



គណៈកម្មាធិការ
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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 2015

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List of Acronyms

ACA	Anti-Corruption Authority
ACSC	ASEAN Civil Society Conference
ADA	Asia Development Alliance
API	Advocacy and Policy Institute
APF	ASEAN People's Forum
ARC	Australian Red Cross
CAN	Coalition Building, Advocacy and Networking
CBO	Community Based Organization
CCC	Cooperation Committee for Cambodia
CCFC	Coalition of Cambodian Farmers Community
CDC	Council for the Development of Cambodia
CDCF	Cambodia Development Cooperation Forum
CDPE	CSO Development Partnership Effectiveness
CFSWF	Cambodian Food and Service Workers' Federation
CICA	Cambodia's Independent Civil-Servant Association
CMD	Communications and Membership Development
CNGO	GPP Certified Non-Governmental Organization
CNRP	Cambodia National Rescuer Party
CPAR	Community Participatory Action Research
CPP	Cambodian People's Party
CSO	Civil Society Organization
CYN	Cambodian Youth Network
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

GPEDC	Global Partnership for Effective Development Cooperation
GPP	Governance and Professional Practice
HRM	Human Resource Management
ICT	Information Communication Technology
INGO	International Non-Governmental Organization
IPs	Istanbul Principles
IWG	Interim Working Group
JD	Job Descriptions
LANGO	Law on Associations and Non-Governmental Organizations
LEMNA	Law on Election of Members of the National Assembly
LNGO	Local Non-Governmental Organization
M&E	Monitoring and Evaluation
MCLV	Myanmar, Cambodia, Lao and Vietnam
MDGs	Millennium Development Goals
MESA	Monitoring and Evaluation Self-Assessment
MOP	Ministry of Planning
MoU	Memorandum of Understanding
MT	Management Team
NCCC	NGO Code Compliance Committee
NEC	National Election Committee
NGO	Non-Government Organization
NPP	National Population Policy
NSDP	National Strategic Development Plan
NOVTF	National Multi-Sectoral Orphan and Vulnerable Children Task Force
OOD	Operations and Organizational Development
OWG-SDG	Open Working Group on Sustainable Development Goals
P&H	Partnership and Harmonization
PPR	Planning and Poverty Reduction
R&L	Research and Learning
RAB	Research Advisory Board
RCAF	Royal Cambodian Armed Forces
RGC	Royal Government of Cambodia
SDGs	Sustainable Development Goals

SMT	Senior Management Team
TIC	Transparency International Cambodia
TLC	This Life Cambodia
TU	Trade Union Law
TWG	Technical Working Group
UNCT	United Nations Country Team
USAID	USA International Development
VCS	Voluntary Certification System
VFA	Voluntary Field Assessor
WG	Working Group
YCUD	Youth Coalition for Unity and Development

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Executive Summary

2015 is the second year of implementation of the five years Governance Hub Program (GHP) of CCC 2014-2018. The Operational Plan for 2015 has been finalized and approved by CCC Excom with four outcomes, nine indicators, 42 key activities, and 205 detail activities.

During the first six months of 2015, CCC was able to deliver many significant achievements at output, outcome and impact levels as stated in the operational plan. 150 detail activities with 49 key events were successfully implemented while the rest were deferred to the next semester of 2015. These activities provided opportunities and benefits to different participants from diverse sectors including CSOs, government, development partners and private sector. In the first six months, CCC has nearly reached its planned target group as stated in Operational Plan 2015.

Table1: Reach out against target in Operational Plan 2015

N	Target Group Plan 2015	Reach out in first semester 2015
1	70 certified NGOs (including 10 new certified NGOs)	64 certified NGOs (1 new certified NGO)
2	75 applicant NGOs	56 applicant NGOs;
3	167 organizations as CCC members	157 organizations as CCC members;
4	20 development partners	43 development partners;
5	10 private companies	Five private companies: Ernst &Young Cambodia, Datec, LG, Aities Consulting, and EZECOM
6	10 ministerial departments and assembly	12 ministerial departments attended different key events organized by CCC. Ministry of Social Affairs, Ministry of Planning, Council of Ministers, Ministry of Interior, Ministry of Foreign Affairs and International Cooperation, Ministry of Justice, National Assembly, Senate, Ministry of Rural Development, Ministry of Education, Ministry of Health, and Ministry of Industry and Handicraft.
7	200-300 representatives of sub-national administrations (SNAs) including governors, and councilors in 23 provinces	22 Gov't participated in CCC events (according to CCC Major Events)
8	7-10 provincial NGO networks + their 350 NGOs	9 provincial NGO networks + 105NGOs
9	10 NGO coalitions	12 NGO coalitions in Phnom Penh, and 5 regional and international NGO coalitions such as CIVICUS, ADA, AND, IFP, Beyond

N	Target Group Plan 2015	Reach out in first semester 2015
		2015, People in Aid.
10	150 grassroots organizations	30 grassroots organizations attended in regional consultation workshops.
11	One university	Two Universities: Mansfield Center of the University of Montana, Khon Kaen University
12	Indirectly benefit to about 10,000 staff and at least five hundred thousand target beneficiaries of CCC members (including youth, children, women, indigenous people, people with disabilities, etc), participant organizations and other working partners.	Indirectly benefit to about 8,115 staff and at 1,765,073 target beneficiaries of CCC members (including youth, children, women, indigenous people, people with disabilities, etc), participant organizations and other working partners. 1 million impressions weekly on CCC's twitter, and Facebook fans increased to 20,000.

Inclusive partnership and rights based approaches to development remain key working approaches of CCC to ensure that everyone is actively participating in all phases of development, sharing resources, addressing common challenges and complimenting each other towards development effectiveness. The interventions of CCC through its four outcomes remain significant since their achievements contribute to equipping civil society to operate in a better quality and enabling environment toward sustainable development in Cambodia. Impacts from CCC interventions also indirectly reached thousands beneficiary of institutions and individuals throughout the country. These significant results were made possible with the tireless support from CCC's funding partners, members, Executive Committee, staff members, civil society organizations, partners in government and donor community, and other stakeholders.

Outcome 1: Improved Quality Services for CSOs

Civil society organizations (CSOs) have been recognized as one of the main drivers for positive change and for democratic and sustainable development in Cambodia. In order to main the reputation and important roles of CSOs in Cambodia, CSOs need also to improve quality services to their stakeholders. In response to this, in this first semester of 2015, GPP has put good efforts in improving standards, indicators, guidelines and especially criteria for assessment, which could help the team and applicant NGOs to be more able to comply with the standards toward good governance and professional practices. GPP was able to certify one new organization, so total certification now is 64. It is expected to have eight new applicants certified in the second semester so that it will reach 82 certified NGOs. 23 new applications submitted to the GPP team for certification. In total, since mid-2007, 201 applicant NGOs have participated in GPP Certification.

24 applications were assessed and 14 reports were completed and shared to applicant NGOs for improving their compliance with the standards of GPP. 11 GPP certified NGOs received compliance monitoring.

33 Applicant NGOs received quality mentoring and coaching services and they have improved from 50% to 93% in terms of organizational development. At least six of the applicant NGOs have resubmitted their

applications, and one of which got a certificate from GPP as a good role model organization with good governance and professional practices.

GPP has significantly increased the support and recognition from funding partners. A service agreement was signed with Oxfam Novib to promote internal governance and organizational professionalism of their partners. 18 partners of Oxfam Novib confirmed to participate in the process. ActionAid, Diakonia, DCA/CA, NPA sensitized their partners to promote internal governance and professional practice through involvement in GPP.

Collective efforts have been made by CCC members and funding partners to improve good governance and accountability, especially board management within the CSO sector. An Interim Working Group on LNGO internal governance established with participation from a movement of INGOs working together to improve governance and accountability with the CSO sector in Cambodia has been in place. 8 INGOs, 3 LNGOs, 2 Freelance, and 1 representative of Group of Law joined together as Interim Working Group and developed a proposal for addressing NGO governance. This proposal needs financial support from funding partners/donors.

A research study on CSO Sustainability Index (CSOSI) with support from key panelist and USAID through MSI has been produced in draft form and will be finalized in the second semester.

Four learning forums on FM, M&E, ICT, and HR conducted had 505 participants, 278 female. 335 participant NGOs continued to improve internal management of finance, human resources, and improve quality of their programs through improving M&E system, and were more cost effective through using new technology.

One Governance, Professionalism and Accountability (GPA) training was successfully conducted to promote the integration of Istanbul Principles with 22 participants (6 females) from 20 different NGOs from Phnom Penh and provinces. 89% of the trained organizations committed to participate in GPP and comply with Istanbul Principles (IPs). More than half of them have a clear plan to improve their internal governance and comply with the IPs.

Outcome 2: Improved Enabling Environment for CSOs in Cambodia

The enabling environment for CSOs in Cambodia remained unhealthy as the Royal Government of Cambodia introduced at least 12 laws and a number of policies that potentially restrict freedom of association, assembly, speech, and access to information. The enactment of the laws and policies continued to lack transparency and accountability.

In response to this, with the first six months of 2015, CCC took the lead on advocacy efforts on four draft laws and policies: draft law on Associations and NGOs, Cybercrime, TWG guideline reviews, and Sustainable Development Goals (SDGs). CCC also actively participated with other CSOs in advocating on several laws and policies such as Law on Access to Information, Law on Election of Members of National Assembly (LEMNA), Child Protection and Promotion Policy, Trade Union, National Population Policy of Cambodia (NPP).

CCC remained a leading membership-based organization in promoting coordination, networking and advocacy towards an enabling environment for civil society organizations in Cambodia. Key concerns of CSOs on LANGO were compiled and voiced out to all stakeholders through various means including social media, air and print news, diplomacy works, dialogue, and consultations. Some recommendations from CSOs were addressed and/or incorporated by the government and other development actors in the

most of draft laws and policies mentioned above. For instance, the advocacy campaign on LANGO was dynamic and gained a lot of support from various stakeholders including the majority of CSOs, US government, European Union, UN Agencies, and many other international communities. Voices of Cambodian CSOs on a package of restrictive laws such as LEMNA, LANGO, Trade Union, Cybercrime were echoed by sub-national, national and international stakeholders. More than 300 NGOs, many key development partners; including UN, USAID, EU, Germany, and many others, to name a few, publicly supported/echoed the position of CSOs. A joint statement was endorsed by 336 NGOs, both domestic and international NGOs. The joint statement called on the Cambodian Government to: officially release the draft LANGO, formulate the law on the law making process, and open a wider space for meaningful consultation with CSOs.

The enactment of the law has been delayed from May 2015, when the Prime Minister originally wanted the law to be passed.. At least two articles related to international NGOs such as a 25% cap of operation costs for INGOs were removed from the draft law by the government (Council of Ministers). Besides this, the government and politicians also changed their mind and opened space to discuss with CSO representatives in order to deal with development issues in Cambodia.

Beyond advocacy on policies, two case studies were compiled for funding trends of GPP certified NGOs, indicating significant improvement in both the organizational practice of those NGOs and sound financial management. The studied NGOs also highlighted the increase in trust, collaboration and financial support from their funding partners upon receiving the GPP certificate.

CCC also conducted a study on the Enabling Environment at the sub-national level, the final report is being written and will be published in the second semester. This report will be used for advocacy on policies related to sub-national development.

To support the advocacy efforts and institutional development, CCC's database stored 975 (38 new in 2015) laws, research reports, and policies/strategies. The database is accessible free of charge to the public through the CCC website.

In response to global trends, especially the newly developed Sustainable Development Goals (SDGs), CCC has taken a leading role in building awareness on inclusive partnerships and financing for SDGs. CSOs are preparing to localize and align their core interventions with the SDGs and mobilize secure financing for SDGs.

Outcome 3: Increased Collaboration Among CSOs

CCC believes in inclusive partnership for sustainable development. CCC sees that the more collaboration within CSOs, the more results and bigger impact of their work to the development of Cambodia.

15 MoUs jointly implemented with provincial NGO networks and other organizations to address different development issues. The most common objectives for the MoUs with provincial NGO networks are to: promote their institutional effectiveness, improve their coordination capacity, promote their financial sustainability, and to join forces in advocacy efforts. Each network has adapted strategic plan for its network to guide their direction and daily practices.

Three training courses on Advocacy and Leadership were conducted for six provincial NGO networks with 67 participants (12 female). From these training sessions, eight advocacy plans were drafted and are being finalized with the continual support from CCC team. Many thematic issues were successfully addressed by joint advocacy efforts of the trained provincial NGO networks.

CCC members increased to 157, and 6 are standing as observing members. Most of CCC members actively participated in CCC's key interventions through key events of CCC such as the bi-monthly meeting, annual general meeting, consultations, and many established working groups. CCC is in the process of creating four sub-committees on good governance, enabling environment, partnerships and communications, and financial sustainability. The sub-committees will be formed from CCC members and other key partners to increase engagement of members and to have better support to civil society organizations in Cambodia and timely and collectively respond to development challenges in Cambodia.

To support CCC members and the CSO sector for better communication and decision in improving their internal governance and staff retention, the CCC Member directory 2015 was finalized and is ready for printing upon having sufficient resources. The salary survey 2014 was finalized and printed, which can be used to an average standard for any relevant policy development such as on remuneration, daily subsistence allowance, accommodation allowance etc.

CCC has used different channels for promoting visibility and reputation of civil society organizations in Cambodia. Some of them included publications, press conferences, video production, Facebook, website, media coverage widely reached target groups. Just the first six months of 2015, CCC has reached out to about hundred thousand people through online and social media.

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

As CCC is an important membership based organization in promoting a strong and capable civil society cooperative and responsive to development challenges in Cambodia, CCC has done a lot to improve its internal governance, quality assurance, and is a role model organization in the sector. CCC's computerized reporting system has been in place upon having orientation and follow up support to all staff. The tool will allow CCC to manage its flow of data and information more effectively and in a timely manner. Alongside with this, the M&E Self-Assessment (MESA) Tool has been established, tested and applied with two organizations (1 INGO and 1 LNGO). The tool allows the organization to self-assess their M&E capacity and to bring about possible plans to improve the gaps.

CCC has applied for GPP renewal. The application has been processed and many assessments have been conducted by relevant bodies of GPP. It is expected that final decision on CCC application will be made by NCCC within the second semester.

CCC has revised its Financial and Travelling policy for participants and put into practice. The policy allows CCC and participants to have a more proper basis for transportation allowance. The organization-wide complaints policy has been drafted and reviewed by the Executive Committee and will be finalized by Quarter 3. The policy will provide CCC an even more important role in receiving the complaints against CCC itself and its members, and communicates to relevant stakeholders on resolving the complaints peacefully and professionally.

Fundraising training conducted for the management staff of CCC allowed them to understand more about the trends and sources of financial support accessible by civil society. The fundraising course will also be useful on turning the CCC plans of having a CSO Center and Fund Raising Unit into reality. This will contribute significantly towards financial sustainability for CCC and its members.

Capacity of staff has been improved through different forms of capacity development including local and international training/workshops, nine different Friday Learning sessions conducted every fortnight, allowing CCC staff to share their practical learning on various topics including report writing, graph

development, conflict resolution etc. Recruitments have been made for the positions of Advocacy Specialist, M&E Specialist, Member Manager, Database Officer, and GPP Intern. Those composed of both the existing and newly required positions.

I. INTRODUCTION

This narrative progress report updates the outcome-based achievements and financial status of the Governance Hub Program of CCC for the first semester of 2015 (January-June).

The GHP 's Operational plan 2015 of CCC contains four outcomes, nine indicators, 42 key activities, and 205 detail activities to be implemented by three components (GPP, R&L, and CAN), CMD, and ODD. During this period, CCC committed to accomplish these strategic activities to achieve the indicators (See details in next section).

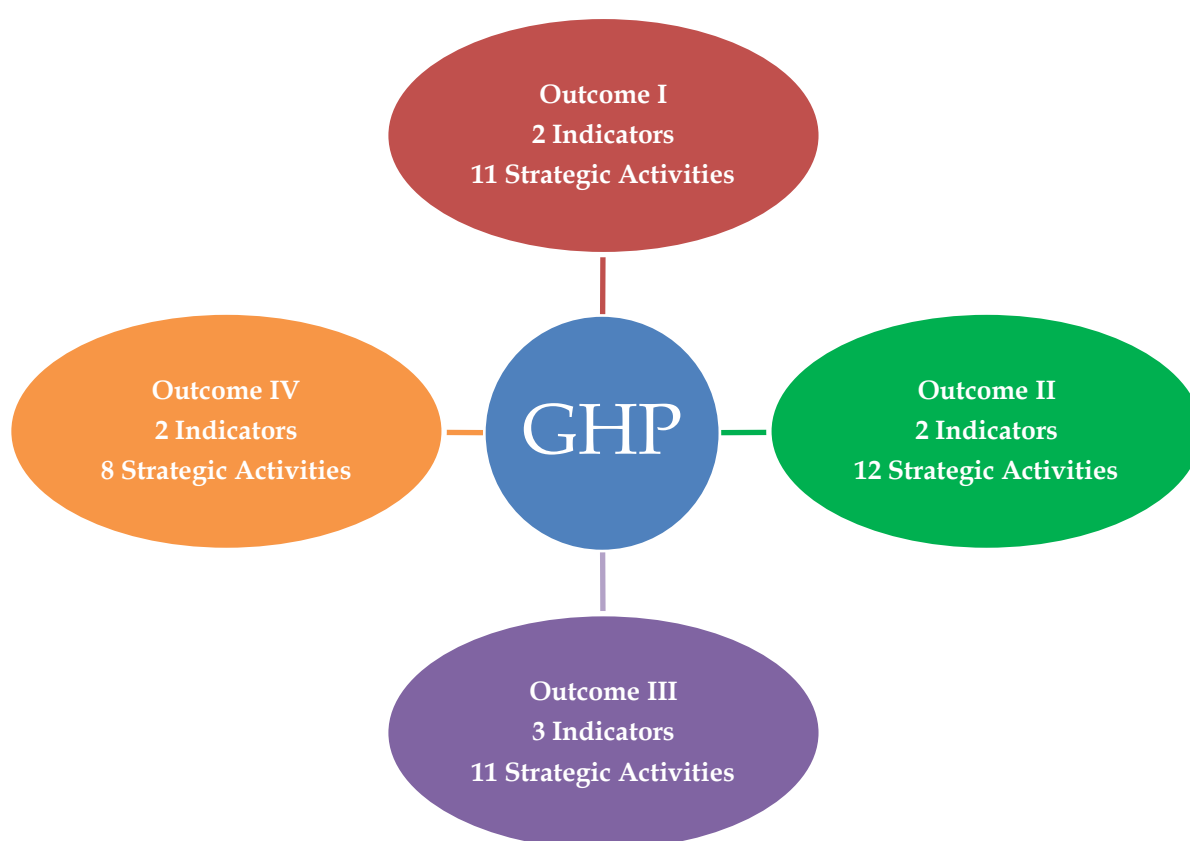


Figure 1: The numbers of Outcomes, Indicators, and Strategic Activities of GHP

CCC structured this report 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 serves as a tool for monitoring progress as well as the challenges that occurred alongside the set plan of GHP. CCC has successfully developed the format of this report from various reporting formats of CCC funding/development partners, and reflected on recommendations made from CCC donors.

This report has captured all achievements from the reporting system of CCC. The relevant division/component/unit completed relevant parts of information and it had generated and consolidated by M&E Unit. The Head of Programs has compiled the final draft report, and CCC’s Senior Management Team has proofread and edited the report, with assistance from advisors before CCC EXCOM endorsed the final report. We will disseminate this report publicly to all stakeholders.

II. KEY ACHIEVEMENTS AGAINST OUTCOMES

Outcome I: Improved Quality of CSOs Services

This outcome contains two (2) indicators and 11 key strategic activities. Achievements made under this outcome are presented through each indicator.

At the end of June 2015, the GPP team certified one NGO “Cambodian Children Against Starvation and Violence (CCSAVA)” with 3 year validity. So, in total 64 certificates have been awarded since mid-2007. There are eight potential applicant NGOs to be certified in the second semester of 2015. At the end of June, GPP has received 205 applications, 23 of which were in this reporting period.

Indicator 1.1: Applicant CSOs Received GPP Certification Increased from 45 in 2013 to at least 70 by 2015

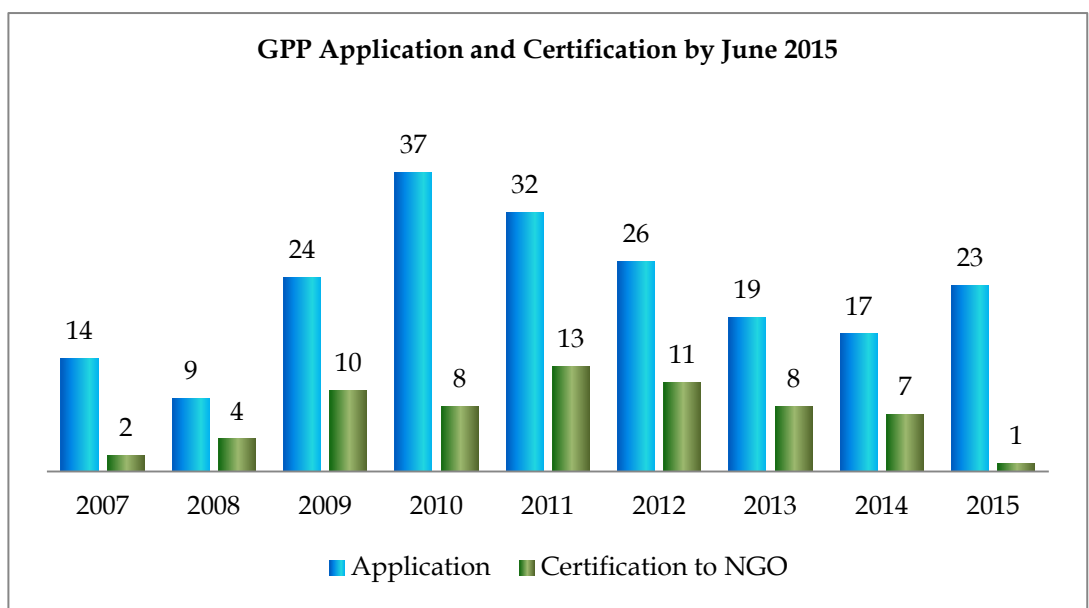


Figure 2: GPP Applicant and Certified NGOs by Year

GPP has put lot of effort in having the newly revised Standards of Governance and Professional practices for NGOs in Cambodia (GPP Standards) and field assessment data collection tools and techniques for improving quality and cost effectiveness of the certification system. The revised system will protect CSOs from corruption and promote better governance and professional practices.

However, this system requires strong leadership and commitment from participant NGOs, and more support and encouragement from funding partners and donor community is a key contribution.

As noticed, many potential funding partners have expressed their interests in supporting GPP. Similarly, a number of NGOs interested in the VCS Application have also increased. In order to address the challenges, beyond GPP certification reform, GPP has prioritized to work more closely with funding partners of application NGOs and applicant NGOs to fulfill their gaps to comply with the GPP Standards.

CCC has now become one of the global project partners for development of global reference standards for CSO accountability. This project will last from three years from April 2015 to March 2018. It aims for improving country code and standards, cost effectiveness, and an enabling environment for civil society. This aim is very much in line with the commitment of GPP and CCC.

Strategic Activity 1.1.1: Facilitate and Conduct Organizational Assessment of at least 35 Applicant CSOs Against the GPP Standards.

As end of June, 24 applicant CSOs were assessed against the GPP standards while another 22 applications are in the process and to be completed the assessment in the next semester. Although standards and criteria for assessment of the system have been revised, the certification process remained the same. The GPP Team manages the application of applicant NGOs. The GPP team reviews those application documents following the pre-requisite requirement, then the Working Group (WG) performs the detail desk review and provide recommendation for GPP team and Voluntary Field Assessor (VFA) to proceed the field assessment. After that, GPP team prepares organizational field assessment reports and submits to the NGO Code Compliance Committee (NCCC) for final decision making on whether the application to be certified or not.

Table 2: Status of GPP VCS Application Management

Reporting Period	# of incoming applications	# of first assessment of applications (A)	Fulfillment of pending and incoming (B)	Total # of field assessments (C) = (A + B)	# of first assessments Conducted (D)	# of fulfillmentsConducted (E)	Total # of field assessments Conducted (F) = (D + E)	# of Pending 1st Field Assessments (G)	# of pending fulfillment assessments (H)	Total # of pending field assessments (I) = (G + H)	# of NGOs Certified
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Semester 2 (July - Dec 2014)	10	10	6	16	2	5	7	12	11	23	4
Semester 1 (Jan - Jun 2015)	23	36	10	46	16	8	24	15	7	22	1

In the first semester (January-June 2015), 46 applications (23 new applications in 2015) were set to undertake the assessment process. GPP facilitated ten WG meetings to do the desk review and approve for 31 applications. After obtaining the desk review approval, GPP conducted 24 field assessments for the applicant NGOs. However, the WG did not recommend one applicant for further field assessment due to the limited quality of organizational key policies such as human resource and financial policies. After that, 14 assessment reports were compiled and sent to applicant for comments before submitting to NCCC for a final decision. Furthermore, GPP coordinated two NCCC meetings. The meetings discussed and approved 15 applicants. One applicant (Cambodian Children Against Starvation and Violence called CCASVA) has successfully received approval from the Committee as a CNGO with a validity for three years, while another 14 applications were suggested for further verifications and recommended for fulfillments. Potentially, eight applicants would become CNGOs after GPP team has re-double-checked and verified shortly and the results find healthy/okay with the Standards.

Alongside the GPP Certification Assessment, the results from a reflection workshop with applicant NGOs (21 participants, 4 women, 14 NGOs) showed that 14 applicants that have received the recommendations from NCCC have gradually improved themselves including staff knowledge toward their own organization and practicing in alignment with principle of accountability and transparency of NGO GPP Standards. They have been improving their organizational key-policies following the requirements of the GPP Certification and Standards with supports from mentoring and coaching of CCC.



Figure 3: Mr. Phok Bunroeun witnesses to the reflection workshop with GPP Applicant NGOs

Remarkably, **Mr. Phok Bunroeun**, the Executive Director of **CCASVA**, witness of his organization to other applicant NGOs in the workshop that, *“CCASVA quite improves governance, accountability, transparency. GPP Certification helps influence and technical support to CCASVA. Key and core policies of the organization have improved such as by-laws, personnel and financial policies have enhanced, and internal accounting and financial management have strengthened. Moreover, the Board of Director has been more active in guiding and providing strategic*

direction to CCSAVA. In addition, the proper leadership, good communication and relationship between ordinary staff and management staff have been practiced”. He also added during the

workshop, “CCASVA had tried three times before it has become a GPP Certified NGO (CNGO). During each phase of the fulfillment to the recommendation from NCCC of NGO GPP, CCASA has picked up and learnt lots of essential areas for better and stronger organization, such as core organizational policies, governance, accountability, transparency, and program quality.”

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

As end of June 2015, 23 of 64 certificates remained valid while others are in the process of certification renewal process. Among those, eleven CNGOs have received GPP compliance monitoring supports, which made by GPP Quality Assurance Team. They include: Cambodian Women’s Crisis Center (CWCC), Indigenous Community Support Organization (ICSO), Cambodian HIV/AIDS Education and Care (CHEC), Volunteer Service Overseas (VSO), My Village Organization (MVI), Asian Outreach Cambodia (AOC), Veterans International Cambodia (VIC), Save Cambodia’s Wildlife (SCW), Life With Dignity (LWD), Kampuchean Action For Primary Education (KAPE), and Rural Economic and Agriculture Development Agency (READA). It showed that all CNGOs are staying in compliance with the GPP Standards–GPP have ensured CNGOs (CNGOs) are practicing and implementing in compliance with the GPP Standards, remaining accountable, transparent, and having good governance within their organization. The significant change during the certification period was the improvement of good governance (Board, policies, relationship, and leadership). Board are functioning better (roles of board in policy–review and approval, appraise ED, strategic Direction). The organization improved overall policies (Financial and Human Resource, staying in compliance with GPP Standards, they revised it when it is necessary), and improved relationship and leadership within the organization (staff were satisfied and gained more respect and values from their management).

Additionally, CNGOs claimed that GPP Certification not only improved their organizational development and built capacity but was also recognized and got trust from funders and NGO partners as well as beneficiaries, and had an impact on the community (*See below story of change*).

Mr. Rithy Keo, Executive Director of **Veterans International Cambodia (VIC)** described many changes at three levels after getting the GPP Certificate in 2013 with support from CCC:

Individual: A remarkable improvement on capacity building by more understanding of good governance, which led them to gain confidence in working and stronger internal relationships between staff and leaders by sharing challenges and needs. *“I don’t feel much concern about my staff’s work because they are able to work well and achieve the objective of the project without guiding too much like before, the management team play good role as a good leader and always to be Training of Trainer to provide skill and knowledge to all staff”*, he said. For instance, before the intervention of GPP team, **Ms.Sophany** was a bookkeeper but now she is an admin and finance manager who has worked more effectively such as she produced financial reports to meet the requirements of donors.



Organization: More structured with improvement of financial and program management since certification. Documents were in place and met the GPP standards including by-laws, conflict of interest policy, monitoring tool, strategic plan, annual work plan, logframe, and other documents. The revision of financial and procurement policies to adapt in Cambodia context was a significant improvement (it was not comprehensive in the previous time as VIC followed from its International head quarter). The Board, Management Team, and staff were more active and responsible for their work, produced better results such as reports that were acceptable by donors, and paid more attention on policies. The certificate contributed to VIC professional practice, promoted organizational profile to outsider, and enhanced their reputation and recognition from other stakeholders. For example, more authorities and community people both in and outside VIC target area recognized and trusted VIC. The organization is easy to access and work with. He mentioned, *“In the previous time, VIC had to respond many requirements during the donor assessment but everything has changed because the donor such as AusAID and USAID trusted on VIC when we showed the GPP certificate, they gave good attention to us, and even had expanded collaboration than before. VIC increased annual budget from USD 713, 877 in 2014 to USD 818,000 in 2015 and we are going to sign new agreement with USAID”*.



Community/Beneficiaries: VIC conducted a survey on beneficiaries' satisfaction. 97% were satisfied with VIC's services (previously 80%), and more than 80% improved the quality of life through income generation (previously 70%). He stated, *“Disability youth had continued studying at university and beneficiaries had increased knowledge and more understood on laws and disability's rights”*. CCC indirectly influenced change to VIC's staff to enhance professional practice and make great efforts in working with beneficiaries.

Finally, they suggested CCC provide more support and opportunities for capacity building through any activities of CCC.

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

During the first six months, 33 applicant NGOs ⁽¹⁾ through either online and/or field visit received mentoring and coaching from the Research and Learning Component of CCC. Six applicant NGOs re-applied and resubmitted their application to GPP certification system while the rest are in the process of fulfilling recommendations and expected to re-apply in the second semester. At least one organization was certified (CCASVA). In general, the applicant NGOs have improved from 50% to 93% in term of the organizational development including personal policies, gender policy, grievance policy, board policy, bylaw, and financial policies based on the final decision of NGO Code compliance committee (NCCC). Some of them received mentoring and coaching services several times.

⁽¹⁾ CCC keeps anonymous of the applicant NGOs based on GPP confidential policy

Moreover, the GPP assessment team met and discussed mentoring with the coaching specialist within the Research & Learning component (R&L) to monitor quality and progress of supporting ANGOs and/or CNGOs to implement recommendations. The discussion has helped both components better understand of the GPP Certification System, Standards, and position of the GPP Application. In addition, both components have set up internal communication means to managing GPP Applications. It was not only find the ways of better support and building stronger capacity for applicant NGOs to comply with GPP Standards successfully and effectively but also increased internal collaboration and cooperation.

In order to assess the efficiency and effectiveness of support service from CCC, a reflection workshop was conducted with 12 NGOs of PLAN organization's partners. We identified the issues and challenges which were encountered and solutions for future improvements on NGO good governance, accountability and professionalism.

Additionally, in order to support CCC members and other CSOs in Cambodia to be able to find support from other service providers in term of capacity development, the Research and Learning team has gathered 22 Capacity Development service providers and mapped and host on CCC website (19 in 2014). In total, the number of people accessed to this information for their purpose of capacity development has increased from 34 people (2014) to 430 people in the semester one of 2015.

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

Due to human resource and budget constraints, GPP decided to defer the process of developing the practical guidelines for organizational development for small and grass-roots-based organizations. GPP will try to begin its foundation study in the second semester when the staff and budget become available.

Strategic Activity 1.1.5: Conduct a Stakeholders Survey (donors, members, NGOs) on Suitability of Certificate Model and VCS Process

Although there was not an official stakeholder survey on sustainability of certificate model and VCS process by external experts, GPP conducted a joint meeting of WG and NCCC in March 2015 (13 participants, 4 women). WG and NCCC members participated and discussed key success and challenges of the implementation of GPP Certification (VCS) since 2007. The big challenge is the high requirement of the GPP Standards for Applicant NGOs to commit and comply with, especially financial management and conflict of interest areas. Despite challenges, GPP has successfully implemented the GPP Certification system, which many funding agencies and development partners widely recognize and value. The system helps improve the internal governance and systems of NGO sectors in Cambodia. The VCS structure was also a key agenda item. The meeting allows reflections for not only GPP itself but also WG and NCCC. Finally, the meeting provided some guidance for VCS to continually improve such as the stronger capacity of GPP team, better internal management systems to deliver services in a timely manner, and further VCS structure analysis/alternative. These key priorities shall be a path of GPP toward an independent Certification Unit. GPP also conducted a desk review on many related systems in the world and many good practices informed the team on how to improve their assessment process and system management.

Strategic Activity 1.1.6: Promote GPP through Key CCC's Events and Other Means including Review Marketing Materials of GPP

Communication strategies and materials are crucial for GPP to increase credibility and visibility to the NGO community especially donors. GPP, with support from CMD, has developed X-stands, leaflets, and a booklet of GPP Standards. Throughout various engaging events, we have distributed and shared 300 booklets and 300 leaflets to potential donors, visitors, and NGOs. These materials contain key and helpful messages for them to understand quickly about GPP Certification system such as summarized GPP standards, guidelines and indicators, application requirements and preparation, and instant support contact, which attract and ease understanding of the public on GPP. As observation, the donors are quick to understand and help to respond and support their partner NGOs promptly, especially they are confident to encourage and influence their partner NGOs to get through GPP certification system. For instance, Oxfam (novib) has successfully encouraged and engaged their 20 partners NGOs to apply for GPP Certification.



Figure 4: Marketing Materials of GPP

Strategic Activity 1.1.7: Participate in International Civil Society Center (ICSC)'s project Partners to Develop Global Reference Standards for CSO Accountability

CCC has become one of the nine partners of a global project on Global Reference Standards for CSO Accountability, which is funded by SIDA. It is three years project from April 2015 to March 2018

and aims for improving country code and standards, cost effectiveness, and enabling environment for civil society. This aim is very much in line with the commitment of GPP and CCC.

This initiative is important at both the global and national level since we need to ensure that a vibrant and effective civil society is responsive for the wellbeing of humanity. Yet the organizations that harness this good will, energy and skills, are increasingly under threat and their legitimacy challenged by governments, opinion formers and sometimes even the communities they have been set up to serve.

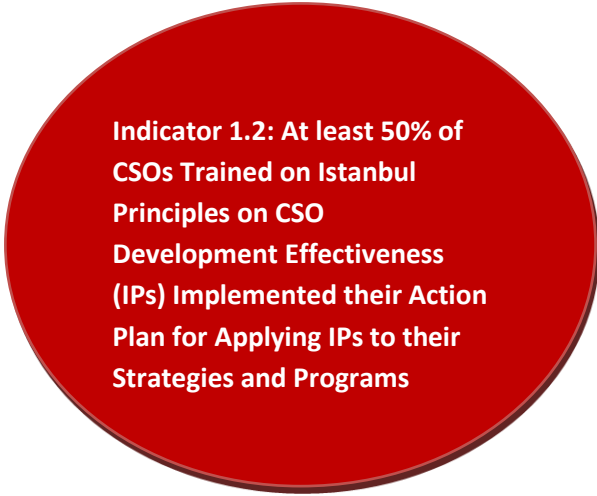
As one of the civil society networks from across the globe, CCC who is hosting the GPP voluntary certification system, have come together to strengthen civil society actors through a concerted effort in improved accountability. These networks consider accountability as an ethical value and as a responsibility vis-à-vis their multiple stakeholders. They aim to improve their accountability by enhancing their dialogue with the people they serve, improving and simplifying accountability practices and protocols and communicating effectively the values and benefits of a global partnership of civil society organizations.

The "**Global Standard for CSO Accountability**" will be used as a reference standard to enable CSOs worldwide to improve and harmonize their accountability frameworks and practice. The global standards are framed based on the Istanbul Principles for CSO Development Effectiveness.

The first Cambodia CSO Sustainability Index (CSOSI) report has been conducted by CCC GPP. USAID and ICNL supported Management System International (MSI) to develop CSO Sustainability Index (CSOSI) for international use by around 70 countries. The Index analyzes and assigns scores to seven interrelated dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. Recently, MSI has partnered with CCC-GPP to develop CSOSI 2014 for Cambodia. GPP has facilitated to develop the Index 2014 for Cambodia CSO Sustainability and the draft index is on process of editing by the MSI globally. As long as the index has been complete, GPP will facilitate the index outreach for Cambodia. The Index is an important and unique tool for local CSOs, governments, donors, academics, and others to understand and measure the sustainability of the CSO sector.

By this semester, 89% of the trained participants committed to integrate these principles into their internal practice while more than half of the trained participants have already set plan for the improvement of internal governance and integration of IP into their operational plan and implementation.

CCC trained 20 CSOs on Istanbul Principles on CSO Development Effectiveness by integrating this theme in the training course on Governance, Professionalism and Accountability (GPA). Participants indicated a good understanding on their roles as one of the development actors, and how they can promote development effectiveness rights within their own sector.



Indicator 1.2: At least 50% of CSOs Trained on Istanbul Principles on CSO Development Effectiveness (IPs) Implemented their Action Plan for Applying IPs to their Strategies and Programs

Strategic 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)

As end of June 2015, five learning forums with 505 participants and six meetings with 50 working group members of the forum conducted.

The learning forum is one approach of learning and knowledge sharing that responds to the Istanbul Principle number 7th and GHP 2014-2018 outcome on improving quality services of CSOs to contribute to sustainable development of Cambodia. CCC conducts learning forum for free to its members and modest fee from non- member based on CCC Charging Policy for Capacity Development Service.

To reach the quality service, the series of learning forums were organized under oversight by working groups who are professionals and/or practitioners on each area. 50 working group members attended six working group meetings (two Human Resource Management (HRM), one Information Communication Technology (ICT), one Monitoring & Evaluation (M&E) and two Financial Management (FM) to identify the topics and give advice and recommendation for improvement (*The summary profile of working group members will be produced in second semester and horst on CCC website*). The learning team used the result of working group meetings to organize five learning forums on FM, M&E, HRM (two times), and ICT with 505 participants (278 female) from 335 NGOs (32 Non-member NGOs) (*See Figure 5*). The participants have increased from 60 to over 100 if comparing to the last six month in 2014 (e.g. 72 participants in 2nd HRM in 2014 Vs. 123 participants in 1st HRM in 2015). The target was not only reached (at least 80 participants per forum) but exceeded expectations due to interesting topics that responded to the need of participants (*See table 3*), changed strategic in working (registration online, facilitation styles, accurate email of participants, encouragement and motivation), more active of working group members, and guest speakers provided more practical rather than theories.

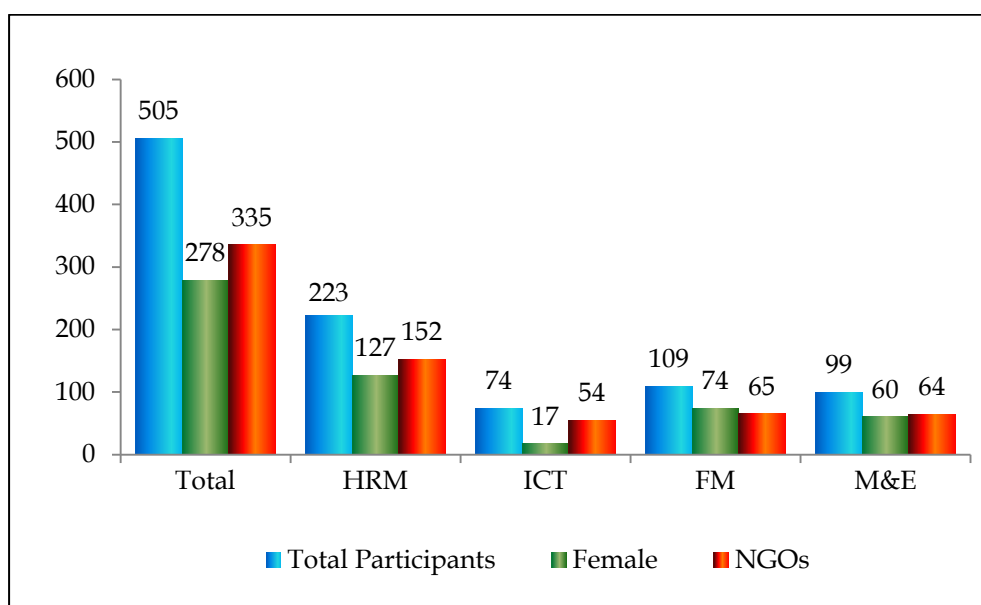


Figure 5: Number of Participants and NGOs in each forum

Table 3: Topics and Objectives of Each Forum

Learning Fora	Main Topic	Output
1st HRM	Taxation (Tax calculation)	<p>Regarding the consolidated result of evaluation form completed by the participants 41% of participant understood clearly about tax on salary, while 25% of them fast grasped on the withholding tax follows by the 14% that emphasized about tax on fringe benefit. 73% of participants also committed to bring back knowledge related to these three points, which gained from this forum to apply in their organization.</p> <p>In overall, this learning forum provided a great opportunity for HR practitioners to build stronger network and share experiences and challenges of their daily operation.</p>
2nd HRM	Conflict Management	<p>Evaluation results from the forum indicated that 53% of participants understood clearly about happy work place & culture of workplace while 24% of them fast grasped on conflict management style follows by the 23% that emphasized about method of conflict resolution. The participants also committed to bring learnt knowledge to apply at their organization, such about Method of conflict resolution, method of conflict resolution and conflict management styles which gain from this forum to apply in their organization.</p> <p>Overall, this learning forum provided a great opportunity for HR practitioners to build stronger networks and share experiences and challenges of their daily operation.</p>
1st ICT	M-builder and File security	<p>The result of forum evaluation expressed that 62% of participant understood clearly about creating layer of resource map while 17% of them fast grasped on the file security follow by the 14% that emphasized about creating collection on resource map and site. The 41% of participants also committed to bring back knowledge such resource map and 14% about file security, which gained from this forum to apply and share in their organization.</p> <p>In summary, this learning forum provided a great opportunity for ICT and social media practitioners to build stronger network and share experiences and challenges of their daily operation.</p>

1 st FM	Internal audit	<p>Result of the assessment with the forum's participant showed that 26% of participant understood clearly about the Components of IC (CRiCIM) while 24% of them fast grasped on the Internal Audit (IA) and its process follow by the 20% that emphasized about Internal Control (IC) and its process. The 29% of participants also committed to bring back knowledge such Components of IC (CRiCIM) and Internal Control (IC) and its process to apply and share in their organization.</p> <p>In summary, this learning forum provided a great opportunity for finance practitioners to build stronger network and share experiences and challenges of their daily operation.</p>
1 st M&E	Evaluation report writing (How to write a Good Evaluation Report)	<p>Based on the forum evaluation 35 % of participant understood clearly about the structure in writing an evaluation report while 22% of them fast grasped on the objective and concept of M&E follow by the 17 % that emphasized about the components of writing a good evaluation report. The participants also committed to apply this knowledge within their organization, such as 40% of them will be (re)- structuring the evaluation report and 9% of them will be reviewing terminology, use plain English in writing a report, and continue to share to their colleagues.</p> <p>In summary, this learning forum provided a great opportunity for M&E practitioners to build stronger network and share experiences and challenges of their daily operation.</p>



Figure 6: Mr. Nou Keosothea, CDRI, Guest Speaker in 1st M&E Learning Forum



Figure 7: Gallery Walk after Group Discussion in 2nd HR Learning Forum

Another result associated with the learning forum is the publication of practical guidelines. CCC disseminated publicly four practical guidelines (M&E, FM, HRM, and ICT) to the civil society sector in Cambodia, through posted on CCC website, and they are accessible by everyone and distribute as hard copies to forum participants. By the end of first semester in 2015, 770 people accessed these guidelines and used them for capacity development. The guidelines need to be updated based on real practical of users, so R&L team was held one meeting with participants of finance learning forum (9 participants, 6 female, 6

NGOs, and 1DP) to gather all comments and feedback on financial practical guideline. This guideline will be taken into further discussion with finance working group with support by advisor and publish the updated version by the end of year.

Moreover, CCC team with support from the M&E technical advisor, have developed the *Monitoring and Evaluation Self-Assessment (MESA)* tool to assess the M&E performance of the CSO sector in Cambodia as well as to promote the application of M&E practical guideline. This is the quote feedback on MESA application and process by **This Life Cambodia (TLC)**, *“The MESA process helped reinforce our strengths as an organization and identified practical improvements that could be made right away as well as in the longer-term. The report provided by the CCC team was structured well, making it easy to prioritize actions as part of the bigger picture of how M&E activities for each of our programs fit together. The MESA workshop itself was a valuable opportunity for people with different roles in our organization to hear each other's perspective on M&E and to strengthen the understanding of how each person's position contributes to the M&E cycle”.*

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

GPA is the initiative carried over from last 2014. As end of June, one of the three planned training courses on Governance, Professionalism and Accountability (GPA) was conducted with 22 participants (6 females) from 20 different NGOs from Phnom Penh and provinces. All of participants are NGO leaders and senior managers. The course aims to professionalize and promote internal good governance, accountability, transparency, and good practices for the NGO community in Cambodia. The training covered various aspects of Istanbul Principles (IPs), NGO Governance Professional Practice (NGO GPP), Leadership and Management, Financial Management and Sustainability, Strategic planning, Monitoring and Evaluation, Effective Human Resource, and Key approaches (PAR and PPCM) for community ownership and empowerment.

The participants had improved capacity, were able to reflect and compare their internal organization governance, accountability, and program delivery against the global CSO trend, understood the importance and benefits of the GPP certification, and prepared their organizations to apply for the voluntary certification system. The pre and post-test showed 72% of participants increased understanding of each topic learnt and 89% committed to bring knowledge to apply within their organization. At the end of training, 11 organizations set plan for the improvement of internal governance and integration of IP into their operational plan and implementation. The participants expressed feeling that the training course is very important both on building up individual capacity and their organization to be ready to



Figure 8: Mr. Soeung Typo, R&L Manager of CCC, provided session in Training

respond to the national and international trends of donor movement. The course strengthened their own governance toward complying with voluntary certification system of NGO GPP as well as be able to sustain their NGO in the future. Based on the evaluation, 69% of them addressed that strategic planning is very important and useful topic for them and their organization as a whole followed by 63% of them recognized the importance of financial sustainability.

In addition, CCC provided follow up with the participant NGOs. 11 organizations who have attended the GPA training in 2014 and 2015 have fulfilled the application form and recommendation from GPP and submitted to GPP certification system (four participant NGOs in 2014 and seven in 2015). Six participant organizations in 2014 GPA training have improved the organizational development (43%) after applying knowledge and receiving coaching (50% vs. 93% data from GPP team). A significant change, CCASVA organization became a certified NGO in 2015 after participation in 2014 GPA training and receiving the mentoring and coaching. CCC always conducts the assessment on impact of the training course by the end of year and the result will be presented in the annual report.

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

Due to the plan and budget constraint, GPP did not conduct the training to VFAs during this first semester. We will conduct one refresher training to them if the system requires their assistance.

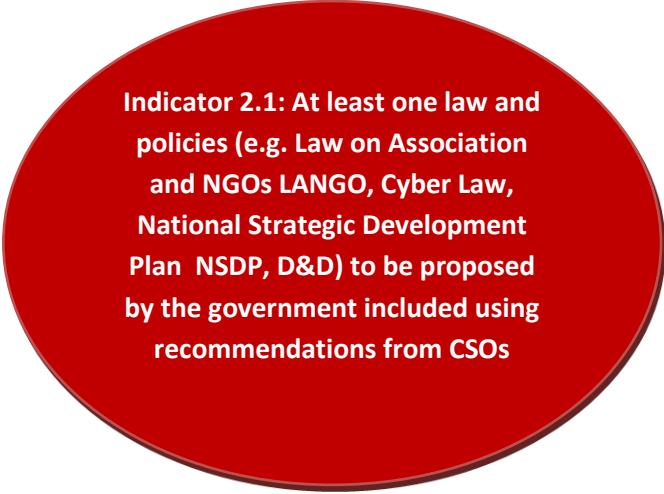
Strategic Activity 1.2.4: Facilitate Development and Implementation of National Agenda for CSO Capacity Development and Learning Including Board and ED Seminar.

Recently, CSOs in Cambodia faced some of the internal challenges related to civil society's own functioning such as lack of coordination, poor governance, donor dependency, and lack of accountability to beneficiaries. Twelve organizations (8 donors) and two freelance consultants like-minded NGOs have formed themselves into an interim working group to strengthen LNGO governance, under the auspices of the Cooperation Committee for Cambodia (CCC) and the Southeast Asia Development Program (SADP). Then a series of consultations have been conducted to oversee the NGO governance and accountability. From these consultations, a consultant to support IWG was recruited with funding support from IWG members to develop the concept note and proposal for LNGO governance improvement. IWG emphasized the need for resources mobilization to promote NGO governance, so a meeting was conducted with seven funding agencies and IWG members. The productive results such as four members of IWG confirmed their fund contribution to the proposal (Danmission supported USD 3,000 and World Renew contributed UDS 4,000) and some of other funding agencies showed their commitment to bring this proposal to discuss internally within their organization and share back to CCC and SADP. This working group came up with the same goal and voice. We are working together to solve the common problems (LNGO governance) that contribute to the Aid and Development effectiveness and respond to the Istanbul Principle (CSO development effectiveness). Those are principle 5 on "Practice transparency and accountability", 6 on "Pursue equitable partnerships and solidarity", 7 on "Create and share knowledge and commit to mutual learning", and 8 on "Commit to realizing positive sustainable change and Governance Professional Practice (GPP) standard".

Outcome II: Improved Enabling Environments for CSOs

This outcome contains two indicators and 12 key strategic activities. The achievements are presented as the following indicators and strategic activities.

With the first six months of 2015, CCC took lead advocacy efforts on four draft laws and policies: draft law on Associations and NGOs, Cybercrime, TWG reviews, and Sustainable Development Goals (SDGs). CCC also actively participated with other CSOs in advocating on several laws and policies such as the Law on Access to Information, Law on Election of Members of National Assembly (LEMNA), Child Protection and Promotion Policy, Trade Union, National Population Policy of Cambodia 2015.



Indicator 2.1: At least one law and policies (e.g. Law on Association and NGOs LANGO, Cyber Law, National Strategic Development Plan NSDP, D&D) to be proposed by the government included using recommendations from CSOs

CCC remained a leading membership based organization that conducted its roles to coordinate, network and advocate towards an enabling environment in Cambodia. Key concerns from CSOs have been compiled and voiced to all stakeholders through various means. Some recommendations from CSOs were addressed and/or incorporated by the government and other development actors in the most of draft laws and policies mentioned above. For instance, the advocacy campaign on LANGO was dynamic and gained a lot of support from various stakeholders including majority of CSOs, US government, European Union, UN Agencies, and many other international communities. At least two articles related to international NGOs such as 25% cap of operation costs for INGOs were removed from the draft law by the government (Council of Ministers). Besides this, the government and politicians also changed their mind and opened space to discuss with CSO representatives in order to deal with development issues in Cambodia.

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

Since early 2014 up to now, CCC's database stored 975 (38 new in 2015) laws, research reports, and policies/strategies which can serve the best interest for CCC members, Academia, and other stakeholders for supporting the development of their projects/programs and for influencing policy makers through CCC website and Research Advisory Board (RAB). In this first semester 2015, there are 912 accessed (with 785 different visitors, and more than 4 minutes used as an average) these documents for different purposes. To widely share these research reports, at least five meetings were held to discuss the way to improve layout the interface for uploading the policies/strategies into appropriate way for CCC website. The specific research related to CSOs has been compiled as references to become a unique CSOs resource. Relevant stakeholders can access the studies and references for their decision making and programming, assisting a better response for development issues, and further research.

In addition, R&L conducted two RAB meetings and produced fruitful results. The first meeting results were some new actions that were proposed and suggested five new research agendas for 2015. They are 1) Harmonization of political party after the post-election 2013, 2) Resource Sustainability of NGOs sector (while Cambodia moved to lower middle-income country), 3) CSO performance, 4) NGOs and Government Performance study, and 5) Post 2015 and financing for development. The second meeting results in improving the design studies on Enabling Environment at Sub-national level that will be conducted in quarter 3 of 2015. In addition, research on NGOs performance discussed, and shared comments from RAB for site selection, add LANGO context into analyze, and comments from the outline of report analyze.

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 De-concentration- D&D)

CCC took lead and participated in conducting at least four research studies during this first six months of 2015. The first study was conducted in partnership with API on Enabling Environment at sub-national level and a report is in draft form and expected to be finalized by quarter 3 of 2015. Although the report is still in draft, but its preliminary finding was shared to NGOs operating in the provinces, discussed at WGPLD members and government meeting to improve practices, prepare new strategic plan, and used to influence the development of new IP3 phase II. CCC and API will conduct another study on Enabling Environment at sub-national level focusing on implementation of new IP3, and other related framework. The study will proceed in quarter 3 and its report will be made available by the end of 2015.

The second research is on CSO contribution, commissioned by CCC. The study focused on contributions of CCC members in development of Cambodia in 2014. The report had been summarized, and disseminated to development stakeholders, especially through CCC's 2014 Annual Report and Annual General Meeting (AGM). Moreover, the result of this report had been used in many purposes such as doing the advocacy on NGOs Law, a reference document for other studies, Radio talked in Radio Free Asia (RFA) and VOD Cambodian Independent News, and so on.

The third was on "Do No Harm". CCC joined Cord on this study to look for the implementation and operation of NGOs program, particularly on implementation of CCC's Governance Hub Program at national and sub-national level, and how it is collaborated with government, and affected to the program beneficiaries. The result of this study has been used as material for the Do No Harm Cambodia resource group training where three CCC staff joined as resource persons, and it also used to reflect on CAN component of CCC-GHP and NGO networks.

The last one was the study on CSO sustainability index (CSOSI), conducted by CCC. Now, it is in the process of finalizing report. This study has been developed by a CSOs expert panel and consulted with RAB during RAB meeting. It is proposed to the GPP assessment framework, and integrates CSOs sustainable index, and NGOs law context to explore in this study. The final report will be made available by last quarter of 2015.

CCC is going to conduct a study on SDG localization and financial for development. This study will be commissioned within the quarter 3 of 2015 and its report will be shared to government. Development partners and CSO representatives for their useful materials before the UN General Assembly in 25-27 September 2015 and to support government, development partners and CSOs to localize SDGs into their programs/policies.

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

Within the first semester of 2015, CCC took lead in advocacy on the draft Law on Associations and Non-Governmental Organizations (LANGO), and Cybercrime law. CCC also actively engaged in the four controversial laws: 1) the draft law on the Organization and Function of the National Election Committee (NEC), 2) the draft Law on Election of Members of the National Assembly (LEMNA), 3) the draft Trade Union Law (TU) and 4) access to information law. CCC also took the lead in the CSO sector in providing inputs and comments on key related policies such as partnership arrangement and localization of sustainable development goals, and National Population Policy of Cambodia 2015 (NPP)

Most of these laws and policies were shrinking the democratic space in Cambodia and restrictions on the rights to freedom of expression, association and peaceful assembly. Two of these laws (NEC & LEMNA) passed without meaningful consultation while the other laws are under the reviewing of expert institutions. The TU is under the discussion of Ministry of Labor and Vocational Training and LANGO has been approved by the permanent committee of the National Assembly and it is under reviewing of the 3rd, 4th and 5th specialize commissions of the National Assembly.

National Population Policy of Cambodia 2015 (NPP): CCC participated in consultation workshop, and provided comments on this policy. The National Population Policy is an overarching guiding tool within the framework of the Rectangular Strategy Phase-III and gels well with the National Strategic Development Plan, 2014-18. It provides a sound basis for integration population and development planning; articulating lines of responsibility and accountability of the Government institutions, other key stakeholders, including development partners, civil society, and the community, at large. The overall goal of the policy is to contribute to continuous improvements in the quality of life of the people of Cambodia with a view to attaining sustainable economic growth, social development, and environmental protection. It also aims at strengthening the achievement of sustainable socio-economic development as envisaged in the national development agenda and international development framework. It is clearly the Government's high-level political commitment to egalitarian planning for alleviating poverty.

LEMNA:

As a number of articles covered and restrict the roles and rights of CSOs in election process, CCC has worked with Comfrel and other CSO leaders to organize a consultation on 6 March 2015 to discuss on the draft law on the Organization and Function of the National Election Committee (NEC) and draft Law on Election of Members of the National Assembly (LEMNA) with 65 participants from directors and senior management of CSO in Phnom Penh. A statement was issued and submitted to the National Assembly, development partners and other stakeholders for their consideration to improve the contents in the law. The statement demanded the government to: 1) make official draft laws available to the public, and conduct wide, meaningful and transparent consultations with different stakeholders, 2) abandon all of

Articles which violate and relate to deprivation of political rights and the right to expression of civil society organizations and 3) fully enforce the provisions of article 15 of the law on Political Parties to ensure the neutrality and impartiality of the Cambodian Royal Armed Forces, National Police and Judicial Officers. A press conference was held after the National Assembly enacted the law. It was regrettable that not any articles were changed in the law.

Cybercrime:

Although by the end of last year, Government's spokesman informed that this law is scrapped, but CCC actively worked in partnership with API, CCHR, CYN, CCIM, Freedom House, and NGO Forum on Cambodia to debate on this law. At least two letters were jointly sent to Ministry of Posts and Telecommunications (MPTC) to get update about the status of the law. Officially reply from MPTC that the law is in a embryonic stage where the ministry is conducting studies on related laws in different countries in the world and will then have a draft one for public to consult later stage. ICT working group and communication team of CCC have discussed and developed a set of advocacy strategies for this law. A number radio talks/debates were broadcasted through different channels such as Voice of Democracy, Voices of Community, and online other newspapers. Our advocacy reached nearly 100,000 people across the country and got great attentions from public and key institutions. One of the key strategies to be done in next semester is to have a consultation on principles on freedom of internet and building awareness on implication and contents of the unofficial draft law.

LANGO:

CCC took the lead and worked in partnership with different CSOs and other stakeholders to come up with a list of strategies under the platform "Stop and Consult". After Prime Minister Hun Sen called on April for enacting the LANGO by end of May, at least four meetings were conducted with development partners in Cambodia including, UN Country Team, European Commission, USAID and Development Partners group at US Embassy with 75 Development Partners (DPs). The purpose of these meetings were to inform development partners about the latest movement of LANGO and other policy development and seek their support in intervention with Royal Government of Cambodia (RGC). In addition, four meetings were also conducted with politicians and members of parliament. The first meeting was conducted with the Commission on Foreign Affairs, International Cooperation, Information, and Media, which is well known as 5th Commission of National Assembly and lead by *H.E Chheang Vun*. The second meeting was organized with *H.E Kem Sokha*, the first Vice President of National Assembly, and the third meeting was held with *Hun Manet*, a lieutenant general in the Royal Cambodian Armed Forces (RCAF) and a next blood of Cambodian People Party (CPP). The fourth meeting was conducted with *H.E Sam Rangsy*, leader of the Cambodia National Rescue Party (CNRP) and chief of minority group in National Assembly and shared with them the concerns of civil society over the draft LANGO and other laws.

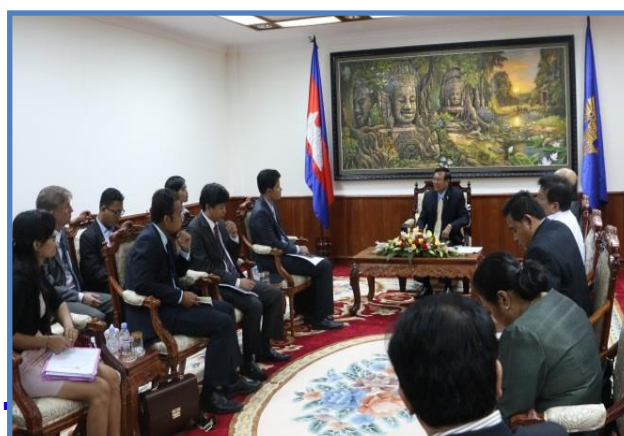


Figure 10: Meeting with First Vice President of National Assembly H.E Kem Sokha on LANGO



Figure 11: Meeting with Chair of 5th Commission of National Assembly H.E Chheang Vun on LANGO

Within Civil Society Organization, five consultations were conducted to discuss policy development in Cambodia with more than 550 participants. The first consultation with CCC members and its partners was held on 7 April and from that meeting a set of joint strategies and a joint statement developed. The second consultation was organized on 24 April 2015 with CSO partners to update the current movement of LANGO as well as to seek their commitment on moving forward with 68 participants from CSO directors and senior colleagues. The third consultation was conducted on 21 May 2015 with 256 participants from general group and other stakeholders including CSOs, government and development partners and shared the concerns over the policy development in Cambodia as well as key advocacy strategies on this matter. The fourth consultation was organized on 02 June 2015 with CCC's members and updated attendees (60 in total) on the current movement of LANGO as well as seek their suggestions on moving forward.. The fifth consultation was organized on 11 June 2015 with 83 CBOs representative from eight provinces such as Kampong Som, Kampot, Kandal, Takeo, Svay Rieng, Prey Veng and Preah Vihear and CBOs in Phnom Penh. Furthermore, 10 meetings were organized with 150 participants from international Civil Society Organizations as well as United State Government Institution to inform them about the situation of LANGO and seek their support on our advocacy efforts.

A statement was about the draft LANGO and asked government to: 1) restart a transparent consultation legislative process by making the official draft on Associations and Non-Governmental Organizations (LANGO) available to the public and remove speculation and confusion on the objectives and implications of this new law and 2) conduct broad based, meaningful and transparent dialogue with different stakeholders, resuming the past practice of considering concerns, views and perceptions of civil society and other Cambodian citizens on draft legislation. As end of June there were 336 local and international CSOs that had endorsed the statement

Two press conferences were organized. The first press conference was organized to express the CSO concern on the LANGO as well as share the **"Stop and Consult"** advocacy strategies. The second conference was organized to share the impact of LANGO, both the legal and economic impact. There were several media both Television (TV) radio, online and print medias such as Phnom Penh Post, The Cambodia daily, Khmer Post, Thmey Thmey, DPA news, and Kohsantepheap news. captured and published this news and the news reached out to government, development partners and other relevant stakeholders. At least ten (10) radio talk shows on LANGO from CCC participations were broadcasting to share information on the issues of current drafts to the citizen and other stakeholders.



Figure 12: Briefing Workshop on “Policy Development and Civil Society Organization



Figure 13: Round table discussion and radio talk show on NGO Law at VOD

As a result, the consolidation of available analysis of these laws and the development of a common advocacy strategy, including joint statement to oppose these laws was developed. The concern of CSOs on these draft laws were reach out to relevant stakeholders at sub-national, national and international level. Some of key concerns from CSOs were removed from the LANGO the article that limit the operation costs for international NGOs (25%) was deleted. The below table shows the trend of LANGO and the result that we have done so far for over three months and it still continue to the next semester. The enactment of the law has been delayed from May 2015.

Table 4: The Journey of LANGO in the first semester of 2015

DATE	L.A.N.G.O DEVELOPMENT
April 2015	<p>→ On April 06, Prime Minister announced that the draft Law on Association and Non-governmental Organizations will be finalized and send to the National Assembly by the end of May 2015. “It will pass through the Council of Ministers no later than May before it is sent to the National Assembly, and the draft law will be passed without any obstacles.”</p>
May 2015	<p>→ A press conference was organized on May 4 with more than 300 attendants of local and international NGOs that are another ditch to call the government back to discussion table, since the LANGO was last discuss In December 2011. The E-Campaign was started with a page on social network called Stop and Consults.</p> <ol style="list-style-type: none"> 1. http://www.phnompenhpost.com/national/input-ngo-law-over-gov%E2%80%99t 2. http://www.voacambodia.com/content/ngo-cambodia-warn-against-new-draft-law/2749402.html 3. http://vodhotnews.com/29240 <p>→ A joined statement by 291 CSOs had been released on May 07, express the concerns over the draft LANGO and by late June, the total number of endorsement reached 336. There are still major concerns exist in the draft LANGO, registration and its guideline, inadequate standards for suspension or dissolution and unclearly CBOs definition. We are requesting</p>

	<ul style="list-style-type: none"> → Restart a transparent consultation legislative process by making the official draft Law on Associations and Non-Governmental Organizations (LANGO) available to the public and remove speculation and confusion on the objectives and implications of this new law. → Conduct broad based, meaningful and transparent dialogue with different stakeholders, resuming the past practice of considering concerns, views and perceptions of civil society and other Cambodian citizens on draft legislation. → 11-12 May, CCC Executive Director attended in Global Forum on Shaping Future Civic Space and had called international participants and speaker to support CSO collective efforts at the ground. He has met Maina Kai, UN Special Rapporteurs supported CSO's effort (s). As a result, Maina Kai has issued a statement concerning about the LANGO. → 15-25 May, a group of four CSO leaders from API CCC, and CCHR with support from Oxfam America conducted advocacy trip to USA. The delegates had opportunities with different form of organizations such as depart of state, national assembly and senate, EU, JICA, World Bank, IMF, Freedom House, USAID, Voice of America, Devex Media, National Security Council of White House in Washington DC and Khmer Diaspora, and political leaders of CNRP and CPP in Lowell. One of the results was to have Scott Busby, Deputy Assistant Secretary in the Bureau of Democracy, Human Rights and Labor at the U.S. Department of State visited Cambodia in first week of June. → On May 14, Samantha Power, United States Ambassador to the United Nations tweeted that the government of Cambodia to rethink draft law to restrict NGOs, open civil society is key for prosperity as well as human rights. → On May 18, Act Alliance EU and CIDSE had sent a letter to its high representative in Belgium which noted that we would therefore urge the European Union External Action Service and in particular the EU Delegation in Phnom Penh to call on the Cambodian government to: <ul style="list-style-type: none"> i. publicly release a copy of the LANGO; ii. allow for meaningful consultations with civil society on the draft law; iii. ensure that the draft law promotes and protects - not restricts - civil society taking into consideration existing laws such as the 2010 Civil Code which follow international standards and govern civil society organisations in the country. → US ambassador to Cambodia William Todd has called on the Cambodian government to properly consider controversial new legislation governing NGOs, trade unions and the internet, on May 19. http://www.thecambodiaherald.com/cambodia/cambodia-calls-us-ambassadors-comment-on-ngo-draft-law-insolent-8608#sthash.E8tTYsJb.gBJnkXNI.dpuf → A group CSOs including CCC met with CPP law maker ChheangVun on May 19 and resulted in two points: <ul style="list-style-type: none"> • There will be consultations on the LANGO once it reaches the National Assembly, but there is no guarantee of change. • He request CSOs to submit the analysis and provide example of LANGO in other countries that CSOs considered as a good example. → United Nations family organizations in Cambodia, UNOHCHR, UNICEF, UNFPA and UN Women through UN Resident Coordinator had expressed its concerns over the current draft of LANGO and have called for further consultation, as Ms. Wan Hea Lee told participants in the May 21 workshop. <ul style="list-style-type: none"> • It is in this spirit that the Office of the UN High Commissioner for Human Rights
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	<p>(OHCHR), United Nations Children’s Fund (UNICEF), the UN Population Fund (UNFPA) and UN Women have come together to encourage that the draft LANGO be shared as soon as possible, that genuine consultations on it be conducted and the recommendations genuinely considered prior to its finalization. We stand ready to support the Government and civil society in the conduct of an open and genuine consultation on this and all draft laws of central importance to the realization of human rights.</p> <ul style="list-style-type: none"> → A CSOs workshop was organized on May 21 to discuss on the LANGO with more than 250 participants from both local and international group. → On May 21, Foreign Affairs Minister Hor Namhong met with five UN representatives to let them know that their comments about the law were not welcome. <i>“There are no words allowing you to comment or criticise the royal government about the draft law, which is not under your mandate,”</i> http://www.thecambodiaherald.com/cambodia/cambodia-warns-4-un-representatives-for-criticism-of-draft-ngo-bill-8609#sthash.ossqgx7q.ZSdXTgnW.dpuf → On May 22, Silvio Gonzato, the EU’s top diplomat for human rights and democracy, said he was concerned about the draft law, which could create pressure on NGOs and restrict their work. The law should not impose excessive burdens on NGOs or <i>“arbitrary elements”</i> for registration, Gonzato told reporters. <i>“There should be a certain degree of legal security.”</i> → On May 22, MainaKiai, the UN Special Rapporteur on the rights to freedom of peaceful assembly and of association, reiterated his call to the government to <i>“ensure that civil society can meaningfully contribute to the elaboration”</i> of the law. He adding that he has <i>“serious concerns about a process that would result in the adoption of the LANGO [Law on Associations and Non-Governmental Organizations] without meaningful public participation”</i>. → On May 25, a spokesman for the National Assembly on Monday said civil society groups may still have a chance to meet with lawmakers over a controversial draft law that aims to regulate the country’s multimillion dollar NGO sector before it goes to a vote. → On May 29, there was a press conference to express concerns over the draft LANGO. Still major concerns exist in the draft LANGO, registration and its guideline, inadequate standards for suspension or dissolution and unclearly CBOs definition.
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June 2015	<p>→ Four regional workshops were organized in Kratie province on June 08, SvayRieng province on June 10, Siem Reap province on June 12 and Preah Sihanouk province on June 15 to conduct the outreach on LANGO. 364 participants attended the 4 workshops and they have variety background. There were three objectives:</p> <ul style="list-style-type: none"> • Increased citizen knowledge in policy development; • Sharing view and concepts from the perspective of civil society organizations; • Discussion for better laws and policy formulation in Cambodia. <p>→ The Council of Ministers had passed the most controversial draft LANGO on June 5th, 2015 with two articles had been remove from the law, but still majority of concerns still exist in the Law. A fact sheet updated in June pointed out that:</p> <ul style="list-style-type: none"> • Failure to consult or make public. Not only are contents of the leaked draft worrisome for CSOs, but the lack of consultation on or even publication of a draft law is concerning. The secrecy surrounding the draft increases concern that concerning provisions – many of which were added after consultations on previous drafts in 2011 – are intended to suppress CSO activities that support the accountability of government to the public. <p>Among the substantive concerns that ICNL and other groups have expressed are:</p> <ul style="list-style-type: none"> • The draft law requires domestic and foreign NGOs to be “<i>neutral toward all political parties</i>”. In a healthy democracy, civil society has the freedom of expression to criticize any politicians, parties or policies it deems damaging to its constituents – and to publicly endorse those it supports. Moreover, the draft law does not explain what being “neutral” requires, causing concern that the provision will be applied to prohibit groups from criticizing government policies, which the government might claim amounts to a criticism of the ruling party. This provision could possibly be used to prevent CSOs from questioning the integrity of election processes, if one party would benefit from a change. This provision undermines the role of groups in maintaining public accountability. • The draft law allows excessive government control and restriction of associations and NGOs. Art. 9 of the draft law imposes mandatory registration requirements on associations and NGOs. ICNL states that disallowing unregistered groups violates the International Covenant on Civil and Political Rights, which Cambodia has signed. If the draft law is adopted, the government can choose only the groups it wants to operate. Art. 8 allows denial of registration if Ministry of Interior determines that the purposes of the organization “<i>jeopardize peace, stability, public order or the national security, national unity, culture and traditions....</i>” These vague terms could allow for the arbitrary denial of registration applications. Further concerns are the absence of limits on government authority to suspend or delete registered organizations, and a provision prohibiting leaders of associations of NGOs that are terminated from ever forming new ones. • The draft law may impose significant burden on informal groups. Unlike a previous draft, this version does not exempt grassroots and informal groups from registration requirement, making it possible that any informal group of citizens operating at the grassroots level in Cambodia could be blocked or subject to criminal prosecution for failing to register as an association. This change to the law increases concern that this draft law may be used to interfere with the activities of groups critical of the government.
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	<p>→ Scott Busby, Deputy Assistant Secretary in the Bureau of Democracy, Human Rights and Labor at the U.S. Department of State had asked the government to reconsider in adopting the LANGO, on June 2. He said the new law could impose “restrictions or burdens on NGOs.” The US believes the law is “unnecessary,” he said, but if the government does go forward with it, officials should make the draft of the law public “as soon as possible”. “I urge the government to reconsider whether an NGO law is in fact needed at this time, as there are already Cambodian laws on counterterrorism and criminal activity, as well as a civil code, that address the concerns this proposed legislation is intended to address,”</p> <p>→ On June 7, government spokesman Phay Siphon dismissed criticism by civil society, the opposition and international donors including the US that the draft law is unnecessary and should have been publicly released before its approval as “manipulative”</p> <p>→ On June 8, CCC had received an unofficial document of draft LANGO which is passed by the Council of Ministers.</p> <p>→ On June 16, Jean Francois Cautain, EU ambassador to Cambodia said that he welcome Cambodia to have NGO law, but it would be much better if the government could open for further consultation on the bill.</p> <p>→ On June 17, Cambodia National Assembly had received official draft of the LANGO and will put forward for permanent committee.</p> <p>→ On Jun 18, FUNCINPEC leader, Ranariddh also criticised the draft law on NGOs and associations, which he said Funcinpec would not advocate for if it had won seats in parliament at the last election.</p> <p>→ On June 25, Human Rights Now, a Japanese watch dog had express concern over the draft LANGO on the a joined statement with three other NGOs, People’s Forum on Cambodia, Japan (PEFOC,J), Japan International Center for the Rights of the Child (C-rights), GCAP Japan. We obtained a copy of LANGO in mid-June. What follows are our concerns about LANGO:</p> <ol style="list-style-type: none"> 1) Excessive sanctions 2) Granting the Cambodian government excessive power of surveillance and free discretion on the restriction of association and activities of NGOs 3) Inconsistency with the Cambodian Constitution and the 2011 Civil Code <p>Based on the above concerns, we make the following requests:</p> <ol style="list-style-type: none"> 1) To the Cambodian Government: <ul style="list-style-type: none"> - Release an official version of LANGO to the general public; - Withdraw the current LANGO and make a thorough revision of it in accordance with international human rights standards including Article 22 of the ICCPR; - Engage in sufficient dialogue with the international community and the civil groups which will be affected by LANGO; - Conduct public hearings and take all other appropriate measures to include the voices of civil society groups in the discussion of LANGO in the National Assembly. 2) To the Japanese government and international community: <ul style="list-style-type: none"> - Call on the Cambodian government to make necessary revisions on LANGO in accordance with international human rights standards, and engage in dialogue with civil society and the international community.
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	<ul style="list-style-type: none"> → On June 22, a group of CSOs including CCC had a meeting with H.E. Sam Rainsy. The opposition leader promised to raise the issue of LANGO to the premiere. The law is not yet necessary for this time. → With support from EU based organizations including Bread for the World, DCA/CA, CIDSE, on June 23, MEP Barbara Lochbihler, Vice President of EP's Human Rights Committee, said: "If the law is passed without major changes the human rights situation in Cambodia will be seriously affected. In that case the EU cannot continue with business as usual but will have to stand up in support of its core values, including reconsidering the bilateral cooperation with Cambodia." → On June 25, Licadho had submitted a written analysis through Cambodia Daily. She reiterated, "LANGO's threat cannot be understated. This law will give the government ultimate control over who can operate citizens' groups and community based organizations. If the authorities do not like what you are doing, they will have the power to stop you, weaken your organization, and blacklist your leaders." → On June 29, opposition party's leader, Sam Rainsy, met with Prime Minister Hun Sen and raised the concern over the current draft LANGO. He told the reporter that the premiere said that do not worry too much about NGO law. All the NGOs that already registered, will automatically continue their work without re-registration. → Up to June 30, 2015, the Facebook page Stop and Consults has 13,677 users click LIKE and 2,166 users talked about Stop and Consults page. The tweeted on #LANGO. → Up to June 30, 2015, 338 CSOs, out of 440 CSOs in CDC's database, had endorsement on the joined statement with the message that "<i>The LANGO is UNACCEPTABLE in its current form</i>".
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Strategic Activity 2.1.4: Host Working Group for Partnership in Decentralization (WGPD)

CCC is hosting the Working Group for Partnership in Decentralization (WGPD) for 2015-2017 and beyond. It is a good model in promoting quality of work and collaboration of CSOs. WGPD is an informal network of more than 100 CSOs across Cambodia focusing on local democratic development.



ក្រុមការងារវិបឌ្ឍការតាមរយៈភាពជាដៃគូ
Working Group for Partnerships in Decentralization

Since being hosted and supported by CCC, the Secretariat was able to deliver most major planned activities and organized major events. WGPD was able to develop the WGPD three year program plan 2015-2017, draft three years implementation plan and budget for 2015-2017. WGPD worked with CCC to organize at least 4 meetings on CSOs ISAF Governance Arrangement during the 1st quarter from January to March, 2015. The meeting brought together key national and international NGOs, particularly those NGOs that implement or have an interest in the implementation of the social accountability framework.

In addition, working closely in collaboration and cooperation with CCC, the Secretariat has extended its collaboration with API. This enabled the Secretariat and API to organize joint events (a consultative forum on access to information and the Launching of WGPD 3 year program plan on 05-06 February, 2015) in a more efficient and cost effective manner.

To build strong collaboration and improve its work, WGPD staff are invited to participate in many meetings/workshops during this period such as:

- Attended meeting on NGO law organized by CCC and NGO Forum on 24 April 2015
- WGPD Coordinator and Steering Committee members (API, CCC, PSOD) had a meeting with NCDD-S on 29 April, 2015.
- WGPD coordinator attended a meeting on NGO law organized by CCC and NGO Forum on 11 June, 2015.
- WGPD coordinator attended meeting on NGO law organized by CCC at the Asia Foundation on 26 June, 2015.

Strategic Activity 2.1.5: Play role as Secretariat for CSOs in Promoting the Open Government Partnership for a Transparent, Accountable, Effective, Innovative and Responsible Government

As a secretariat of CSO OGP working group, CCC conducted two meetings with them to update progresses made so far in Cambodia and to design country CSO work plan on OGP. A CSO work plan on OGP for July – December 2015 discussed among the working group. The working group members then agreed to take the following actions: 1) CCC and TIC will take lead in a development of the draft work plan further to cover 2016 and beyond to reach the goal, and then share to working group to get their inputs, 2) Advocacy strategy for CSO should be included in the strategic work plan, 3) OGP research advisory group should be formed, using our existing OGP working group, in order to a) support a development of ToR, and b) provide inputs/comments on the findings from the recruited research team, and 4) Necessary

information/documents on OGP should be translated into Khmer language in order to get buy in a full understanding on OGP from government officials.

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

CCC has put a lot of effort to work with key potential partners and networks for example resource alliance (UK), Star Foundation (UK), and incountry funding partners to get both technical and financial support. CCC also is in the process of establishment of a fundraising unit within CCC and a sub-committee on fundraising and financial sustainability.

Support and motivation from the funding partners have been significantly increased. It was indicated that funding partners tend to increase trust, collaboration and financial support to certified NGOs. Funding partners like Plan International and Oxfam Novib have pushed forward for a modality to have their partners participated in the GPP process. Others funding partners such as ActionAid, DCA/CA, NPA and Diakonia have sensitized their partners about this certification.

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

To promote the events and achievements of CCC, the CMD team regularly update articles on website keep the events archive up-to-date, latest news, members/donor publications, and from other NGO. Approximately 20 training opportunities, five donor announcements, five training and general announcements and 280 job vacancies were posted.

Throughout Google Analysis, website of CCC received 13,672 unique visitors who are the returned visitors (43%) while 58% are new visitors. On average, visitors spent at least 3 minutes for surfing CCC website. Addition to communication materials, CMD produced seven videos that were uploaded on CCC website and Youtube. Fans of CCC Facebook increased up to 4,569. Within this first semester, at least 500 piece of news were shared via Facebook page. There are at least 10 meetings of ICT working group. The meetings result in ICT Forum when members and partners valued their concepts of improving the daily operations by using ICT tools. In partnership with ICT network hosted by Open Institute funded by SiDA, CCC joined the development of strategic activities with other NGOs network like Woman Media Center (WMC), Open Development Cambodia (ODC), Cambodian Center for Human Rights (CCHR), and InSTEDD. In the partnership roles, ICT working group are in the process of developing five years strategic plan, which includes the use of ICT tool in, address the social issues.

Besides the ICT working group, CCC is a coordinator of communications working group responding to emerging issues especially on LANGO. The solidarity communications are included CCC, CCHR, CCiM, CLEC, NGO Forum, Diakonia, and Oxfam. During the online campaign Stop and Consult of LANGO, we received 1 million impressions weekly, and Facebook fans increased to 20,000 within a month of setting up.



Figure 14: Participants Discussion in Stop and Consult Campaign

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

CCC and GPP has performed various dialogues and meetings with many potential funding agencies and donors including Oxfam, DCA/CA, Diakonia, NPA, USAID, ActionAid Cambodia, Plan International and so on. As the long term participation and contribution, the donors positively indicate that they fully support their partners to participate in GPP Certification system and openly welcome to discuss any challenge including GPP application fee and technical and/or managerial assistance. As the results from the GPP compliance monitoring given to the CNGOs reveal that, some NGOs have increased their funding support, despite the donor's funding shortage. Moreover, some CNGOs facing donor phase out are still able to be partnered with other development partners.

GPP has nominated five certified NGOs to compete for funding award from Star Foundation (UK). The amount of each award is around \$50,000 per application. The selection result of this award will be made with the second semester of 2015.

Strategic Activity 2.2.3: Increase Support and Recognition from Development Partners/Funding Partners

Two formal meetings and orientations, working in partnership, to NGO partners of Oxfam (Novib) and ActionAid Cambodia, and other various individual approaches to potential donors have been made by GPP team and Senior Management Team (SMT) in order to increase credibility and visibility of the GPP Certification System. Forty-two NGOs (68 participants, 29 females) participated in the meetings and orientation about GPP. It is aiming at promoting stronger partnership and better governance, accountability and transparency within NGOs in Cambodia. As a result, the donors found GPP Certification is an important tool to help improving their partner NGOs and the participant NGOs themselves also realized the importance. Twenty NGOs of Oxfam's partners have participated in GPP Certification System with strong support technically and financially from the donor. In addition, other NGOs have also been gradually preparing to and applying to GPP for Certification.

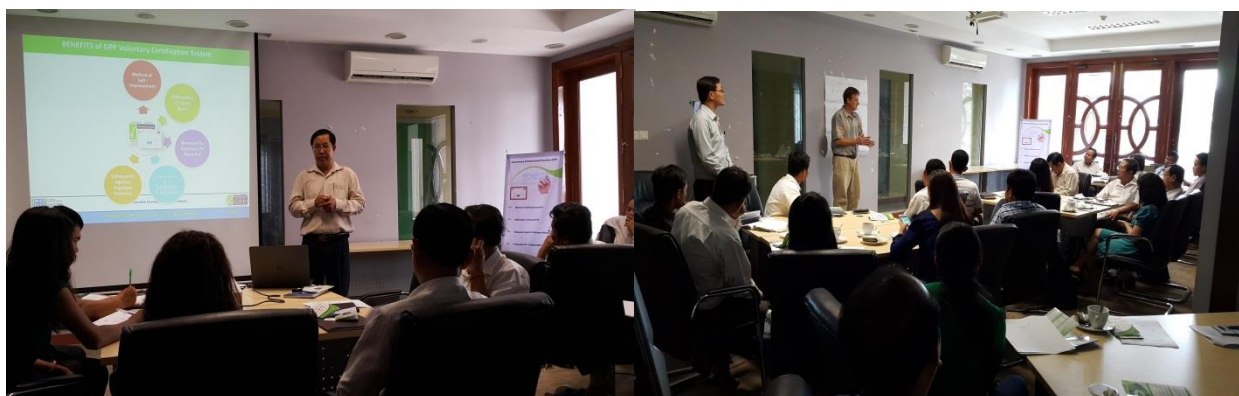


Figure 15: Mr. Savath oriented Oxfam's partners about GPP Certification

Figure 16: Oxfam introduced GPP Certification to their partners

Strategic Activity 2.2.4: Advocate the National Assembly of the Government of Cambodia to provide national Budget/Funds Allocation and/or Tax exemption for CSOs.

This initiative has been discussed amongst CSO sector, and also debated in number of multi-stakeholders events such as CCC Annual General Meeting, national workshop on partnership arrangement organized by UN country team and CDC. The issue also discussed informally with some representatives of business sector. The idea on creation of national trust fund for civil society seemed well received by the engaged stakeholders. In the draft LANGO, CSOs are entitled to have tax exemption on their incomes and import of vehicles for supporting their projects...

Strategic Activity 2.2.5: Coordinate with Existing Donors and Provincial NGO Partners to have Joint Proposals and Fund Raising plan

Due to the shortage of human resource and priorities of other issues, this activity was postponed. However, a project proposal has been drafted by consulting the results obtained from the needs assessment studies conducted with the eight provincial NGO networks. The project will be finalized within the second semester and put for resource mobilization by then.

Strategic Activity 2.2.6: Initiate Business and Human Rights Dialogue

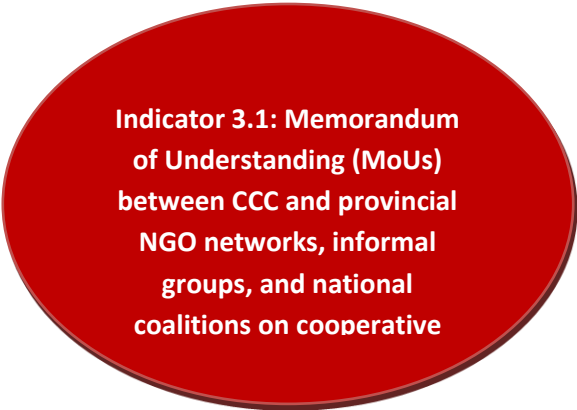
Within this semester, CCC is in the process of finalization its communication and partnership strategies, in which the business and human rights issue was also included in that paper. CMD had several meetings with EZECOM and RMA for their cooperate project on Cooperate Social Responsibility (CSR). The meetings aim to seek a long-term cooperation with private sector. One of the previous experiences is that CCC used to get support from private sector on printing of NGOs directory publication. CMD plans for the next semester in further discussion of CSR project with the private sector.

Strategic Activity 2.2.7: Campaigns Against Corruption and Impunity in Cambodia

Although CMD put strong focus on LANGO campaign, the Campaigns against corruption and impunity in Cambodia staying in active as many participants share their concerns on this issue.

Outcome III: Increased Collaboration among CSOs

This outcome contains three indicators and 11 key strategic activities. The achievement are presented as the following indicators and strategic activities.



Indicator 3.1: Memorandum of Understanding (MoUs) between CCC and provincial NGO networks, informal groups, and national coalitions on cooperative

15 Memorandums of Understandings (MoUs) were made. Eight of which were renewed, two are the new MoUs, and five are still in validity. Nine provinces included Siem Reap, Kampong Thom, Stung Treng, Kratie, Rattanakiri, Prey Veng, Svay Rieng Kampong Som and Kampot. Each provincial NGO network has finalized their common strategic plan and advocacy plan for their individual province. Two the training courses were provided to committee members and representatives of the network, four eco-trainings have

been provided to the members of their networks to build up their capacity as well as to promote harmonization among CSOs within their provinces. CCC has signed an MoU with Youth Coalition for Unity and Development (YCUD) and still effectively implements the MoUs which have been signed with the Advocacy and Policy Institute (API), Transparency International Cambodia (TIC) and Mansfield Center of the University of Montana. CCC is going to renew three more MoUs with Solidarity House including the Coalition of Cambodian Farmers Community (CCFC), Cambodian Youth Network (CYN), Cambodia's Independent Civil-Servant Association (CICA) and Cambodian Food and Service Workers' Federation (CFSWF). The main objectives of the MoUs were to amplify concerns from CSOs as well as to join advocacy forces against the proposed laws by the government.

As reported under activity# 3.1.2, through this arrangement number of key issues faced by the networks and citizens in each province were successfully addressed.

Strategic Activity 3.1.1: Facilitate the Promotional Campaigns on the Application of International and National Best Practice Principles and CSO Roles (e.g. IPs, Busan into Local Language, Media Campaign, NGO Code...).

Many I activities have been carried out under this specific strategic activity. The achievements were made mainly from the CAN Component and CMD Division.



Figure 17: Panel Discussion at AGM 2015

In outcome 3, CMD divided into two levels of communications: internal and external tasks. To make the best practice principles more visible beyond the training room, we invited media channels such as Local Newspaper in English and Khmer language, Online News, Radio, TV, and Social Media reporters to take part in the events. Therefore, the content of IPs, Busan, and NGO code has been heard by the public especially NGOs workers.

Based on the annual event calendar, Annual General Meeting (AGM) is the biggest event of the year. In March 2015, the AGM was held in Phnom Penh aiming to debate on trends of civil society organizations and contributions of CCC members towards the development of Cambodia (See this link for challenges in Developing Cambodia <http://vodhotnews.com/28019>). Throughout this platform, CCC members benefit from the discussion on status of civil society, and they have a chance promote their activity in the annual CSOs fair.



Figure 18: CSO Representatives Meet with Vice President of the National Assembly

Within this semester, CCC facilitated to develop several joint statements and press releases on the draft of LANGO. The joint statements and press release requested the government to publicly share the official draft law and to provide a meaningful consultation with CSOs.

Additionally, to promote GPP team, CMD produced several videos. One of which is to take video shooting with VIC organization in July 2015. This video clip is a case study of good practice of the certified NGOs and the video will be used for CNGOs forum next month in this year.

To reach the overall objectives of Human Resource Management learning forum, CMD who is one of the support teams in publishing the learning forum to the public through CCC website and social media. CMD is in the process of video editing of the HRM forum which the stimulate action learning to transform knowledge and skills of our members and partners. The video shows a simple message that HR practitioners and professionals sharing on HR matters and issues related. Additionally, the video captures the best practice of NGO community.

ICT Forum is another essential aspect in which ICT working group are taking lead the training process. CMD is focal unit for ICT working group on the deep discussion on the new tool such Mobile data collection using resource map & M-builder. During the forum, the participants have widely understood about how to protect their own file and other document in cloud. The video on feedback from participants about ICT learning forum, and we uploaded into CCC Youtube and shared to CCC Facebook page. Besides producing video internally, we produced a video for our Partner the Australian Red Cross (ARC), and ARC contributed some budget for CCC.

CCC has participated in various event organized by Civil Society Partnership for Development Effectiveness (CPDE). From the participant, CCC were able to influence global partners to implement the Busan Partnership for Effective Development Cooperation, especially to strengthen the enabling environment for CSOs as independent development actors. Likewise, it encourages CSOs to implement practices that strengthen their accountability and contribution to development effectiveness, guided by the Istanbul Principles and the International Framework for CSO Development Effectiveness. Parties to the Global Partnership for Effective Development Cooperation (GPEDC) reaffirmed this once more during the 1st Global Partnership for Effective Development Cooperation (GPEDC) High Level Meeting in Mexico, and has likewise encouraged inclusive and democratic multi-stakeholder dialogue at country level and the provision of related capacity building and supportive measures.

As facilitation of the promotional campaign on the application of international and national best practice principles and CSO roles is an ongoing activity, CCC integrated Istanbul Principles to CSOs through its relevant events to promote the development effectiveness of CSOs, specifically the integration has been made into the training course on Governance, Professionalism and Accountability (GPA). These principles guide the work and practices of CSOs in both peaceful and conflict situations, in different areas of work from grassroots to policy advocacy, and in a continuum from humanitarian emergencies to long-term development in effective manner.

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

So far, CCC has signed Memorandum of Understanding (MoU) with nine provincial NGO coordination networks including new province (Kampot) aiming at strengthening the NGOs coordination and networking at sub-national level, improving the collective voice, influence the thinking and practices of development actors and enhancing cooperation and resource mobilization among development actors for CSO effectiveness and development effectiveness at the province.

In addition, CCC has signed an MoU with Youth Coalition for Unity and Development (YCUD) to raise awareness and debate among the youth over the issue of policy development and especially the issue of Cybercrime and NGO Law.

After signing the MoU with eight provincial NGO coordination networks and a result of Training Need Assessment in 2014, CCC collaborated with API and conducted two training courses. A training course was delivered in KTH with 30 members (8 females) of provincial coordination network from Kampong Thom, Kampong Som, Prey Veng, and Siem Reap provinces in 2014 and 2. A training course was conducted in Kratie in 2015 with 24 representative participants (5 female) from four provinces (SV, ST, Ratanakiri and Kratie). The results of these courses are the representatives from four provinces (ST, SR, PV and KPS) have organized the echo-training on advocacy and leadership in their province for their NGOs network members with 106 participants (24 female) with back up support from CCC team (budget and technical). Moreover, the fruitful results of these training courses are some of participants have shared the knowledge and experiences gained from these training courses to their target community and 11 advocacy plans developed and implementing in some provinces, for example:

- In Prey Veng province, NGO network is preparing to organize a people forum to bring the local authority, line department and 224 families from 6 villages in two communes of Mesang district that affected from digging the Vey Co canal to discuss and find out the better solution for land conflict.
- In Seim Reap province, the two advocacy plans and developed and implementing to solve the problems of Kampong Pluk eco-tourism and land conflict in APSARA area. The knowledge gained from the training course (Knowledge on advocacy and advocacy planning) the participants have used to support community in Kampong Pluk village, Slor Grame commune and community who are living in the area that have land conflict between community and APSARA authority. As result, the conflicted between community and private company in Kampong Pluk was solved by relevant ministry and provincial governor gave the official announced that the Kampong Pluk ech-tourism is for community and private company have no right to make business on this area. The same, the land conflict between community and APSARA authority was solved by APSARA authority give the land that have conflict to communities.
- In Kampong Thom province, the two advocacy plans developed to solve the two problems of 1) community forestry Or Kdey in Kroya commune, San Tuk district have overlap boundary with CCV company and 2) problem is the private company used the water in Bung Real and Bung Preasnang affect to the biodiversity management, now the second problem was solved because the private company stop using the water.



Figure 9: Group discussion in NGOs Network Training at Kh Thom Province

Additionally, of the engagement with Mansfield Center of the University of Montana (USA) contributed to promote joint efforts in capacity development, collaboration and good governance for CSOs in Cambodia, and other Southeast Asian countries. It is a series of engagement since we started Letter of Agreement (LoA), announcement for applicants (105 applicants have applied and

18 new applications for cohort two competitive), screening, shortlisting, phone interview (30 applicants), final face-to-face interview with representative from the University of Montana and CCC team (15 applicants) in 2014. In 2015, three applicants from CSOs/3 in cohort 1st were selected and undertaken their fellowship program to the USA and joined pre-orientation with US embassy before their leaving to US. CCC became an outstanding partner among other CSOs partners in Southeast Asia. The YSEALI participants have learnt more about CSOs management, advocacy, and better collaborate among CSOs in Southeast Asia from the exchanges and shared discussion with President Obama during the visit. They learnt strategy to promote the collaboration between CSOs and government, and among CSOs sectors. Several print media and radio had been published about their exchanges visit. The US Embassy also much appreciate that we normally have outstanding participants from Cambodia, and express an ongoing program for next year.

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

CCC conducted six meetings and consultations with INGOs and key NGOs to discuss emerging issues and identify common joint efforts. The first meeting was organized on 24 February 2015 with 117 participants from both INGO and LNGO leaders and discussed the future roles of INGOs in Cambodia as well as found out the way to increase cooperation and collaboration between INGOs and LANGOs. The second meeting was conducted on 22 April 2015 with 47 CSO leaders to share the common key issues, propose key strategies, and identify partners to join the advocacy efforts on the issue of LANGO. The third meeting was conducted on 24 April 2015 with 68 participants from CSO leaders both local and international organizations to raising awareness the issue of LANGO to a big group of CSOs. The fourth meeting was conducted on 11 May 2015 with 27 participants to share the movement of LANGO as well as developed a joint statement and asked government to release official draft LANGO with CSOs. The fifth meeting was conducted on 18 May 2015 with 9 participants from CSO leaders and developed a common message prior to join a meeting with 5th commission, vice president and team leader of minority group of National Assembly. The sixth meeting was organized on 22 June 2015 with 19 participants from both local and international CSO representatives and shared the consolidate analysis of LANGO from difference sources and identified the advocacy efforts and way forward to dealing with policy development issues.

In addition, four regional consultations has been organized at sub-national level, the first regional consultation was organized on 8 June 2015 at Kratie province with 82 participants from four provinces including Kratie, Stung Treng, Ratanakiri and Mondulkiri province. The second regional consultation was organized on 10 June 2015 at Svay Rieng with 110 participants from four provinces including Svay Rieng, Prey Veng and Kampong Chham province. The third regional consultation was organized on 12 June 2015 at Siem Reap with 121 participants from four provinces including Siem Reap, Kampong Thom, Banteay Meanchey and Uddor Meanchey province. The fourth regional consultation was organized at Kampong Som with 51 participants from four provinces including Kampong Som, Kampot, Kep, Koh Kong and Kampong Speu province. The consultations promoted the awareness of relevant LNGOs and INGOs at sub-national level on the enabling environment issue in Cambodia especially, the context of the several laws including the three laws related to judiciary system, Election law, Cybercrime, Trade Union and Law on NGO and Association (LANGO). From the consultations, the participants were well informed and jointed our online campaign “**Stop and Consult**”, the advocacy strategy was developed and each organization have been taking those activities to advocate with government through other meetings and consultations.



Figure 19: LANGO consultation and awareness raising at Sub-National Level (Svay Rieng)

Figure 20: LANGO consultation and awareness raising at Sub-National Level (Siem Reap)

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...).

Even though the Development Cooperation and Partnership Strategy (DCPS 2014-2018) and National Strategic Development Plan (NSDP 2014-2018) were finalized in 2014, CCC still continue to be an active member of number of Technical Working Groups. Those are Partnership and Harmonization (P&H TWG), Decentralization and Deconcentration (D&D TWG), Planning and Poverty Reduction (PPR TWG), and the National Multi-Sectoral Orphan and Vulnerable Children Task Force (NOVTF) of the Ministry of Social Affairs. It provided an opportunity for CCC to engage with different ministries and development partners in policy dialogues and discussion on different issues at both technical and strategic levels. CCC also requested government to become a member of TWG on Civil Services and Judicial Reform. CCC is waiting to hear their response.

In addition, CCC has also worked closely with NGO Forum on Cambodia, coordinated a meeting with seven CSO members of TWGs, and provided comment to guideline the role and function of TWGs. The Guideline's objective is to promote good TWG performance through enhanced RGC ownership and effective partnership. The Guideline therefore sets out working practices for TWG adoption while also serving as an implementation tool for the RGC Development Cooperation and Partnerships Strategy (2014-2018). As a result, the comments from CSOs were consolidated and shared to the Council for Development of Cambodia (CDC) on time.

Strategic Activity 3.1.5: Facilitate Provincial CSO Networks to have Its Community of Practices, and People Forum on Development Trends and Challenges at Provincial Level.

As reported under 3.1.2 and 2.1.3 that CCC has actively facilitated and engaged CSO networks and its community to participate in provincial, regional and national consultations workshops on different issues such as LANGO and other advocacy efforts as agreed in strategic plan of each signed provincial NGO network. Now, CCC is the host organization of the Working Group for Partnership in Decentralization, a number of consultations at the provincial level were conducted by the focal points of WGDP. CCC's

engagement in ISAF has been recognized. ISAF aimed to strengthen accountability of demand and supply side.

Strategic Activity 3.1.6: Facilitate Cambodian CSOs Engagement in Regional (MCLV) and International Alliances (e.g. ADA, Beyond 2015, GCAP, CDPE, UN agencies, ASEAN).

CCC has participated in a Regional Consultation on “*Strengthening the Coherence of the financing for Development and Effective Development Cooperation Agenda*” on March 25-27, 2015 in Manila, Philippine with over 120 delegates from 24 countries including Government, civil society private sector. As a result, a set of joint message has developed and shared to the regional and global forum including Development Cooperation Forum High-Level Symposium in Incheon in April 2015, and the upcoming 3rd International Conference on Financing for Development in Addis Ababa in July 2015, the ongoing post 2015 development agenda inter-governmental consultations and the GPEDC.

CCC was the speaker to two thematic workshops of ASEAN Civil Society Conference (ACSC)/ASEAN People’s Forum (APF) 2015 in Kuala Lumpur, Malaysia.. One thematic workshop was about “**Mainstreaming Post-2015 Development Agenda and Ensuring Justice and Governance in ASEAN**” and shared the progress of national and international CSO engagement in the Post-2015 development agenda and Open Working Group on Sustainable Development Goals (OWG-SDG). The other thematic workshop was about “**ASEAN Integrity Community: People-Government collaboration to fight corruption and strengthen roles of Anti-Corruption Authority (ACA) in South East Asia**”. The session discussed how critical anti-corruption was as a priority issue in the ASEAN integration and the need for strong ACAs to back it up. We were also elaborated collaborative strategy among government and people to strengthen roles of ACA in Southeast Asia. The voice and concerns of CSOs over the progress of Post-2015 development framework and corruption issues were heard by ASEAN government and people, the ASEAN government were committed to dealing with these issues.

CCC participated in “**Stock Talking of Progress on CSO Enabling Environment & CSO Accountability**” hosted by Reality of Aid Asia Pacific in Manila, Philippine and facilitated a session on “**CSO efforts towards strengthening CSO accountability mechanisms**”. The event provided an opportunity for CSOs to showcase existing efforts in strengthening CSO development effectiveness by enhancing CSO monitoring and accountability at the country-level and discussed the CSO enabling environment, focusing on the varying roles and contributions of specific actors to Enabling Environment. As a result, the knowledge and good practice were shared among participants, the experience has exchanged, and the common problem has addressed by setting up joint advocacy activities for supporting each other.

CCC participated in Global Forum on Shaping Future Civic Space, organized by ICNL in Stockholm, Sweden from 11-12 May 2015 with nearly three hundred speakers and participants from nearly a hundred countries in the world. During the forum, CCC was able to share inputs for improving enabling environment and CSO sustainability. Many lessons learned from the forum would be able to contribute to improve daily works of CCC, especially in the fields of 1) multi-stakeholder initiatives, 2) open government partnership, 3) CSO sustainability indexing, 4) internet freedom and privacy, and 5) CSO engagement in post 2015 and enabling environment.

CCC was invited to participate in an EU Regional Policy Forum on Development (Pfd) on Post 2015 in Bangkok, 24-25 June 2015. There were about 85 participants from CSOs, local authorities and other related stakeholders in different countries attended in the forum. At the forum, CCC shared about pre-requisites for the development, especially the roles of CSOs in policy development. CCC also learned about EU’s

regional policies, especially EU road map for civil society engagement, and multi-stakeholders initiative at local level.

Strategic Activity 3.1.7: Facilitate Engagement of CSOs in Cambodia and Asia in Post 2015 Development Agenda (New MDGs)

In response to facilitate engagement of CSOs in Cambodia and Asia in Post 2015 development agenda, CCC still plays an important role and manages the Asian Regional Coordinator on Beyond 2015, CCC has actively coordinated relevant activities/progress of each country towards the Sustainable Development Goals (SDGs), which will be officially declared in October 2015. Within the country, an advocacy strategy of CSOs has been developed and implemented to ensure that perspectives from Cambodian CSOs are addressed within the new SDGs. A Multi-stakeholders Consultation was jointly organized with the UN country team (UNCT) and Council for the Development of Cambodia (CDC) and another pre-meeting with CSOs delegates was conducted prior to this consultation. The consultation produced some significant results such as promoted the understanding of participants on the SDG process, provided a picture of global position on the SDGs and committed to SDGs in to Cambodia context by cooperating with civil society and other development partners (See link of SDG from UN: <http://www.rfa.org/khmer/news/social-economy/UN-give-cambodia-17-points-on-development-08042015100011.html>).



Figure 21: Sharing CSO perspective on Post 2015 Development Agenda at Le Royal



Figure 22: Panel Discussion on Post-2015 Development Agenda

Table 5: Cambodian Millennium Development Goals Vs. Sustainable for Development Goals

CMDGs (9)	SDGs (17)
1. Eradicate extreme poverty and hunger	1. End poverty everywhere
2. Achieve universal nine year basic education	2. End hunger, improve nutrition and promote sustainable agriculture
3. Promote gender equality and women's empowerment	3. Attain healthy lives for all

CMDGs (9)	SDGs (17)
4. Reduce child mortality	4. Provide quality education and life-long learning opportunities for all
5. Improve maternal health	5. Attain gender equality, empower women and girls everywhere
6. Combat HIV/AIDS, malaria and other diseases	6. Ensure availability and sustainable use of water and sanitation for all
7. Ensure environmental sustainability	7. Ensure sustainable energy for all
8. Forge a global partnership for development	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. De-mining, UXO and Victim Assistance	9. Promote sustainable infrastructure and industrialization and foster innovation
	10. Reduce inequality within and between countries
	11. Make cities and human settlements inclusive, safe and sustainable
	12. Promote sustainable consumption and production patterns
	13. Tackle climate change and its impacts
	14. Conserve and promote sustainable use of oceans, seas and marine resources
	15. Protect and promote sustainable use of terrestrial ecosystems, halt desertification, land degradation and biodiversity loss
	16. Achieve peaceful and inclusive societies, access to justice for all, and effective and capable institutions
	17. Strengthen the means of implementation and the global partnership for sustainable development

More than this local intervention, as a hosting Regional Coordinator, CCC was able to bring the voices of civil society organizations in Cambodia and Asia to feed into regional and global discussions including the discussion on Declaration, Goals, Target and Indicators, Means of Implementation for the Post 2015.

During the first quarter of 2015, especially the first week of February, CCC also attended in Annual General Meeting of Asian Development Alliance (ADA), meetings with key representatives of Asian Democracy Network, Beyond 2015, GCAP, and AGNA to develop an advocacy plan for Asian on Post 2015.

Indicator 3.2: A common premise for CSO office and

Draft Business Plan for establishment of CSO center was started in accordance with the report of the feasibility study of CSO Center for Sustainable Development. The report was finalized in

the second semester 2014 and shared to relevant stakeholders included CCC colleagues, CSO fellows, donors/funding partners. The creation of CSO Center is actually demanding a very high investment cost and needs to carefully take into account all possible risks even though the feasibility study confirmed that many NGOs are interested to use the service. CCC continues to meet this indicator during this period by contact consultant to design a fund raising unit program for CCC, called "**FUNDRAISING Capacity Development, Consultancy service, Advocating, Awarding - 2C2A**". We expect to have a focal person to take care this task based on budget availability. Additionally, the management team received training course on fund raising, so we are able to seek for potential funding support.

Strategic Activity 3.2.1: Implement a Consultant's Recommendation from a Feasibility Study on Establishment of a CSOs Center for Sustainable Development

Within this reporting period, CCC consulted the recommendation from the consultant with its management and EXCOM on the way forward and necessary actions. There is a need to develop another business plan for the Center. Making that business modality to become unique and attracting social investors should be a proper choice for CCC to do next. The concept of designing a unique business modality and absorbing relevant source of fund was covered in a two-day training course provided by a consultant to CCC management team. From the training, participants learned different ways to access/raise fund, some tips to develop effective project proposal, and develop the GHP and CSO Center into a program canvas model.



Indicator 3.3: CCC membership increased from 144 in 2013 to 167 in 2015

The members of CCC has increased from 144 in 2013 to 157 by end of June 2015 while another 6 NGOs were standing with the observer status and dozens of potential NGOs were interested in becoming CCC members. Some revisions within the CCC by-law such as the membership fee and the initiative to create sub-committee among CCC members, capacity development services, facilitation of the advocacy campaign, and other quality services provided by CCC have become critical to absorb more members. It is positively

expected that the indicator will be reached by end of 2015.

Strategic Activity 3.3.1: Expand CCC Membership

CCC Members regularly received the updated information from ranking from general announcements to the high level of policy development process. For example, CCC members got the update on the LANGO, and they make their executive decision on the formulation of collective position of CSOs.

In the technical level, the draft of member leaflet was sent to SMT for approval and print after in the next semester. The member directory has finalized from SMT and will discuss to print or just only share to member in soft copy. One of the significant remarks is that members getting the updated and discussed on the LANGOs through meetings and e-advocacy of LANGO. Finally, we agreed on setting up the sub committees to address the issues.

Strategic Activity 3.3.2: Coordinate Members to Maximize their Contributions to the Development of Cambodia

At least seven groups of the mailing list have been created in this semester. We received hundreds of CSOs that endorsed the LANGO statement online and offline (338 NGOs in the first joint statement and 185 NGOs in the second joint statement). Throughout member meeting, we strengthen the working groups and promote the development framework of ISAF, D&D, NSDP.

Currently, CCC facilitated 10 working groups with about 100 volunteers such as GPP working, NGO Code Compliance Committee, ICT working group, Finance working group, Human Resource working group, M&E working group, Do No Harm working group, Interim Governance working group, Research Advisory Board, and NGO law core group. At least 75% of the working group members come from CCC members. These reflected members have actively participated and contribute to development of civil society organizations and Cambodia.

Strategic Activity 3.3.3: Facilitate and Manage Up-to-date Information on CSOs Operating in Cambodia

CCC's online database was upgraded both reach out, users friendly and quality of information. In database can access different information about CSO such profile, location, projects, target groups, budget, etc. CCC can simply extract report on CSO's contributions to development of Cambodia every year.

Moreover, CCC is also in the process of developing the member directory and NGO directory. The member directory was finalized and planned to print it next semester if CCC generates enough sponsors CMD is updating it to online database weekly or monthly based on resources.

Outcome IV: CCC Operational Funds from Donors Reduced from 85% in 2013 to 80% by 2015

This outcome contains two indicators and eight key strategic activities. The achievements are presented as the following indicators and strategic activities.

In general, although CCC received less funds than planned, this indicator can reach its target by the end of June 2015 since the amount of USD 232,787 or 44% of the total actual income (USD 527,829) is CCC self-generated income and its reserve. By the end of June 2015, CCC generated a total amount of USD 527,829, which is equivalent to 59% of the annual planned budget (USD 900,000). However, CCC can still manage this available amount to cover its administration, personnel cost and key activities as committed in the first six months of 2015 operational plan. Nevertheless, the reserved fund is keen to be untouched; to be safer, CCC will continue mobilizing more funds from its existing / potential donors to support the GHP for the rest of 2015 and beyond.

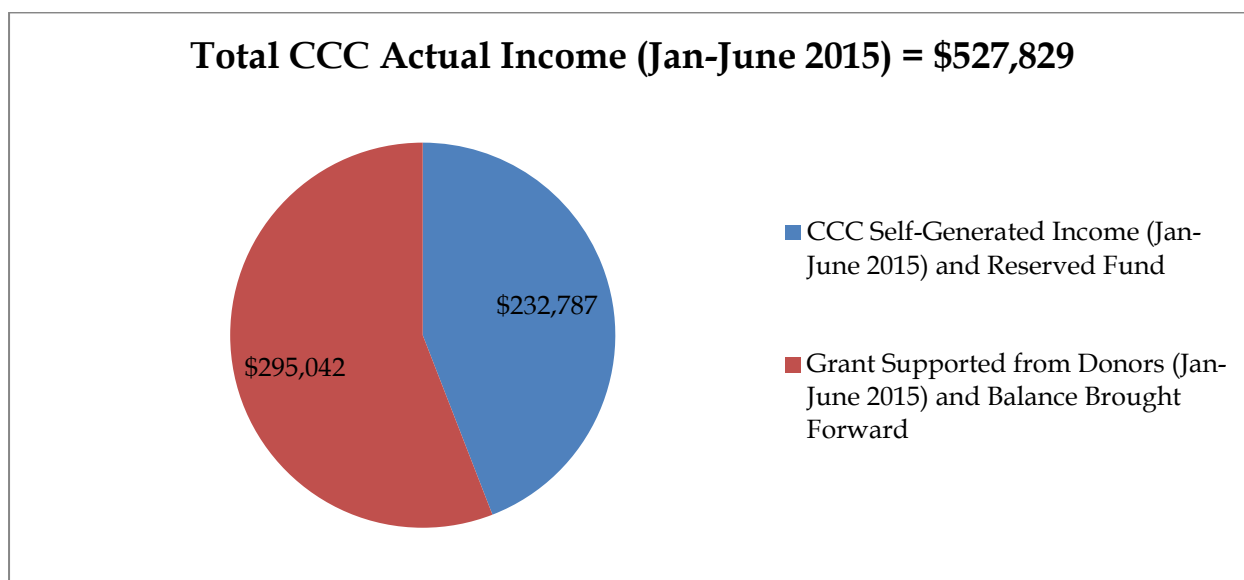
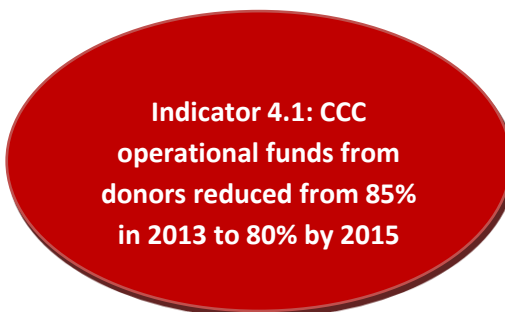


Figure 23: Total CCC Actual Income (January – June 2015)

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

The IT team often checked the technical operation of computers such as the regular scan for virus, maintenance the computer, and update the existing system. In Friday learning, ICT team provided training courses to CCC's staff basic photography, access to online reporting system, and on access to our NGO database.

Strategic Activity 4.1.2: Facilitate Sound Financial Management

Annual and quarterly budget 2015 for CCC and donors were in place. CCC produced monthly, quarterly and six monthly financial reports on time. Management team and staff spent their activities based on the allocated budget, which was well-controlled and monitored. Management team met to discuss the budget revision for the rest of the year based on the committed incomes and the actual expenses. Moreover, the monthly, quarterly and six monthly financial reports against actual expenditure were always submitted to SMT and CCC's EXCOM for their official approval and shared to MT members for their reference and speed up expenses as necessary. As a result, overall expenditure was on track.

The external audit for the second half of 2014 for CCC specific donor - "**Bread for the World**" and annual audit 2014 for all CCC donors conducted. The results of the two audits, specific and annual audit reports, were unqualified and satisfied. CCC could still maintain its sound financial and grant management and complied with donors' requirements and procedures. However, there were a few small recommendations raised by the auditor such as 1) On each voucher should have a date after signing even it is already stated on the top of voucher; 2) The amount of advance liquidation, which is higher than 20% of the total advanced amount, should have explanation; 3) The backup should be kept in a safe box for more security and another one should be kept off-site to ensure that organization and financial document is secured in a safe place, etc. All recommendations from auditors will be implemented effectively in the following semester onward.

Moreover, the specific financial review also conducted by Pact and NPA and we also got clean and unqualified reports. Meanwhile, internal control and audit conducted regularly by CCC management and assigned staff in order to make sure that we are maintaining a strong financial system and complying with all required policies, guidelines, and procedures. As a result, staff understood and applied well the financial requirements and relevant procedures and we were 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

After a fundraising training was conducted to management team, CCC has learnt some concepts on fundraising. CCC has assigned a Membership Development Specialist as a focal person to work with a consultant to have fund raising materials, donors mapping and relevant formats. The strategy will be then developed in the next semester.

By end of this reporting period, CCC was able to collect US\$55,429 from membership fee, US\$7,805 from sales and other services, US\$11,294 of management oversight, US\$228 of interest income, US\$5,484 of sundry income, and US\$6,708 of GPP application & annual fees collected effectively; these made a total actual income generation of US\$86,947 equals to 70% of the annual target plan of US\$123,577. There will be more membership fees and other initiative fees collected for the rest of the year to reach to the target plan.

Accountable spending and green office principle were always mainstreamed to all staff members, cost control was also facilitated effectively. As a result, we were able to conduct our events/workshops as plan even we were having budget shortfall. Furthermore, to increase incomes for supporting our GHP, we facilitated a project on Non-Governmental Organization Development Program with University of

Montana. As a result, University of Montana granted us in amount of US\$8,000 for the period from late 2014 to 31 Mar 2016. On the other hand, sponsorship for specific event also facilitated - EZECOM provided internet free of charge for ICT learning forum. To bring more mutual benefits for CCC and NGO sector, GPP application fee and certification annual fee were brought for discussion, and the decision will be made in the next semester.

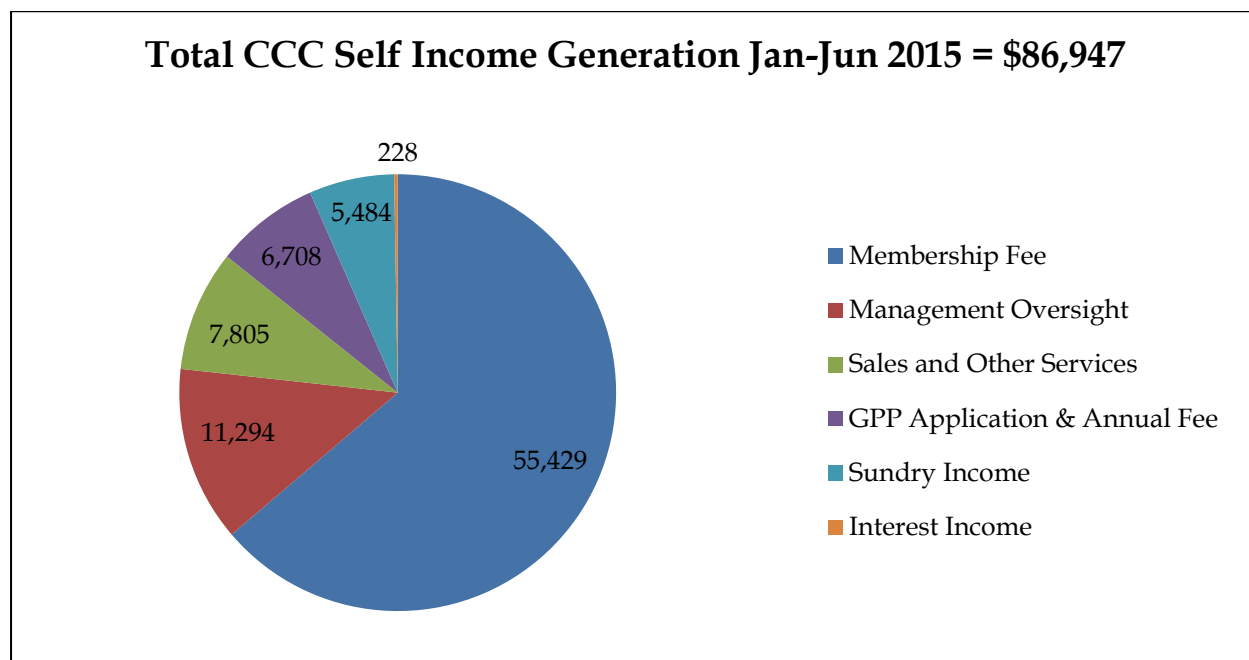


Figure 24: Total CCC Self Income Generation Jan-June 2015

CCC has renewed the GPP application process. Up to end of June, the desktop review and field assessment process has been complete. CCC expected that its third GPP certificate will be ready by the third quarter of 2015.

As usual, all reporting requirements for respective funding partners were updated, shared and reminded to relevant staff of CCC so that those requirements continue to be satisfactorily met. In addition, CCC remained fully complied to all laws/regulations of the Cambodian government. They are included the law on taxation, labor, national social security funds, and anti-corruption just name a few.



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

As end of June, CCC employs 34 staff members totally (16 female) and three voluntary expat advisers (2 female). New/existing job descriptions (JD) were defined/revised to meet the need of GHP operational

plan 2015. Each staff member developed their annual performance plan and agreed by their line manager and Executive Director. .

In order to save time and make sure money is used efficiently and effectively, necessary procurement contracts / agreements re-quoted / renewed to fulfill the need of GHP. All units of CCC were supported with quality procurement and in a timely and professional manner. All fixed assets were regularly updated and recorded in the inventory list; they were well managed and used effectively.

The Finance Policy and Procedure Manual were revised to reflect the current needs of CCC and its donors. The policy will include necessary information for staff to abide by, such as the required documents submission after workshops/events, some procurement procedures and forms updated, the internal control system updated, etc. It will be brought for discussion with all staff members and EXCOM and get endorsement in the next semester of 2015. Meanwhile, the travelling policy for participants was also revised, finalized, and put into practice so that it brings more benefits and easiness for both CCC and invited participants. We had done a survey on transportation fee from public transportation and discussed with our colleagues so that the policy acceptable for all staff and they can implement it in a more effective way.

Any relevant policies and guidelines, especially finance policy and personnel policy orientated and inducted to all new comers / existing staff members. They brought in deeper understanding and improved their compliance.

Furthermore, new salary scale for all staff was revised subject to budget availability in order to reflect the current market workforce, and it will be finalized within the second semester 2015. The percentage of salary increase was also brought for discussion with all staff members and EXCOM. We will announce the results of decision-making to all staff members within the second semester 2015.

Strategic Activity 4.2.2: Create a Culture of Professional Practices

E-Systems (SharePoint) have been developed, maintained, and well managed. All staff have their annual performance plan and appraisal. Each staff produces their monthly, quarterly, and six monthly report updating their achievements, challenges, lessons learnt, proposed solutions, impacts and sustainability, etc. effectively. Furthermore, leave requests, materials/resources booking, and sharing calendars were also implemented on the E-Systems. Having the E-Systems in place brings a lot of benefits to all staff such as better resources booking, less paper work, more open and transparent, saves time, and could help to improve work to be faster, clearer, and more effective.

360-degree performance management system has been implemented within CCC, staff members improved their behavior, relationship, communications, and teamwork contributing to increased achievements. In the second semester 2015, the 360-degree performance management system may be revised to make it more relevant to the needs.

The organizational culture of welcoming gender diversity and people with disabilities were always promoted within CCC team. Every job announcement always includes a statement to encourage gender and people with disabilities to apply. As a result, by end of June 2015, 50% are women out of 36 staff

members including expat advisers; 50% of SMT are women; and 57% of EXCOM are women. CCC also applied gender-based approach into program and key event. As a result, at least 35% of women participants attended key events of CCC.

Recruitment policy, guidelines, and procedures were effectively implemented. All positions recruited had fair, transparent, and competitive process and resulted with qualified and competent staff.

Nine Friday learning sessions were conducted for CCC staff, covering the following topics: 1) Financial report checking, 2) Conflict management, 3) Planning for a report, writing a report from a data table, using tools to improve writing, 4) Research about best practice survey design and question design, 5) GPP compliance, 6) Online leave request and reporting system, 7) Creating great graphs in excel, 8) Personnel policy, and 9) Traveling policy for invited participants. From these Friday learning sessions, CCC staff had more understanding on financial reporting, had better communication, better report writing, clearer on making payment on transportation to participants, do not spend much time to request leave and find it's easier to complete the reporting system, etc.

Moreover, numbers of CCC staff attended trainings/workshops in country and abroad. The Finance Team joined a review on the audit requirement and preparing procurement plan and financial report preparation by CCC donors. Head of Operations and Finance Specialist attended a three-day workshop on Finance/Administration/Procurement/Anti-Corruption organized by DCA/CA. Support Services Specialist attended two-day training on procurement and contract management. Three colleagues attended child protection workshop organized by ARC. Numbers of staff attended HR, Finance, M&E, and ICT learning forum conducted by CCC and its member organizations. From these trainings we could learn more on donors' requirements such as eligible and none eligible costs, procurement plan setting, more caution on corruption issues, especially learn to develop complaints policy in a proper manner. This policy will be finalized within the second semester 2015, the procurement and contract were also managed more effectively.

Two-day fundraising training provided to the management team. From these, participants learned some effective tips/approaches to raise fund as well as learned relevant information regarding the funding sources.

Strategic Activity 4.2.3: Conduct Regular Monitoring and Evaluation Including Reporting

Within the first semester in 2015, CCC has improved the monitoring and evaluation system with helpful support from M&E Adviser and new recruited M&E Specialist. M&E framework and system for CCC was brought for discussion and to be finalized within the second semester 2015. However, CCC reporting system and MESA tool were ready and implemented, and they will be disseminated within the second semester 2015. Monthly, quarterly and six monthly progress reports with strong evidence based (result from evaluation of meeting/workshop/training/forum, the outcome assessment, Story of Change, quotation, video, photos, etc.) were managed, produced effectively, met to donor requirements, and accountable to all relevant stakeholders. Notably, the CCC produced a model format of Story of Change and outcome assessment for all staff and it will be shared by the next semester. M&E Adviser and M&E Specialist always provide coaching to all staff, to try to make it easier for them to do their work by developing short and simple tools, and sharing some new strategies to improve staff's work.

In addition, semi-annual internal review on the progress, challenges, and proposed solutions for the first semester, and plan for the next semester were presented to all staff members during staff reflection conducted by end of June. The next annual work plan will be developed, with participation from all staff members, discussed and finalized by the end of third quarter 2015. Furthermore, a mid-term review of the GHP will be conducted within the first semester 2016.

Strategic Activity 4.2.4: Maintain Compliance with GPP Standards and Certificate

CCC is holding many activities to maintain compliance with GPP Standards and Certificate. These activities are: 1) Revision of the current salary scale and update staff salaries and benefits; 2) Enhancing/promoting teamwork spirit, 3) Conducting a capacity development needs assessment and designing a capacity development plan, conducting an annual staff satisfaction survey, 4) Providing capacity development in accordance with the training and development plan, 5) Promotion of activities that will recognize and value staff contribution (e.g. awarding certificates, prizes, etc.), and 6) Identifying and supporting individual staff with potential to take on greater responsibilities and other relevant activities which contribute to make CCC compliant.

Within this period, staff current salary scale has been reviewed and brought for discussion with EXCOM to reflect the current labor market. The finalization of new salary scale will be made within the second semester 2015 based on budget availability.

Teamwork spirit was always promoted among all staff members; senior management team and management team have played a crucial role in being a good model/example for other colleagues; as a result, our team has a good culture of open mind, honesty, truth-worthiness, constructive feedback, mutual respect, and growth together. In our perspective, teamwork spirit is very important for CSOs sector to work together in strengthening their voices to achieve a common goal together; and CCC has played a role model for the sector.

Furthermore, a capacity development needs assessment was done through a performance appraisal discussed and agreed between supervisor and supervisee. A capacity development plan was done based on that performance appraisal and prioritized only the top ranked topics that the majority raised. A capacity development course shall be done in the next semester and subject to budget availability.

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, all activities that contributed to recognizing and valuing staff were always promoted and inducted to all staff. Especially after meetings/workshops completed, staff were acknowledged for their good work/contributions to meetings/workshops running smoothly with fruitful results; everyone could share his/her success/achievements and a happy workplace was created. As a result, staff were happy with their work, enjoy the team, and have a strong work commitment..

Last but not least, potential individual staff members were identified to take on greater responsibilities. Officer-in-charge was often delegated to individual staff in the respective components so that they had adequate competency to deal with tougher challenges and can take higher position. As a result, two positions - Advocacy Specialist and M&E Specialist - were awarded to our internal team with a fair, transparent, and competitive recruitment process that included external advertising.

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

Three EXCOM meetings, nine Friday Learnings, fortnightly SMT meetings, three MT meetings, one staff meeting, and women's day celebration on the topic of "Leading the way: Cambodian Women after women's global agreement in 1995", and one staff reflection successfully conducted. A staff retreat and other meetings will be conducted in the second semester. The communication with EXCOM and among staff members went well; EXCOM always supported and joined meetings regularly and provided valuable feedback/comments during the meetings and/or via emails. All staff members were also informed of any updates within CCC and they could share their view/feedback for the institutional growth.



Figure 25: CCC Staff Reflection



Figure 26: Women's Day Celebration

CCC progress, financial statement, annual report, and audit report were always uploaded on CCC's website for public and relevant stakeholders' reference/information. Furthermore, all of CCC information was also shared to all staff members and donors.

CCC was in the process of applying for GPP certification renewal; CCC staff, management team, EXCOM, donors, and beneficiaries met with GPP external working group to be interviewed and evaluated on GPP compliance and standards. The result will be informed within the second semester 2015.

There were some crucial activities conducted to respond to the donors' requirements, we always had good record and well management of donors' contracts, and requirements, all staff members were always alerted about the reporting deadline, donor's requirements, procedures, and budget. Our internal report writing improved as staff members worked on the right direction. As a result, donors continue their support to CCC mandate and its efforts. In addition, the first donors/funding partners reflection meeting was successfully conducted with fruitful results (19 participants attended in which 8 were female), the second one will be conducted within August 2015, and communications and relationship with donors went well.



Figure 27: CCC donors meeting on 25 February 2015



Figure 28: CCC donors meeting on 25 February 2015

In response to government regulations, all changes within the organization were sent to the relevant ministry for their acknowledgement; the Ministry of Interior was notified about new elected EXCOM members and the revised by-law submitted late last year was followed up. Moreover, all CCC staff members and consultants contracted with the CCC had their taxes on salary withheld and these were paid directly to government's tax department. The progress report was also shared to CDC.

III. CHALLENGES AND PROPOSED SOLUTIONS

While many significant achievements are recorded within this semester, a number of challenges have also occurred leaving relevant teams/components of CCC some difficulties in accomplishing their plans. Fortunately, a number of solutions are proposed here to mitigate those difficulties and to maintain the progress on track. All of the challenges happened within this period included volunteerism management, political trend, diversity of CSOs, resources, compliance-internal practice and donor requirements, reporting about change, and multi-stakeholders engagement. The below table shows the specific key challenges and proposed solutions by each outcome.

Table 6: Key Challenges and Proposed Solutions

Challenges	Proposed Solutions
Outcome 1: Improved Quality of CSOs Services	
<ul style="list-style-type: none"> - The rapid increase participation of applicant NGOs in GPP system demands sufficient resources and time, including active participation from funding partners, Working Group, NCCC and need more staff members to better respond that demand. 	<ul style="list-style-type: none"> - With support from Oxfam, CCC will revise budget and justification with donor to recruit two Certification Officers, and one intern for GPP Data Management. - GPP will develop online database, which is ultimately easy access for applicant NGOs and WG members supporting Desk Review. - GPP will revise TOR of the WG and NCCC and recruit more WG and NCCC members.

Challenges	Proposed Solutions
<ul style="list-style-type: none"> - The online mentoring and coaching becomes another effective tool to build the capacity of those application NGOs. However, many of them was not good in using online communication (Skype meeting) - The internet was not really good some times. 	<ul style="list-style-type: none"> - Skype conference room should be set up properly at CCC. The knowledge on using online communication could also be transferred to those in need of mentoring and coaching. - Increase the internet speed at CCC.
<ul style="list-style-type: none"> - Many organizations do not afford to pay the training or learning forum fee since their organization does not allocate sufficient/extra budget for staff capacity building. 	<ul style="list-style-type: none"> - The MT will review the charging policy of CCC - The benefits for CCC membership and the benefits for the applicant and certified NGOs should be reviewed.
<ul style="list-style-type: none"> - Some members of the Interim Working Group and other working groups are not active as expected. 	<ul style="list-style-type: none"> - Regularly reconfirm the Terms of Reference of those working group members. More informal meeting with them and reward scheme such as certificate of appreciation should be made more often.
Outcome 2: Improved Enabling Environment for CSOs	
<ul style="list-style-type: none"> - There are many proposed and enacted laws such as law on Election of national Assembly, law on Associations and NGOs, draft law on Cybercrime, Trade Union, and Telecoms continue to restrict civic space in freedom of associations, freedom of speech, freedom of assembly, etc. 	<ul style="list-style-type: none"> - Continue to use “Stop and Consult” as a platform to debate on draft law and to amend the laws. - Prepare CSO sector including building awareness on impacts of laws, capacity development, legal support, etc in order to make sure they continue to perform their rights and roles as civil society.
<ul style="list-style-type: none"> - There is not sufficient existing mechanism available for CSOs to channel the government particularly around the issue of legislation. The annual government CSOs forum which is committed under DCPS was not reinforced, the forum never happens. 	<ul style="list-style-type: none"> - CCC will set up a sub-committee on enabling environment and sub-committee on good governance allowing its members and other partners to address the issues more effective within a timely manner. - Continue to advocate for a recognized space for CSOs within the legislation, especially having a law on legislation. - Compile cases relevant to the implications of the implementation of the laws and use them to request for the amendments of the laws.
Outcome 3. Increased Collaboration among CSOs	
<ul style="list-style-type: none"> - Lack of cooperation and collaboration among CSOs since different NGOs would have different opinion about effective advocacy. Their different positions cause some difficulties in building a shared voice among CSOs. 	<ul style="list-style-type: none"> - Continue to share analysis of the laws with each other so that this can promote mutual understanding among CSOs. - Initiate the sub-committee on communication and partnership to address the issues and increase compromise with each other.

Challenges	Proposed Solutions
<ul style="list-style-type: none"> - The decrease of funding availability has increased the competition among CSOs, leading them to prefer working individually and do not value the joint advocacy efforts. 	<ul style="list-style-type: none"> - Convene more discussion among INGOs and LNGOs and key funding partners to promote financial sustainability for LNGOs. - Initiate the sub-committee on financial sustainability within CCC members and partners.
<ul style="list-style-type: none"> - More and more members would not be able to pay annual membership fee on time or with the correct amount. This affects the financial dependency of CCC. 	<ul style="list-style-type: none"> - The agreement with EXCOM that this issue will be dealt with case by case and making sure the request from members should come with strong evidence and reasons.
Outcome 4. Increased Capacity of CCC in Performing Its Roles as CSO Coordinator, Networker and Advocate	
<ul style="list-style-type: none"> - CAN component met staff shortage issue while the component is playing a very important role in facilitating the collective efforts among CSOs on policy development in Cambodia. 	<ul style="list-style-type: none"> - The Research Specialist of CCC was moved from Research and Learning to CAN Component, giving CAN more capacity to coordinate its business with the provincial NGO networks and to promote evidence based advocacy. - If budget is available, one more officer should be recruited for CAN who will be in charge of D&D and national CSO coalition.
<ul style="list-style-type: none"> - A few donors made their installments a bit late, caused some difficulties for CCC in carrying out their activities on time. 	<ul style="list-style-type: none"> - Donors should make their installments on time and if possible in big amount during the first and/or second quarter.
<ul style="list-style-type: none"> - Only few MT members of CCC are knowledgeable on fund raising and financial sustainability. Most of the times, they do not have sufficient time to focus on fund raising besides their core tasks. 	<ul style="list-style-type: none"> - If budget is available, one person should be recruited to take care of fund raising, writing proposals, concept notes, and searching funding sources, etc.
<ul style="list-style-type: none"> - Long term funding secure was a constraint for CCC to increase staff salary; it was one major factor caused staff turnover. 	<ul style="list-style-type: none"> - CCC needs to find to secure long term funding and consider revising its salary and benefits for staff to reflect the current market workforce.

IV. Impacts and Sustainability

This section focuses on the impacts and sustainability, which emerged from the interventions of CCC over the recent period. There is no single intervention, which caused significant impacts towards sustainable development for Cambodia, thus working in partnership with other development actors is a very powerful to approach development effectiveness. From civil society sector, CCC is regarded as a critical contributor since its interventions have produced important impacts and sustainability as stated below:

Outcome 1: Improved Quality of CSO Services

The Governance and Professional Practice (GPP) is the only self-regulatory voluntary certification system for civil society in Cambodia. Since it was introduced in 2004, the system has received more and more involvement from various development stakeholders including civil society, government, development partners, freelance consultants and private sector. As claimed by the funding partners and the certified NGOs, the presence of GPP has added critical values to civil society to strengthen their organizational development, professionalism and integrity system. GPP also promotes the visibility and credibility of those certified NGOs through the following benefits: affirmation of good work, symbol of trust for donors, measure for appropriate behavior, framework for a sustainable organization, safeguards against improper behavior, method of self-improvement, and recognition of accountability and honesty. The case studies conducted with certified NGOs have picked up some positive impacts that their staff become more confidence in performing their roles professionally, their policies in place are proper and well implemented, their communication with the stakeholders have been improved, their financial and technical assistance from funding partners have increased. The most important point is to attain trust from their stakeholders on the sector. Once trust increased, it will lead to durable inclusive partnership among multi-stakeholders. This quality will allow CSOs to remain an engine for sustainable development in Cambodia.

The learning forum, the training course on Governance, Professionalism and Accountability, the workshop on leadership and advocacy, workshop on do no harm, etc, and mentoring and coaching...address practical needs of respective individual practitioners and organizations. These interventions prepared CSOs to participate in the GPP process and comply with Istanbul Principles toward CSO development effectiveness. The participant organizations have more capacity and actions in advocating on their faced issues at their respective province/location.

From these success, it is planned that the learning forum of CCC will be transferred into an online learning and knowledge management tool to promote the outreach to more people in need especially those belong to provincial NGO networks.

Outcome 2: Improved Enabling Environment for CSOs

The enabling environment or civic space for civil society in Cambodia remains a big concern, particularly related to laws/policies development. There is no mechanism, which allows CSOs to participate officially in the formulation, development, monitoring and evaluation of relevant laws/policies. These have caused some difficulties for CSOs to have their voices addressed by the government and others. Moreover, having a few coalitions to coordinate the advocacy campaign of thousands of CSOs towards an improved enabling environment is not an easy job. However, CCC has made remarkable achievements in coordinating CSOs especially its members to join advocacy forces on LANGO.

The Stop and Consult Campaign has had participation by thousands of stakeholders to amplify the voice of CSOs, to call for attention from the key development stakeholders, and to call the government to address the concerns from CSOs. As the results, CSOs and their stakeholders from the sub-national to the national and international level have improved their understanding on the implications of LANGO in the recent versions, and have participated in the joint advocacy efforts. At the international level, there were key international communities mainly from the UN, USA and EU who expressed their positions publicly to support the Cambodian CSOs and call the government to act upon their key asks. Up end of June, a few

controversial provisions of LANGO in version 5 and 6 have been removed by the Council of Ministers, and the enactment of the law could not make through in May as Prime Minister wished. However, some provisions remain posing significant concerns for CSOs and these could lead to a fragile or civil society at risk if there is no proper mechanism made to address the issues. From this time, CCC has already planned to set up a sub-committee within its members and partners to address the enabling environment issues in an effective and participatory manner. As a preparation strategy, CCC also planned to facilitate to have a LANGO CSO Task Force to support each other when LANGO comes into effect, to compile all negative impacts from the implementation of LANGO, and use those as evidence to request for amendment. LANGO in its current form is unacceptable and it is expected that the ongoing CSO's collective advocacy efforts will continue to have good improvement in key provisions or contents of the LANGO. The establishment of another three sub-committees on good governance, communication and partnership, and financial sustainability will provide Cambodian civil society a better preparedness towards an improved enabling environment.

Outcome 3: Increased Collaboration Among CSOs

It is important at this stage to build representation and close collaboration among CSOs in Cambodia. The members of CCC now reach to around 160, which represents various development sectors. From a study recently conducted by CCC shown that, in 2014, from only 148 NGOs of CCC members contributed over USD \$376 million to the development project in Cambodia, and employed 7,650 Cambodian staff. Thus, having more members to stay under the same umbrella will allow CCC to maintain the diverse roles of CSOs as well as to promote their contribution to sustainable development in Cambodia.

The collaboration among CSOs has been promoted as indicating in the joint advocacy campaign on LANGO and other laws. More than 330 CSOs have jointly endorsed the joint statement to call the government to stop and consult the LANGO. Ten of thousands individuals have participated in the Stop and Consult Campaign and disseminated the key messages to their stakeholders. From that collaboration, public awareness has been promoted and the supports from national and international communities have increased. Remarkably, due to the accessibility and resource availability, the participation of the sub-national CSOs was not critical. Partnership agreement between CCC and the eight provincial NGOs networks have enabled them to improve their capacity as well as to join force in the national advocacy campaign in a more active manner. From that partnership agreement, many trainings of trainers have been given to those provincial networks, leaving with them the capacity to transfer practical knowledge on leadership and advocacy to their peers and allowing them to hold appropriate capacity to address the development challenges happening inside their own community.

At the same time, the roles and participation of CCC is critical in the process of identifying the need for INGOs to step back and support for a strong and accountable civil society in Cambodia. While Cambodia is graduating from the lowest income country and reaching the new status as a low to middle income country, the development assistance contributed to civil society sector will be reduced. This will require changes in the current operating model especially in the transfer of knowledge, and other relevant resources to the local partners. The engagement of CCC, within the process, as the largest membership based organization in Cambodia, can help ensuring that whatever model is endorsed, this remains relevant and respond to the prioritized needs of those social groups, and remains supporting the inclusive partnership for sustainable development.

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

Having adequate internal system such as human resource management, financial management, monitoring and evaluation, communication and partnership is in place so that CCC is in a position to be a strong membership based organization in leading the sector to be a more stronger, capable and responsive to development challenges in Cambodia.

CCC employed staff with high commitment and competence that can cope and more responsive to the Cambodian development challenges. The staff and management of CCC learned well on how to communicate with other stakeholders and media through different tools including social media. An example of this is the use of online Stop and Consult Campaign, which then became the effective way to mobilize support.

The initiative to have the CSO Center and the sub-committee on financial sustainability within CCC members and partners will enable CCC to carry a very important role in the future. At this stage, the management team of CCC has learnt practical tips for fundraising as well as to identify appropriate funding sources for Cambodian CSOs. The follow up support and plan from the course will be touching upon having a business plan for the CSO Center and identify interested investors to work on the possible business modality. Even though it is the resource consuming initiative, the CSO Center will in turn produce a lot of benefits for CSOs in terms of resource efficiency, system management, and solidarity among CSOs.

The visibility of CCC as the longest established and largest membership based organization has been promoted and recognized by various development stakeholders. CCC has engaged in many national mechanism/platform related to development in Cambodia. The current involvement of CCC in the three Technical Working Groups on Partnership and Harmonization (P&H), Planning and Poverty Reduction (PPR), and Decentralization and Deconcentration (D&D) allows CCC to talk on the behalf of its members and civil society. It also allows CCC to strengthen its working approach of inclusive partnership with other development actors to address respective development issues.

CCC has built a strong base relationship with provincial NGO networks and at regional and international levels. CCC signed MoUs more than ten individual networks in Cambodia, is co-convener of Asian Development Alliance (ADA), national hub of GCAP and Beyond 2015, a board member of Asian Democracy Network (ADN), a project partner of Global Reference Standard project. CCC is an active member of CIVICUS, a member of People in Aid, member of International Federation of National NGO Platform (IFP). These affiliations created a strong local and international links for mobilizing support financially, technically, and critical mass for effective advocacy on Cambodian issues including LANGO.

V. Key Plans for Next Semester

Some key plans for the second semester are presented in the table below by each outcome. Mostly, those plans are highlighted in the 2015 Operational Plan of CCC. However, a few plans are also proposed here due to their emerging status. Thus, there are some routine activities, a few activities, which will be completed in the second semester, and some newly proposed activities.

Table 7: Key Activities Plan for the 2nd Semester of 2015 by Outcomes

Key Activities Plan
<p>Outcome 1: Improved Quality of CSO Services</p> <ul style="list-style-type: none"> • Continue the organizational assessment process including the partners of Oxfam Novib. • Conduct NCCC meeting to make decision on the applications. • Develop GPP online database • Recruit more WG, NCCC members, COs for Assessment Team, 1 GPP intern for GPP. • Hire consultant to compile Assessment Reports. • Compile reports of GPP Compliance Monitoring and follow up recommendations of its findings with CNGOs. • Continue the process of developing CBO Guideline. • Conduct a stakeholders survey (donors, members, NGOs) on suitability of certificate model and VCS process. • Develop Khmer materials for GPP Promotion. • Conduct refreshing training course for VFA. • Continue support the applicant NGOs (existing and new applicants) through mentoring and coaching. • Continue support Interim working Group on NGO governance and conduct resource mobilization to support the project on promoting internal governance. • Organize two workshops on improving NGO governance. • Provide three training courses to provincial coordination networks. • Organize three Learning forum on FM, M&E and ICT • Conduct meetings and consultations with working groups to share and update practical guidelines • Conduct two training courses on GPA.
<p>Outcome 2: Improved Enabling Environment for CSOs</p>

- Expand the research on Enabling Environment at sub-national in four provinces.
- Conduct a study on localization of Sustainable Development Goals and Financing for Development
- Continue the collaboration with Montana University on the YSEALI Fellowship.
- Facilitate the joint advocacy efforts among INGOs and LNGOs on a package of laws and policies including LANGO, TU, Cybercrime and other laws.
- Coordinate NGO sector representatives to collect the inputs for TWGs, GDCC and CDCF in partnership with NGO Forum on Cambodia.
- Facilitate key issues and perspectives of CSOs for Beyond 2015 and for feed into UN discussion process on SDGs.
- Increase online visibility from 4,500 Like on Facebook to at least 5,000. Website increase from 13,000 visitors to 15,000 visitors.
- Conduct three more Bi-monthly meetings as planned by integrating topics related to emerging policy development).
- Follow up with CSR project with EZCOM.

Outcome 3: Increased Collaboration among CSOs

- Continue to strengthen partnership with sectoral based and informal groups and sign MoU with one more provincial NGO network and other CSOs to formalize the partnership.
- Continue strengthen 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.
- Conduct one time Media Brief.
- Produce leaflet of CCC & Leaflet of Membership grids finalized & print out.
- Finalize communication, advocacy and partnership strategy of CCC.
- Establish four sub committees from CCC members and its partners on good governance, enabling environment, communication and partnership, and financial sustainability.
- Update information of at least 50 NGOs on CCC's online database.
- Assign a focal person on fund raising.
- Seek support from consultant to develop a concept note / business plan for fund raising with clear objectives.
- Approach potential donors (DPs, social investors, private sectors, loan institutions...) for financial, technical, market, networking and partnership support.

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

- Produce monthly, quarterly, six monthly, and annual financial reports, actual expense against budget plan, and seek approval from SMT and share to MT for their information and prompt actions.
- Make budge revision as necessary.
- Develop a business plan for establishment of a CSO center
- Keep up good work on regular internal control and internal audit by management team and assigned staff members.
- Conduct specific audit report for the first six months 2015 for Bread for the World (BfdW), and financial review for DCA/CA and other donors as required.
- Implement recommendations from auditor.
- Maintain sound grant and financial management.
- Facilitate effective cost control, accountable spending and apply to green office principles.
- Continue providing timely, quality and transparent services support to all unit within CCC.

- Review and/or develop relevant policies including (finance policy and procedure manual, risk management policy, complaint handling policy).
- Provide orientations and inductions on policies, guideline and procedures to all staff members and make sure that they are fully understood.

VI. Financial Management

The initial annual budget requirement of the GHP for 2015 is USD 900,000.

As of 30 June 2015, CCC has sourced a total actual income of USD 527,829 or 59% of the annual budget in which USD 295,042 or 56% is grant supported from donors and USD 232,787 or 44% is CCC self-generated income and its reserves. CCC spent USD 328,248 (exclusive of in kind support from ARC and AVI) or 36% of the annual budget plan of USD 900,000, but this actual expense reaches to 62% of the total actual income (USD 527,829) and 111% of the donors grant supported (USD 295,042). The ending fund balance is USD 199,580.

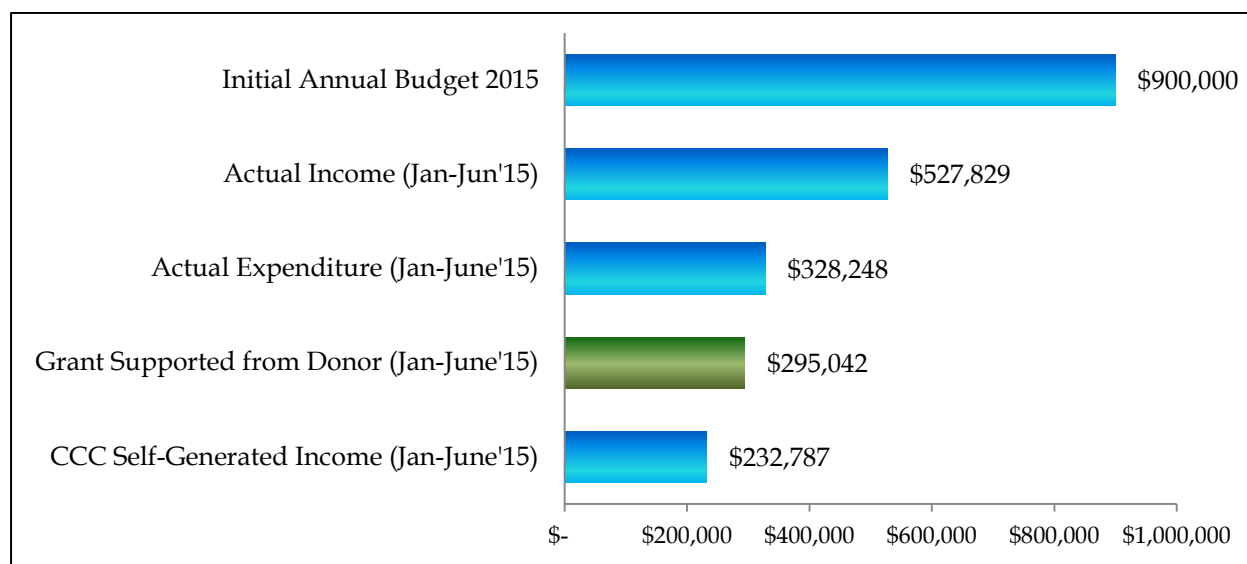


Figure 29: CCC Actual Income Versus Actual Expenditure, (January - June 2015)

CCC needs to keep its own income as reserve for the rest of the year and next year if possible. However, in the first six months of 2015, CCC used some amount of its reserve in amount of USD 33,206 (11% of the total expenditure) to cover its operations and program activities. The reserve can be made possible for the rest of the year and next year once the existing and potential donors come to final agreement providing their financial support to CCC as soon as possible, preferably within the third quarter of 2015.

A. Actual Income Versus Actual Expenditure for January-June 2015*Table 8: Actual Income Versus Actual Expenditure for January-June 2015*

No.	Description	Annual Budget 2015 (USD)	Actual Income Jan- June 2015(USD)	%
1	Total Income	900,000	527,829	59
1.1	Fund balance at the beginning of the year	2,273	104,323	4590
	CCC Reserves Brought Forward from 2014		102,263	
	Fund Balance Brought Forward from Donors 2014	2,273	2,060	
1.2	Income in 2015	897,727	423,506	47
	CCC Reserves Contribution 2014 / CCC Self Income Generation 2015	167,154	130,524	78
	Grant Support from Donors	730,573	292,982	40
No.	Description	Expenditure Budget (USD)	Actual Expense Jan- Jun 2015 (USD)	%
2	Total Expense	900,000	328,248	36
2.1	Outcome 1	310,403	90,693	29
2.2	Outcome 2	234,894	116,478	50
2.3	Outcome 3	286,875	87,328	30
2.4	Outcome 4	67,828	33,750	50
	Ending Balance(1-2)	0	199,580	

B. Annual Budget Versus Committed Budget & Actual Income for January - June 2015*Table 9: Annual Budget Versus Committed Budget & Actual Income for January-June 2015*

Sources of Fund	2015			% (Annual Budget Vs Committed Budget)	% (Annual Budget Vs Actual Income)
	Total Annual Budget (USD)	Committed Budget as of 30 June 2015 (USD)	Actual Income as of 30 June 2015 (USD)		
Opening Bal (KEPA, AECID, PATTIRO, GCAP, FCA)	0	2,273	2,060	0	0
NPA	30,000	24,282	12,000	81	40
DCA/CA	75,000	70,000	41,674	93	56
KEPA, new contract (July-Dec 2015)	12,800	12,800	22,503	100	176
Oxfam Novib	100,000	130,000	50,000	130	50
Bread for the World (BfdW)	65,000	65,000	34,132	100	53
Oxfam America	40,500	34,390	39,983	85	99
ICNL	7,500	5,505	1,505	73	20
Coordination SUD	19,298	17,695	15,454	92	80
Montana University	5,333	5,333	1,695	100	32
Diakonia	30,000	42,598	20,606	142	69
Plan International	20,000	11,089	11,044	55	55
USAID/SILK	45,000	-	-	0	0
SDC	25,000	-	-	0	0
JICA	25,000	-	-	0	0
KOICA	25,000	-	-	0	0
Proposal to EU (ISAF):Promoting Civil Society Engagement in Sub-National	45,000	-	-	0	0
Concord	13,569	-	-	0	0
GCAP	8,000	-	-	0	0
Civicus (Action/2015)	10,000	-	-	0	0
SIDA	25,000	-	-	0	0
Civil Society Center	50,000	-	-	0	0
Ford Foundation	30,000	-	-	0	0
DFAT	50,000	-	-	0	0
CIVICUS-SPA	-	2,659	2,659	0	0
Pact	-	24,330	21,905	0	0
Africa Disability Alliance(ADA)	-	14,521	14,521	0	0
World Renew, Danmission (Consultant to assist interim WG)	-	3,300	3,300	0	0
MSI	-	5,400	-	0	0
Others (UNDP, WB, Lotus Foundations, Rotary club, Canada fund, other foundations, cooperation, etc)	30,000	-	-	0	0

Sources of Fund	2015			% (Annual Budget Vs Committed Budget)	% (Annual Budget Vs Actual Income)
	Total Annual Budget (USD)	Committed Budget as of 30 June 2015 (USD)	Actual Income as of 30 June 2015 (USD)		
CCC Reserves Brought Forward from 2013 / CCC Self Income Generation Jan-Dec 2014	113,000	167,154	130,524	148	116
Total	900,000	638,329	425,565*	71	47
In-kind Support (AVI: 1 advisor, and ARC: 2 advisors)**					

Note:

- 1) (*) is the actual income made during the first six months 2015, it is exclusive of reserve 2014 (USD 102,263).
- 2) (**) This income is exclusive of in-kind support (AVI: 1 advisor and ARC: 2 advisors)

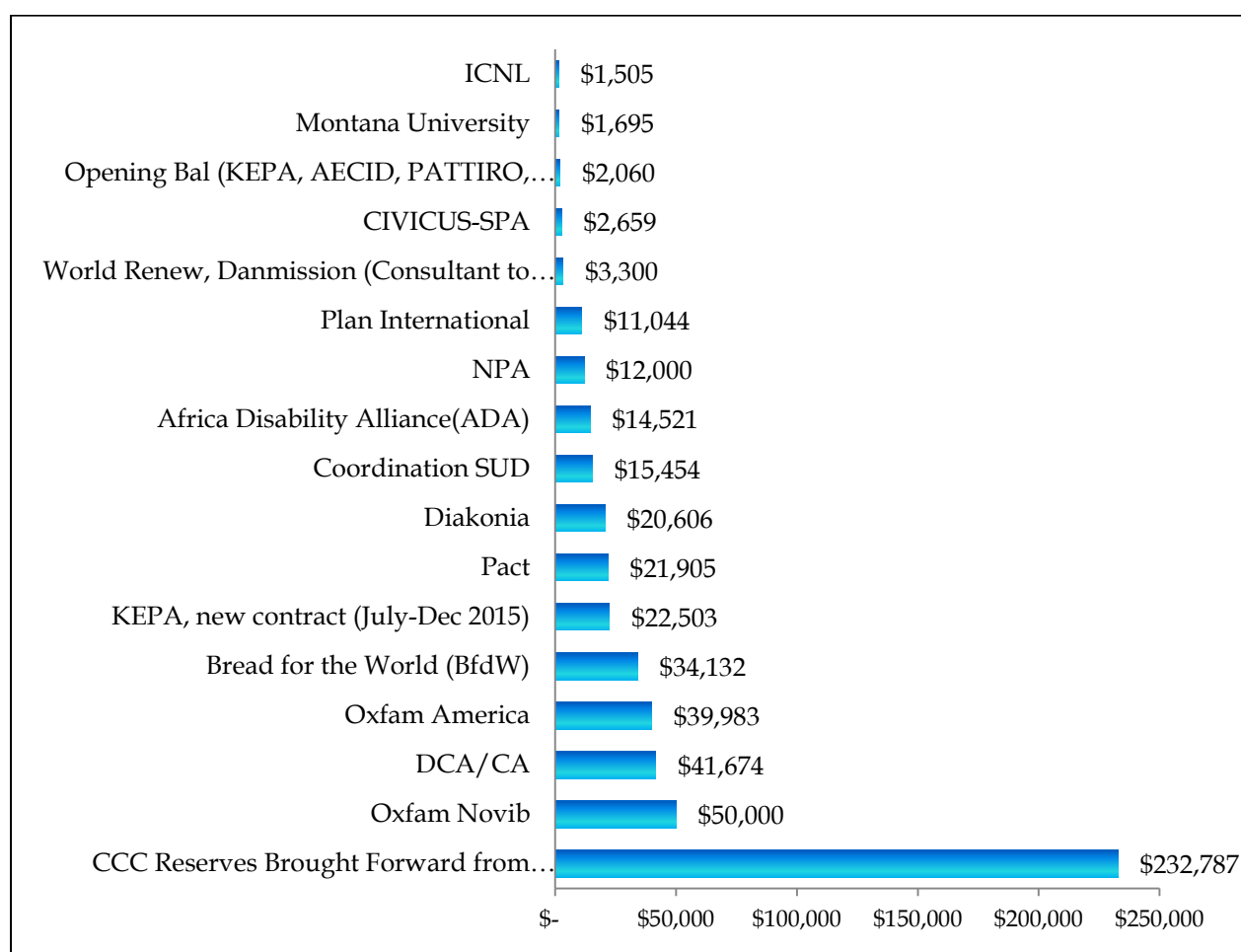


Figure 30: Sources of CCC Actual Income (January - June 2015)

VII. Conclusion

In conclusion, the achievements made over the last six months indicate that CCC is on track and will lead to achieve most of the relevant indicators of the four expected outcomes as stated in the 2015 Operational Plan. CCC has played its role effectively as the coordinator, networker and advocate towards enhancing good governance and professional practice as well as towards fostering enabling environments for all development actors for sustainable development in Cambodia.

Promoting good governance and institutional effectiveness within the CSO sector has increased. The GPP Voluntary Certification remains seen as the tool to professionalize the services of CSOs particularly in the fields of good governance, relationship and communication, and others. The demand for GPP is gradually increasing since it is trusted and supported more from the funding partners and other stakeholders. Reaching to the international level, the visibility and recognition of GPP will be promoted more strongly through the adaptation of its codes to the Global Reference Standards for CSO Accountability. Having this place, it allows CSOs in Cambodia to stay well aligned to the Istanbul Principles on CSO Development Effectiveness. However, it is required that the investment on GPP should be increased in terms of human resources, relevant process, and system improvement. GPP will also need to maintain the functions and commitment of the WG and NCCC so that they will stay more supportive to the process. These can help GPP both to address higher demand from CSOs as well as to prepare itself to become an independent CSO certification center in the near future as planned. Additionally, the quality services of CSOs is improved through the capacity development and learning services of CCC which are always designed in a way to be responsive to the practical needs of civil society particularly those relevant to the organizational effectiveness, good governance, community empowerment and ownership, and financial sustainability.

Fostering an enabling environment for civil society is in progress but there is still a long way to go. The enabling environment for civil society in Cambodia remains fragile due to the introduction of many laws recently, which ultimately lead to the restriction of CSOs space. Those include the laws related to the election and the recently debated law on Associations and Non-Governmental Organizations (LANGO). Even though a few provisions of LANGO have been revised or removed by the government, there remain many other provisions, which are harmful for civil society as well as for development of the country. Thus, it requires a strong leadership of CCC to bring about appropriate initiatives among CSOs to prepare for any response and support during the implementation of LANGO and to propose for amending the law. Additionally, the lack of reinforcement on the existing mechanism such as the annual government-CSO forum which is committed under the Development Cooperation and Partnership Strategy (DCPS), the Technical Working Group, the Cambodia Development Forum (CDF)...have caused more challenges for the CSOs to use the official mechanism to channel their inputs to the government. As stated in the GHP's working approach of inclusive partnerships, it is a need for CSOs to work in solidarity and in professional manner to discussion about this with the government and other stakeholders to bring these back with full function. Since the role of CCC is critical to promote the space of CSOs, it is useful that CCC prepared some strategies to tackle the issues. The establishment of the sub-committee on Enabling Environment could produce synergies among CSOs to gradually address those relevant issues.

The two indicators under this specific outcome on increased collaboration among CSOs stay well on track. More than ten MoUs signed and used them to mobilize critical mass to address issues faced by their networks/provinces. The number of CCC members now reaches to 160 NGOs who represent all development sectors. These provide an essential asset for CCC to promote its visibility and representation to other development stakeholders. The formation of four sub-committees under this membership will

allow all members to stay active and effectively participate to promote development effectiveness within the civil society sector. Collaboration within the national level has also been improved through the partnership agreement between CCC and the provincial NGO networks and other partners through various forms including capacity development, joint advocacy efforts, joint proposals, joint research and consultation. While the capacity is gradually built for the provincial NGO networks, more efforts from CCC and other stakeholders remain required to address the massive needs of those networks who are in need of relevant skills and knowledge to promote organizational effectiveness, coordination capacity, financial sustainability, and collective advocacy efforts. Thus, CCC continues to play a very important role here to facilitate relevant and sufficient capacity development for those provincial NGO networks. At the same time, the collaboration between INGOs and LNGOs needs to be reinforced/reshaped. Due to its mandate and representation, CCC needs to participate in the discussion on setting future roles for INGO in Cambodia and identifying effective collaboration modality between INGOs and LNGOs so that LNGOs could hold sufficient capacity to address development challenges by themselves in the near future. CCC has gained good reputation and strong linkages with international community so that CCC is able to bring issues faced by civil society and Cambodians to get good interventions and support from them.

In the long run, having the CSO Center would enable CCC and Cambodian CSOs to stay more financially independent as well as to promote collaboration among CSOs. However, this is a time and resource consuming process, which requires CCC to prepare clear stepping stones for this. While the feasibility for the CSO Center is already in place, in the short run, a business plan for that Center is another need. These should be ready to mobilize supports from the potential development partners or social investors. At the same time, there is a need for CCC to have a focal person on fund raising so that this fundraiser could progressively strengthen financial sustainability of CCC. Other than the financial aspect, the internal capacity of CCC is well-managed during the first semester of 2015. CCC staff are highly qualified with a high commitment who are always able to convert their activities into significant outcomes. Moreover, CCC remains considered as the professional organization whose policies and practices are transparent and always stay in line with the requirement of its funding partners and Cambodian laws.

In general, within the first semester of 2015, CCC has produced significant achievements, which ultimately turn into the benefits, which can be accessed by CSOs to promote their contribution and participation into sustainable development of Cambodia. The roles of CCC as the coordinator, networker and advocate remain valid and important to realize good governance, development effectiveness, inclusive partnership and improved enabling environment for CSOs and other development stakeholders. At the same time, it is important to take into account the key challenges faced by CCC and the whole CSO sector, which at this stage include the shrinking space for CSOs, the decrease of financial support to CSOs, the limited capacity of CSOs to deliver their services with quality, and the limited collaboration among CSOs. Thus, it is important that CCC continues to receive full support from its members, funding partners and other stakeholders to ensure that its three roles as the coordinator, networker and advocate remain fully needed and valued.

Annexes

1. 2015 Quarter 1 and Quarter 2 Monitoring Matrix
2. Draft report on Cambodian CSO Sustainability Index
3. 2015 Semester 1 Major Events Table
4. Draft report on the enabling environment at sub-national level
5. Revise M&E practice guidelines
6. Documents related to LANGO Advocacy (Version 6 of LANGO and Compiled analysis of LANGO)
7. Joint statements
8. Letters sent to relevant stakeholders and letters of response
9. News covers
10. Newly printed brochures of CCC
11. Press Release
12. Complaint Policy of CCC