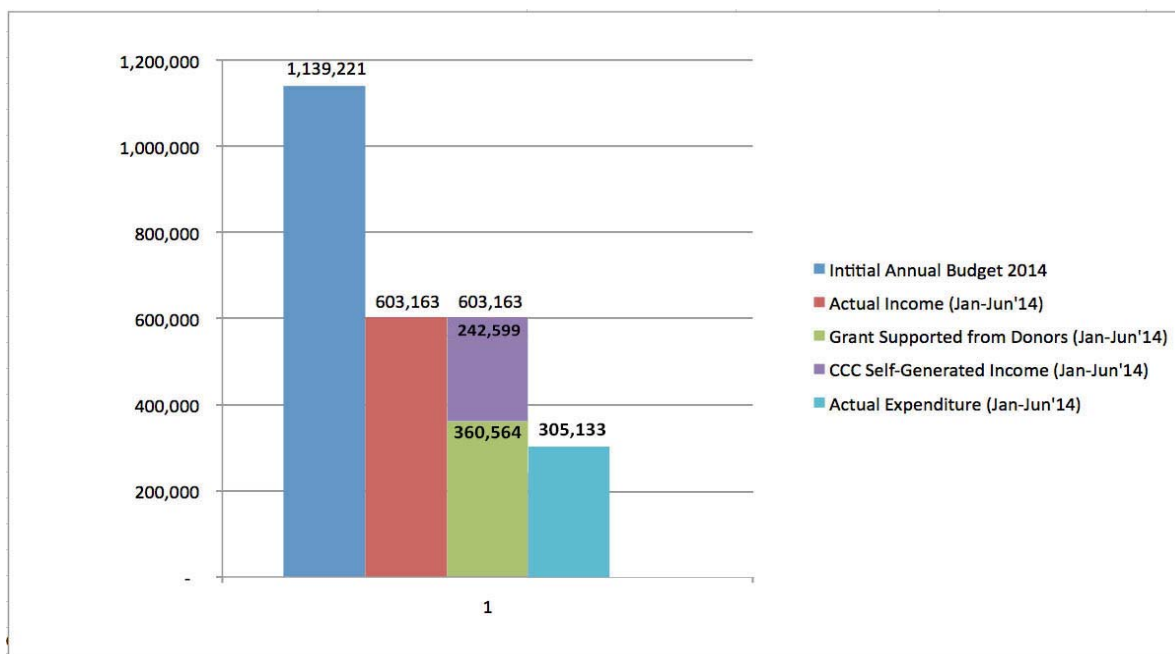
and other initiative fees.

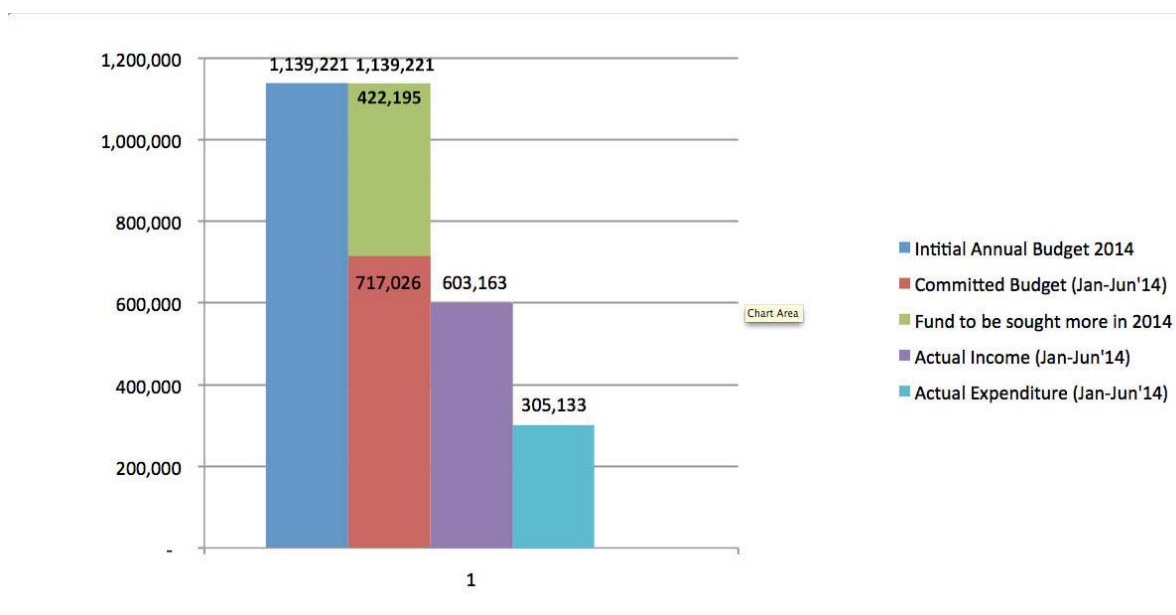
- Finalize the M&E framework of CCC. Transform the framework into the version which can be exportable into report format.
- Prepare materials for certificate renewal as the current certificate will be invalid by the end of November 2014.
- Conduct donor reflection meeting in July.
- Conduct official launch of CCC's new website in bi monthly meeting.
- INGOs, LNGOs directory and publication of CCC will be promoted, donated, and distributed.
- CAP will be finalized and implemented.

VI. FINANCIAL MANAGEMENT

The initial annual budget requirement of the GHP for 2014 was **US\$1,139,221**.

As of 30 June 2014, CCC has sourced a total actual income of **US\$603,163** or **53%** of the annual budget in which **US\$ 360,564** or **60%** is grant supported from donors and **US\$242,600** or **40%** is CCC self-generated income. CCC has spent **US\$ 305,133** (excluding in kind support from VSO and AVI) or **27%** of the annual budget plan of US\$ 1,139,221, but this actual expense reaches to **51%** of the total actual income (US\$603,163) and **85%** of the donors grant supported (US\$ 360,564). The ending fund balance was **US\$298,030**.





Based on the revised annual activities for 2014, CCC needs US\$717,026. The committed budget from funding partners will be US\$461,645 and from CCC own income will be US\$ 255,381. However, CCC needs to keep its own income as reserve for next year if possible. The reserve can be made possible once the potential donors as projected in the table 6 below come to final agreement.

Find details in the table 5 and 6 as below:

A. Actual Income Versus Actual Expense for Jan-Jun 2014

Table 5: Actual Income Versus Actual Expense for Jan-Jun 2014

Description	Annual Budget	Actual Income (Jan-Jun'14)	%
1. Total Income	1,139,221	603,163	53%
1.1 Fund balance at the beginning of the year	102,098	217,593	213%
1.2 Income in 2014	1,037,123	385,570	37%
CCC Own Contribution	255,381	133,909	52%
Grant Support	781,742	251,662	32%
Description	Expenditure Budget	Actual Expense (Jan-Jun'14)	%
2. Total Expense	1,139,221	305,133	27%
Outcome 1	415,223	118,879	29%
Outcome 2	272,229	58,356	21%
Outcome 3	325,623	92,993	29%

Outcome 4	126,146	34,905	28%
Ending Balance(1-2)	-	298,030	

Note: The total income of US\$603,163 included CCC reserves fund in amount of US\$149,031.

B. Annual Budget Versus Committed Budget & Actual Income for Jan-Jun 2014

Table 6: Annual Budget Versus Committed Budget & Actual Income for Jan-Jun 2014

Sources of Fund	2014			% (Annual Budget Vs Committed Budget/Projection)	% (Annual Budget Vs Actual Income)
	Total Annual Budget	Committed Budget/Projection	Income as end of June		
Fund balance at the beginning of the year	102,098	108,902*	108,902	107%	107%
PLAN International	50,000	25,000*	25,000	50%	50%
DCA/CA	70,000	70,000*	72,852	100%	104%
BfdW	82,050	30,000**		37%	0%
NPA	30,000	30,000*	25,000	100%	83%
Oxfam Novib	100,000	100,000*	75,000	100%	75%
KEPA	13,500	13,450*	13,450	100%	100%
Oxfam America	20,000	20,000*	20,000	100%	100%
DFAT (AusAID)	100,000	100,000**		100%	0%
USAID/SILK	100,000	100,000**		100%	0%
GCAP	8,000	8,166*		102%	0%
Concord/ADA/Beyond 2015	61,290	5,376*	4,062	9%	7%
Coordination SUD		22,251*	5,463		
Diakonia		20,000*			
Save the Children		8,000*			
ICNL		20,000*			
UNCT		9,500*	9,500		
CIVICUS		1,000*	1,000		
Other(EU, UNDP, WB, Lotus Foundations, Rotary club, Government, Cooperation, interest income etc.)	146,902	192,195**	336	131%	0%

Sources of Fund	2014			% (Annual Budget Vs Committed Budget/Projection)	% (Annual Budget Vs Actual Income)
	Total Annual Budget	Committed Budget/Projection	Income as end of June		
CCC Reserve /Membership fee	255,381	255,381*	242,599	100%	95%
Total	1,139,221	1,139,221	603,163	100%	53%
In-kind Support (AVI: 2 advisors and VSO: 1 advisor)					

Note: * is committed budget (total US\$717,026) and ** is income projection (total US\$422,195)

VII. CONCLUSIONS

In general, CCC has produced significant achievements over this period. Despite some challenges with the financial and human resources, CCC has turned its new version of the Governance Hub Program (GHP) for 2014-2018 to be an important instrument for civil society organizations and other development actors in Cambodia. CCC has coordinated, networked and advocated civil society organizations, development partners and government to improve their awareness, knowledge, commitment, application and partnership towards enhancing good governance and professional practice as well as fostering enabling environments for all development actors for sustainable development in Cambodia.

Compared to its available resources, CCC has invested a significant amount of resources and efforts into implementing the activities as stated in the 2014 Operational Plan. Each component/division has filled in its structure with qualified resource person(s) as well as introduced a harmonious way of working among the team. With personal commitment, belief, and competencies to achieve the GHP, all components/divisions have worked inter-connectively to complement each other and speed up the service delivery process.

The quality of CSOs services have been improved through either the direct or indirect intervention of CCC. Promoting the importance and application of good governance for NGOs is the central theme to CCC's work, and CCC continues to make clear advances toward a wider adoption of good practices by CSOs in the country. The GPP VCS remains a powerful tool to ensure good governance and professional practices among NGOs in Cambodia. The capacity development and learning service delivered by CCC have equipped its members, the NGO provincial networks and others with practical knowledge and capacity to strengthen their institutional effectiveness, community empowerment and ownership, and financial sustainability. The system and service have added value to those involved NGOs throughout the country to develop their capacity to deliver their projects to the beneficiaries and to advocate for effective democratic process for citizens, and to work in partnership in addressing national development priorities that support human rights. Furthermore, being committed to the development trends and priorities, CCC has taken a leading role in promoting public awareness and commitment from other development actors to jointly address development challenges.

Having an improved enabling environment for CSOs is what identified as an outcome of the GHP. Continued from the research findings on Enabling Environment for CSOs in Cambodia conducted last year, CCC has successfully facilitated key civil society organizations to have common voice and joint advocacy strategy to improved enabling environment in Cambodia particularly in the aspect of national policies/laws/regulations such as Development Cooperation and Partnership Strategies (DCPS) 2014-2018, National Strategic Development Plan (NSDP) 2014-2018, proposed seven laws, and IP3 new formation. Moreover, the concepts of National Trust Fund for CSOs and Corporate Social Responsibility (CRS) for private sector have been pushed forward by civil society in Cambodia in response to the national and global development priorities and trends. Even though, due to the current environment, it is impossible for civil society to have their regular dialogues with other development actors including the government; development partners; and private sector, the recommendations from civil society have been amplified and brought into attention by those actors. The demand from civil society has been made that the genuine and inclusive development partnership adds critical value to the enabling environment for all development actors to operate their respective activities, thus all development actors needs to

work together to reactivate and modify, where necessary, all existing national and sub-national mechanisms such as Government Development Coordination Committee (GDCC), Cambodia Development Cooperation Forum (CDCF), and Technical Working Groups (TWGs), sub-national mechanism such as children and women coordination committee (CWCC), etc with genuine political will to include CSOs in these processes.

Additionally, many interventions have been made by CCC in improving collaboration among civil society organizations. Having in place the draft Membership Development Strategy, CSO Green Paper, 11 MoUs with NGO provincial networks, initial engagement with various institutions including universities, and constant service delivery to its members have enabled CCC (GHP) to stay on the right track to fulfill its third expected outcome which is Increased Collaboration Among CSOs. Some key achievements under this area have been made in terms of capacity development, joint advocacy efforts, joint proposal, joint research and consultation. All of these efforts have significantly generated impacts on the ways of working of civil society in Cambodia. Moreover, they will also enable CSOs to cope well with the national and global development trends. First, civil society can avoid duplication of their operational activities and waste of resource. Second, civil society can build more trust and show transparency and accountability to their stakeholders. Third, civil society can exchange their knowledge and expertise which even equip them with better capacity to address the issues. Fourth, civil society can expand their access to funding by joining proposal and submitting to potential donor. Finally, they can effectively join the advocacy efforts and eventually, enable their voices to be heard faster and wider at the national, sub-national and global level.

The internal capacity of CCC has been significantly improved to ensure its capacity to play roles as the coordinator, networker and advocate. Having M&E framework of CCC modified and accustomed to the new GHP could enable CCC to understand its progress made against the plan. The system can also help CCC to come up with justification in relation to the environmental change. The capacity of CCC has also been increased through appropriate working environment, enabling policies, peer learning, and opportunity for its staff to learn from relevant capacity development and learning services. Even though the feasibility of CSO center has not yet been confirmed, it is expected that the center will bring about a better enabling environment for CSOs in Cambodia and contribute to financial sustainability of CCC and the sector as a whole.

Challenges faced by each outcome have left some adverse effects on CCC in carrying out its activities. Additionally, impacts from the environment changes have also informed CCC that there is a need to make justification to its GHP. Within the available resources, it is possible for CCC to make its best attempt to maximize the productivity from its interventions by: identifying and implementing prioritized activities; deferring some activities to the next semester; merging some activities together; and seeking for the opportunity to cooperate with other NGOs. In general, during the first six months of the new GHP, CCC has brought about many positive changes for the civil society organizations in terms of effective institutional development and improved enabling environment for CSOs to operate in Cambodia.

ANNEXES

1. 2014 Quarter 1 and Quarter 2 Monitoring Matrix
2. 2014 Semester 1 Major Events Table
3. Draft Communication, Advocacy and Partnership Strategy
4. Draft CSO Green Paper
5. Draft Member Development Strategy
6. Finance Policy of CCC
7. New Codes and Standards of the GPP
8. Operational Plan of the Governance Hub Program for semester 2, 2014
9. Personnel Policy of CCC
10. Report on Partnership Arrangement and Means of Implementation on Post-2015 Development Agenda
11. Staff list
12. CCC ExCom list