



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

ទស្សនវិស័យ: សង្គមស៊ីវិលមួយដែលមានកិច្ចសហការដ៏រឹងមាំ និងមានសមត្ថភាពឆ្លើយតបទៅនឹងបញ្ហានៃ
ការអភិវឌ្ឍនៅកម្ពុជា

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

Governance Hub Program (GHP)

Six Months Narrative and Financial Report

01 January - 30 June 2012

The GHP is currently supported by the following donors and the members of CCC



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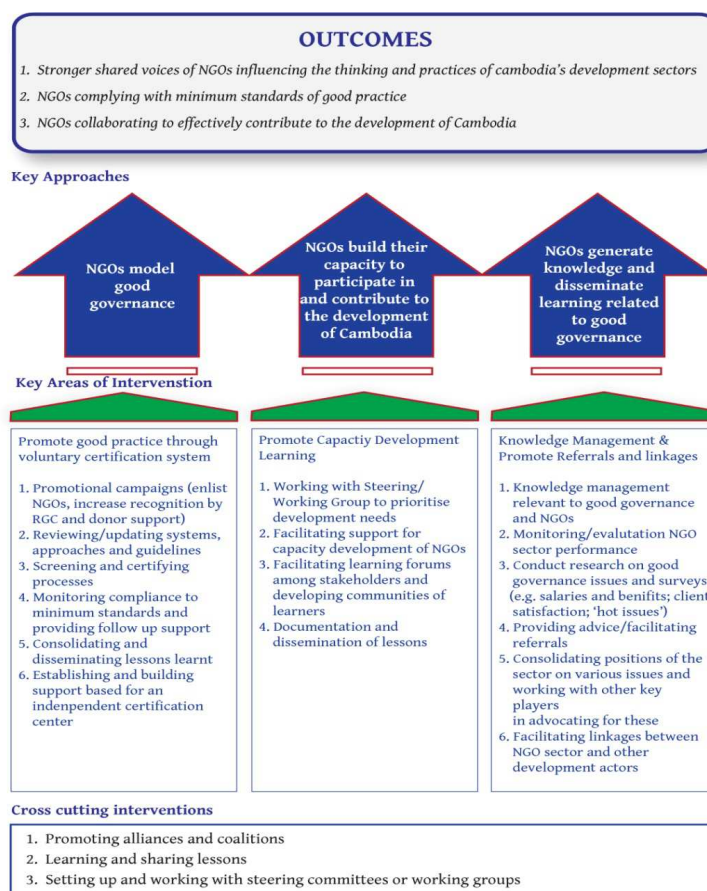
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I. EXECUTIVE SUMMARY

The Cooperation Committee for Cambodia (CCC), as the leading and longest-established membership organization for local and international NGOs in Cambodia, has played a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the civil society organizations (CSOs) that are working across diverse sectors in Cambodia. While Cambodia makes positive steps forward, the role of both international and local NGOs remains significant for the reduction of poverty, social inequality and overall development of Cambodia. In recognizing the opportunities for acting in solidarity and being part of the community that CCC represents, CCC is committed to enhancing the status of the NGO community as the third pillar of society and championing its collective strength.

CCC is in the process of shifting from a multiple projects approach to a multi-year integrated single program entitled the Governance Hub Program (GHP - http://www.ccc-cambodia.org/downloads/ghp/Final_GHP_Plan.pdf). The GHP comprises three closely interconnected components - 1) *Voluntary Certification*; 2) *Capacity Development and Learning*; 3) *Knowledge Management, Advice, Referrals and Linkages*, each contributing to the program's identified strategic outcomes and goals.

Goal: A more cohesive, accountable, transparent NGO sector, contributing more effectively to the development of Cambodia



To support the efficient and effective implementation of the GHP, a set of enabling goals (full details can be found in CCC Vision 2015 - http://www.ccc-cambodia.org/downloads/ghp/CCC_Vision_2015.pdf) were

put in place to aid quality of delivery as well as securing resources and human capital sustainability. They are detailed as below:

1. Increased capacity (human and financial) to deliver against its vision and mission
2. Adequate and fully functional systems and processes that deliver the greatest impacts with the fewest resources are in place
3. Practicing good governance and accountability toward staff, members, peers, partners and all other stakeholders
4. Leadership has a mix of experience and skills that is representative of the areas of CCC work and is providing strong, strategic leadership in line with the organizational strategy

In the first semester of 2012 from 01 January - 30 June, many key milestones were achieved in CCC's journey to move, away and gradually from a multi-projects approach to single integrated program approach. This has brought along challenges as well as many lessons learnt which are drawn to map out revised sets of interventions for the next six months of 2012. During the reporting period, CCC through the GHP has hosted/participated in or facilitated 92 events; this has enabled CCC to interact directly and reach out to a total of 3458 partners/members and affiliates in Cambodia and globally. Through these strategic interactions, CCC has managed to maintain and further consolidate its role and mandate to gradually build a more cohesive, accountable, transparent sector that can eventually contribute more effectively and meaningfully to the development of Cambodia.

The GHP uses three distinct approaches: 1) modeling good governance, 2) capacity building, and 3) enriching knowledge management/collective learning, and because these approaches are inter-linked and complementary to each other, CCC can gradually augment its capacity to facilitate and coordinate debates and consultations on key development issues, institutional issues as well as good governance affecting the CSO community in Cambodia. Those context-relevant debates and consultations as well as collective learning sessions are key to generating effective, timely and inclusive advocacy strategies to mobilize strong and sustainable buy-in from a multi stakeholder audience to build a vibrant CSO community in Cambodia.

On modeling good governance through encouraging NGOs to comply with minimum standards of good practice, systematic efforts were deployed to enhance the internal capacity to support the Voluntary Certification System (VCS) and map out plans for its future sustainability. Efforts were also directed at maximizing awareness and buy-in of the VCS among all relevant stakeholders. Particularly, the development and utilization of standardized screening and monitoring tools (Practical VCS Guidelines) has enabled faster processing of applications and better institutional diagnosis during monitoring and field checks. Efforts to engage certified NGOs as Volunteer Field Assessors (VFA) have not only promoted ongoing peer learning among experts but also enabled VFA's to be directly involved in the scheme. This has partially aided the reduction of applicant processing time. Introduction of fee charging and a complaint mechanism has added further credibility to the scheme. Planning for converting the GPP into a free-standing entity is well underway. Promotion of the VCS is practiced at virtually all CCC events and on the CCC website, and partly due to that, interest to apply for the scheme is still strong with a pipeline of 135 and the total number of certified NGOs reaching 36. The approach to engage the NGO community in addressing capacity gaps and collective learning has also started to move forward on a gradual basis. During the report period, all existing and well-subscribed learning forums (Human Resources, Finance, IT, and Monitoring and Evaluation) provided unique opportunities for more than 75 percent of the CCC membership and external partners to come together to debate, learn and share experiences on these strategic skills which are critically important in assuring attainment of organizational excellence in NGO sector.

Additionally through CCC members bi-monthly meetings and the CCC AGM, collective learning and sharing are also timely discussed on topics which are classed as emerging issues such as the new Accounting and Audit Law, draft Cyber Law, status of CMDG achievements and general development effectiveness issues.

At sub-national level, building on past research experiences and strengths, a suite of four courses are in place, designed to effectively address both institutional and thematic issues: Community Participatory Action Research (CPAR), which was based on the former Community Course; Applied Participatory Action Research in Organization (APARO), adapted from the previous Community Course with Institutional Support (CCIS); Applied Research in Organization (ARO), which is built on the former Basic Course; and a bi-annual training course named NGO Governance, Professionalism and Accountability (GPA). The first three courses were designed for three different steps: classroom training, field practice with mentoring and coaching, and outcome assessment. The APARO and ARO courses were designed to include project cycle management (PCM) and organizational development (OD). During the first six months of 2012, two of the four training courses, Community Participatory Action Research (CPAR), and Governance, Professionalism and Accountability (GPA), with one round of mentoring and coaching to CPAR participants have been successfully completed.

The third approach of the GHP is to engage directly with the NGO sector in order to generate knowledge so that accurate data capture and analysis can aid the sector reflection and strategic thinking about its dynamics and future direction. The aim is to enhance collaboration and coordination as well as forging common positioning for institutional and sector advocacy toward improving shared voices and CSO effectiveness in contributing to the overall development of Cambodia.

A milestone achievement of this approach is concerted efforts to research and produce a useful reference document entitled *CSO Contributions to the Development of Cambodia 2011*, which estimates that civil society organizations (CSOs) contributed US\$550 million to development activities in Cambodia in 2011. The publication also claimed that 20-30 percent of the Cambodian population, or one in four people, are direct beneficiaries of CSO activities. It also estimated that 1350 NGOs are active which is significantly lower than the 3492 organizations registered with government agencies.

Also through applying this approach, CCC has kept its strategic and prominent role as an effective bridge between the CSO sector in Cambodia, the donor community, the Royal Government of Cambodia and the global CSO community on issues related to aid/development effectiveness and CSO enabling environment in the context of Post-Busan HLF-4. Both of these issues are cross-cutting and have high potential to impact upon the future sustainability and relevance of the Cambodia CSO sector. During the reporting period, CCC has directly and indirectly been involved with the planning process of the ASEAN People's Forum and the national campaign to stop the pervasive culture of violence and impunity which mostly adversely affects poor and vulnerable citizens - victims of land concession abuses.

The future sustainability and impact of the GHP very much depends upon the achievements of the set of enabling goals as described above. Three strategies are being used to deliver the enabling goals: a financial strategy, a communications strategy and a human resources strategy. While the latter two strategies have delivered preliminary hopeful results thus far (increased institutional visibility and outreach of CCC, and an enhanced system of governance to engage and capacitate CCC staff), implementation of the financial strategy has yet to yield concrete results. Within the last six months, CCC has only managed to raise approximately 45 percent of its planned budget of US\$1.8 million for 2012, despite concerted and persistent efforts to lobby in-country and international funding agencies. This funding gap has capped the GHP staff portfolio at 34 against a planned portfolio of 49 staff. The shortage of funds has also restricted CCC capacity to fully commit and deliver its programming activities planned for the first semester of 2012. This ripple effect will also affect the next semester.

II. INTRODUCTION

This document is a six month narrative and financial report for 01 January - 30 June 2012 of the CCC Governance Hub Program (GHP). This report is the first single document of CCC to present its achievements against 2012 planned outputs and outcomes of each component of the GHP, challenges, lessons learned, and summary financial status. It also includes key appendixes such as monitoring matrix of the first six months, plan for next six months, case studies and some key documents produced within the reporting period. It is a tool for monitoring the progress of the set plan.

The format of this report is the result of participatory approach through a series of consultations with Senior Management Team, Management Team and staff members and with approval from CCC EXCOM. It has been successfully drawn from various reporting formats of CCC funding/development partners. It is equally or exceedingly responding to the reporting requirements of all CCC funding partners.

Each component/unit head/responsible person completed information on their achievements and other required information, and then head of program consolidated into the report format. The first draft report was then presented to all staff members at staff reflection workshop on 20 June 2012 for their comments and further improvement of the content. The final report was approved by CCC executive director and endorsed by the EXCOM.

This report describes significant contributions made over the first six months of 2012 toward the overall achievements of vision, mission, values, goals, and outcomes of CCC's Governance Hub Program. CCC's vision is for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

III. KEY ACHIEVEMENTS AGAINST OUTCOMES

A. KEY ACHIEVEMENTS AT PROGRAM LEVELS

The following is the summary of key achievements made over the first six months of 2012 and the monitoring report can be found in Annex 1 - actual results vs annual work plan

Component 1: Voluntary Certification

This component is commonly known as NGO Governance & Professional Practice (NGO GPP). It is managed and implemented by a team of five members: one component manager, one certification specialist, two certification officers and one compliance officer. This team is normally called GPP team.

Two major outcomes committed to be achieved by this component: 1) NGOs complying with minimum standards of good practice, and 2) an independent, adequately resourced and legally registered NGO Certification Center with its own governing board is established, providing professional self-regulating voluntary certification services to the NGO Sector.

Outcome 1 NGOs Complying with Minimum Standards of Good Practice.

The achievements of this outcome can be measured by its three key performance indicators as described below.

KPI 1.1 At least 70 NGOs are certified through a voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice

As of December 2011 a total of 113 applications had been received from 92 NGOs. 38 applications (5 renewals) had fully complied with all of the standards, 55 applications had received recommendations for further improvement for full compliance, 20 of which were pending for processing in 2012.

In 2012, it is expected that at least 50 applications (including 20 pending applications) will have gone through the certification process and at least 18 applications including 5 reapplications will be certified through the voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice.

To achieve these targets, three key activities included 1) strengthening VCS Working Group and NGO Code Compliance Committee (NCCC); 2) timely processing of VCS applications; and 3) follow-up and monitoring visits to applicant NGOs were progressively implemented.

1.1.1 Strengthening VCS Working Group and NCCC

The Terms of Reference (TOR) for the members of the VCS WG and NCCC were reviewed and updated for 2012 onward. The proposed schedule for the meetings of the two groups for 2012 were also presented and agreed. The TORs and the proposed schedule are available in hard and soft copies.

Four additional members have been recruited as new members of the NCCC. One new member was recruited from a certified NGO and the other three were recruited from the VCS Working Group (WG). In total, there are now 12 members of the NCCC for reviewing and deciding on VCS applications for 2012. The WG now consists of only eight members and six more members will be recruited to meet the requirements of the WG's ToR.

Seven meetings were successfully conducted. Four meetings were with VCS WG, two with NCCC and one joint VCS WG + NCCC. There were 11 VCS applications reviewed in the two WG meetings. One application was considered not completed and no field assessment was recommended to that particular applicant NGO. The WG recommended field assessments for the other ten applications. 15 field assessment reports were presented to NCCC for their final decision. Only three applicant NGOs had been awarded with certificates while the others received a list of recommendations for full compliance with all 26 standards.

The meetings also contributed to advancing the quality of the VCS, to timely respond to the demand of applicant NGOs and to support the GPP team and CCC to be well prepared for establishing an independent center for the VCS.

1.1.2 Processing VCS Applications

In addition to the 20 pending applications from 2011, 17 new applications were received for VCS processing as of the end of June 2012. The VCS processing process includes receiving application, conducting preliminary check, desk review, field assessment, and final review and decision on the application. If the applicant NGO fully meets all the standards, a certificate valid for three years is awarded, if not then a list of recommendations for further improvement is provided. The Component 1 team has screened the applications based on 109 guidelines, 61 indicators and 26 standards in the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia.

Within this first semester, 37 applications have been in the voluntary certification system (VCS) processes. 15 of which were completely screened and three amongst them were certified, 17 of which remain in the screening process while another five will be reviewed in next semester.

In total 32 final reports were produced by the team and only 15 of these were approved by the NCCC for certification. Each final report contained an introduction to the screening process, the results of rating, comments, and recommendations. The report was then shared to each respective applicant NGO and kept on file at CCC. The report was considered as a result of an organizational audit tool that applicant NGOs can use to inform their staff members, board of directors, and development partners about their level of compliance with the standards, as well as a tool for further improvements within their organization.

Feedback from the applicant NGOs informed the team that they have learned a lot from being a part of this process. They have learned how to assess their organizational practices, improve governance and professional practices, build trust within the organization and with other stakeholders, and to ensure quality of work performance and documentation within the organization.

1.1.3 Following up and Monitoring Applicant NGOs

Two focused activities to be implemented: 1) follow-up visits to certified NGOs, and 2) monitoring applicant NGOs in the VCS process.

A. Follow-up visits to certified NGOs:

The plan in 2012 was to conduct 20 field follow-up visits to 20 certified NGOs. During the first six months, nine certified NGOs have received field visits from the team.

The visits were conducted based on the VCS toolkit and the recently developed VCS Instruction Manual. The manual provides concise written procedures for conducting the follow-up and monitoring (please see more details in KPI #1.2 below). The manual determines that over three years, two field visits to each certified NGO will be conducted. The first follow-up will happen at around 16 months after certification. This is a full follow-up including document review and a field assessment while the second follow-up will happen around a year after the first follow-up (i.e. 28 months after certification). The follow-up will focus on certain key standards such as standard #2.2 (Board), #3.2 (Management), #3.4 (Funding), #3.6 (Work environment), #4.1 (Audit), #4.2 (Financial policy implementation), #5.3 (Conflict of interest), #6.1 (Quality assurance), #7.3 (Staff performance appraisals), and #7.5 (Grievance procedure).

Results of the follow-up visits indicated that the nine certified NGOs had made significant progress and positive changes as well as faced some challenges as follows:

- Some of the visited certified NGOs have updated their values, changed their strategic plan, developed child protection policy, developed and/or revised TOR for the governing board, updated their financial policy, and advanced their gender, conflict of interest, and grievance policies.
- Some of them have received more financial support from existing donors and increased funding partners. They can extend projects and reach more target villages and beneficiaries. Their visibility and credibility as a good role model of NGO good governance and professional practice have been widely increased. They said "my organization became well known to other NGOs and some NGOs want to become our partners".
- Some of them have increased staff members. Their staff members had paid more attention to the vision, mission, and values of their organizations. Capacity of their staff members were improved too. Their staff members feel happy and proud of their organizations.

- The management teams of some visited organizations said they could understand better the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia. They said they have become more professional and more open to feedback.
- The members of the governing boards of some of the visited organizations have become more active and pay more attention in improving the management and leadership in their organizations.

The results of each visit were shared to the individual NGOs for their reference and improvement as necessary. The NGOs expressed appreciation to key findings within the report and prepared for maintaining the compliance and for reapplication.

B. Monitoring of applicant NGOs:

Within this reporting period, five applicant NGOs had received follow-up visits at their office from the Component 1 team while many of them had received online support (e.g. sharing sample policies and other references) from the team. The results of the monitoring of the applicant NGOs informed the team that some of the applicant NGOs were trying hard to fulfill all recommendations made by the NCCC while some others need more time to fulfill all recommendations. At least 24 applicant NGOs could not fulfill the recommendations within the required timeframe due to their capacity, budget availability and leadership, and some of them wish to defer or cancel their application. Most applicants requested CCC to provide both strategic and technical support as well as to communicate with funding partners.

The follow-up visits, monitoring, online and offline feedback evidenced that applicant NGOs and other stakeholders have valued the importance of the VCS. The applicant NGOs expressed that they are interested in applying for the GPP certificate. Most of the time, members of GPP team receive positive messages from different stakeholders concerning the GPP and VCS. There have been messages of encouragement from development partners and certified NGOs to other NGOs to apply for GPP certification. Most of them said that the VCS does promote the practice of good governance, accountability and transparency within their organization and NGO community. They added that the VCS actively supports funding partners and grassroots communities in Cambodia to make effective use of resources to contribute to the development of Cambodia

In an interesting exercise, the team conducted an internal analysis on the benefits and impacts of the VCS obtained by the applicant NGOs and their related stakeholders. The analysis was conducted based on results of the screening and follow-up visits. The analysis informed that the VCS has made many significant contributions to the effective development of the applicant NGO. Monitoring reports confirmed that monitored NGOs used their resources more effectively, become more ethical, more professional, and earned better trust from the public. The working environment within those organizations became more satisfactory to staff. Their work practices reflect a higher degree of transparency and accountability. Analysis of only the three newly certified NGOs indicated that at least 1,000 constituents who are staff members, beneficiaries, and development/funding partners have received benefits either directly or indirectly from VCS through the applicant NGOs.

KPI 1.2 Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice

Key focuses of this KPI in 2012 were 1) development of a VCS instruction manual; 2) feedback/complaint mechanism for stakeholders to give feedback on VCS to Component 1 team; 3) improving rating and reporting system; 4) a complete software system for processing and reporting for VCS; 5) promoting peer learning

(Volunteer Field Assessors); and 6) all related VCS policies, procedures and tools shall be widely promoted, uploaded on CCC website and made available at CCC office. This reporting period, the focuses # 1, 2, 5, and 6 were successfully implemented while the others will be implemented within the next semester.

1. Development of VCS Instruction Manual

Through a broad series of consultations within the team, applicant NGOs and other stakeholders, all verbal and existing non-written procedures and practices pertaining to the mechanics of the VCS were thoroughly discussed and consolidated with the aim of developing a comprehensive practical guideline with standardized operational procedures which can be used as a master document for all.

An independent foreign consultant was hired to work with the team to produce the VCS Instruction Manual (or VCS Practical Guideline). The VCS Instruction Manual explains in detail all single activities to be undertaken in the VCS process including the follow-up and monitoring of certified NGOs. It describes how to start, what to prepare, what data to collect, what questions to ask, who to communicate with, who to interview, what group of people to discuss with, how to put the data into different forms and how to process the data before producing a final report of an application. It also explains how to produce the report and submit to WG and NCCC, and other stakeholders.

The manual aims at assisting all certification officers and other members of the Component 1 team to have a common understanding on how to process all VCS applications and that the team uses the same methods and approaches for processing each application. The process and the formats will also be standardized. Standardizing instructions, formats, forms, and methods can aid in cutting down processing time, reduce objectivity and add another value of quality to the current processing methodology for existing and new staff.

2. Development of VCS Feedback and Complaint Mechanism

The feedback/complaints policy has been developed outlining a mechanism to address complaints, including the purpose and the scope of implementing the complaint mechanism.

The purpose of this feedback/complaints policy is to define a process for handling allegations or evidence of misconduct by a certified NGO. The policy is intended to ensure that all allegations are dealt with fairly and efficiently. While consistency is important, different kinds of complaints require different treatment; the policy provides decision-makers with the necessary flexibility to tailor the process to fit the circumstances.

There are a variety of possible sources of information, including but not limited to:

- a member of the NGO GPP team discovers potential misconduct while conducting follow-up and monitoring with a certified NGO;
- a stakeholder of a certified NGO or a member of the public makes a complaint about the certified NGO;
- the donor of a certified NGO advises that it has discovered potential misconduct;
- potential misconduct is reported by a news source.

The new procedure of the follow-up and monitoring and complaints policy has been implemented in early May 2012. Please see Annex 2 – VCS Instruction Manual)

3. VCS Promotional Campaign:

In cooperation with Component 3, the Component 1 team conducted three one-day regional workshops for 110 participants (30-35 participants for each workshop) from NGOs, certified NGOs, and development

partners who are from 14 provinces and municipalities. The first regional workshop was conducted in Battambang province for 49 NGOs from Pursat, Battambang, Banteay Meanchey, Udon Meanchey, Pailin and Phnom Penh on 15 February 2012. The second regional workshop was conducted in Rattanakiri on 14 March for 35 participants from Kratie, Stung Treng, Rattanakiri and Phnom Penh. The last one was conducted in Kampong Speu province on 26 June 2012 for 31 participant NGOs.

The workshops typically aim to widely promote local and global concepts, principles and tools of development effectiveness and organizational effectiveness for NGOs in Cambodia. There were three objectives of the workshop:

1. To deepen understanding of global concepts, principles and tools of development effectiveness and organizational effectiveness for NGOs in Cambodia
2. To promote local responses to global efforts and how to comply with the standards of the NGO code and Voluntary Certification System
3. To establish a platform for ongoing learning among the NGO community at their respective provinces for their good governance and professional practice

The workshops encouraged certified NGOs to take the lead in roundtable discussion with the participants. Their best practice and experience in being involved in the VCS process were very useful and encouraged the participants to prepare themselves to participate in this system.

The provincial workshops were appreciated by all participants. The participants did have opportunities to learn from each other. They shared their experiences concerning how to promote good governance, accountability and transparency within the NGO sector in Cambodia.

They committed to learn more and to be prepared to internalize what they have learned into their organization. They committed to build a community of practice to discuss more on organizational development, program development and management, and emerging issues affecting their organizational effectiveness.

One of most interesting things from the workshops was that the participants committed to participate in the process of VCS in the near future.

4. Peer Learning and Review:

To continuously promote good governance and accountability within NGO community in Cambodia, CCC Component 1 team has integrated a peer review system into the voluntary certification process. This means that the certified NGOs (CNGOs) are encouraged to share their best practices to others in the NGO community in their appropriate way. There were two key interventions under this section.

A. The engagement of CNGOs as Volunteer Field Assessors (VFA) - Peer Review

To ensure that the VFA has appropriate capacity to join the Component 1 team in conducting field assessments of applicant NGOs, the team conducted one two-full-days training to 10 VFAs in 2011 and another one for 10 more VFAs in April 2012. The purposes of the training were:

1. to work as a strategic partner with the NGO GPP team by promoting good governance through direct participation and direct action based on their expertise;

2. to increase deeper knowledge on the certification process, the standards, indicators and guidelines of the NGO code, and exchange learning which could help improve certified NGOs represented by VFAs;
3. to speed up the VCS process to meet the demand of the applications;
4. to strengthen collaboration between certified NGOs, GPP team, and applicant NGOs.

As a result of the training, the 10 trained VFAs were able to assist GPP staff in the field assessment of eight applicant NGOs in this first semester. Participation is a double win - for the VFA there is a gain of an additional set of skills, while for the VCS it is a way to cut processing time. Feedback received from VFAs has informed the team that they were very happy to be a VFA and have learned a lot from the process which can help improve good governance and professional practices of not only their organization but as individuals, as they have reviewed key documents and met different key multidisciplinary stakeholders of the applicant NGOs.

B. Learning Forum with Certified NGOs - Peer Learning

In 2012 it was planned to conduct two learning forums with certified NGOs (CNGOs). The first forum on *Promoting CSO Development Effectiveness in the Context of Good Governance in Cambodia* was successfully organized on 07 June 2012 in Phnom Penh. There were 30 executive directors and senior managers from certified NGOs who attended this forum.

The forum was to update on GPP progress and its linkages to the global movement on aid and development effectiveness, to share and learn on the best practices for maintaining ongoing compliance with the minimum standards and Voluntary Certification System, and to discuss and set strategies for promoting the VCS within the NGO community, development partners and government. Three knowledgeable resource speakers were invited from CNGOs: Mr. Peng Samnang, Executive Director of DDSP, Pursat and a Volunteer Field Assessor, shared about his experience and benefit from being a VFA. Dr. Pou Sovann, Executive Director of Sre Khmer, shared his best practice and experience on how to strengthen internal governance, and Dr. Sam Inn, Executive Director of LWD, shared about how to manage stakeholders', especially donors, expectations.

As a result, 1) CNGOs were fully sensitized to the progress and changes of the VCS over the first half of 2012; 2) the capacity of CNGOs increased to mitigate their challenges toward maintaining compliance with the standards, strengthening their internal governance and to manage their stakeholder's expectations; and 3) a plan outlining collective efforts for ongoing capacity building of the CNGOs and promoting the VCS was developed and agreed.

KPI 1.3 The Voluntary Certification System is Recognized and Endorsed by Relevant Government Ministries (e.g. MoFA, MOI) and Development Partners

This KPI is in progress. In addition to recognition from government and development partners gained in previous years, CCC Component 1 team and management have actively engaged with various development and funding partners through face to face meetings, workshops and other events. As a result, several funding partners have expressed their interest in providing direct support to their partners to participate in the VCS process, as well as funding CCC to work directly with their partners. These funding partners include Save the Children, Global Giving, Norwegian People Aid, DCA/CA, Plan International in Cambodia, Action Aid, and Diakonia. A number of funding partners and development partners are in the discussion stage on how to support their partners through the VCS.

One of the best models is that CCC and Plan International in Cambodia have become strategic partners for a pilot period of two years (June 2012 - May 2014). The essence of the partnership aims to assist eight of Plan's partners in improving their professional and institutional practices with respect to key organizational development areas such as finance, human resources management, board management, program quality delivery, and monitoring and evaluation. These efforts are pursuing compliance with all minimum standards of the NGO code toward certification of good governance and professional practices.

In the next semester, there will be several multi-stakeholder consultations and annual feedback meetings with development partners and government. CCC with the NGO community will present their key asks for support to them. CCC also has a plan to approach individual funding/development partners to advocate for their support either directly to CCC or through their partners, toward promoting good governance and professional practices.

Outcome 2 An independent, adequately resourced and legally registered NGO Certification Center with its own governing board is established, providing professional self-regulating voluntary certification services to the NGO sector

KPI 2.1 An independent, adequately resourced and legally registered NGO Certification Center with its own governing board is established, providing professional self-regulating voluntary certification services to the NGO sector

Two key activities proposed for 2012 to reach the KPI: 1) preparation for independent center, and 2) introduction to fee charging. At the end of the first six months the achievement of this KPI is 25 percent complete and it is expected that it will reach 75 percent by the end of 2012.

1. Preparation for Independent Center

As a component of CCC's Governance Hub Program 2011-2015 (GHP), the Component 1 team has been working very hard toward setting up an independent certification center. To ensure that this vision becomes a reality and to contribute to the financial sustainability of such a center, in late 2011 the team facilitated three surveys and consultations among 260 civil society organizations in Cambodia, as well as comparative studies on this issue with other schemes around the region and the globe.

In the 2012, the team consolidated these studies and relevant materials and proposed the plan for establishing an independent center. This plan was presented and discussed with VCS WG and NCCC, and endorsed to move forward. See Annex 3 - Preparation Plan for Independent Center. The WG and NCCC agreed to form an oversight committee to facilitate the establishment of a governing body for the center.

A consultant will be recruited to facilitate the development process for the center. The role of the consultant will be to work with the Component 1 team, Oversight Committee, WG and NCCC to form a governing body, to develop by-laws, and to develop a strategic plan for the center. It is hoped that these activities will be finalized by the end of 2012 and ready for registering the center by 2013.

2. Introduction of VCS Fee Charging

As a result of many studies and surveys, the NGO GPP Working Group members, NGO Code Compliance Committee (NCCC), applicant NGOs and certified NGOs feel that there is justification and wide support for

applying fees to the VCS, to recover processing and monitoring costs so as to ensure the sustainability and credibility of the system.

The fee charging scheme for the VCS has been developed through a wide consultation process since mid-2011 with the NGO community, development partners, government, and especially with applicant and certified NGOs. The scheme has been finalized since February 2012 and the NGO community and other related stakeholders have been widely. The fee charging scheme consists two types of fees: an application fee, and an annual fee for certified NGOs. The application fee has been in effect from 1 April 2012 while the annual fee for certified NGOs will be implemented from 1 January 2013. Please see Annex 4 – VCS Fee Charging.

It should be noted that the fee charging scheme for the VCS has been endorsed and tempered by CCC EXCOM to CCC members by offering a 25 percent discount on the fees for members wishing to apply for the VCS.

Responding to cross cutting issues:

The VCS has high potential to add value to other thematic development sectors where CSOs play an important role and impact. All certified NGOs have developed and followed policies on child protection, and gender promotion. Issues related to anti-corruption and democratic space are also well covered within the VCS standards.

Staffing structure of component 1

Some changes have been made to the GPP team which falls under Component 1 of the GHP. There are two units under Component 1: certification unit and compliance and assurance unit. Component 1 now consists of one voluntary certification component manager, one certification specialist, two certification officers, and one follow-up and monitoring officer. One learning and development officer, who used to work under Component 1, has now moved to work with Component 2. There is a plan to recruit one more certification officer.

There is a very clear picture of work flow in Component 1 and the GPP team is able to work smoothly and effectively. All members of the certification team focus on processing the VCS applications. The certification officers focus mainly on processing the VCS applications. The officer in charge for following up and monitoring the certified NGOs needs to focus on doing follow-up and monitoring of 20 certified NGOs in 2012. The certification and the follow-up and monitoring officers are encouraged not to get involved in other tasks when their involvement would cause a reduction of the quality of their performance with their core tasks. All members of the GPP team have worked well and in close cooperation with the Voluntary Field Assessors, VCS Working Group, and NGO Code Compliance Committee (NCCC). Internal conflicts and problems have been addressed professionally and all key tasks have been completed on time as planned.

The GPP team has conducted three team reflection meetings. The meetings help the team members to review their performance and the results of their tasks. They have discussed and addressed some issues and challenges together. The meetings help the team to see the work progress as well. It has been agreed in the meetings that the capacity of the team members must be upgraded, especially for data analysis and report writing for VCS processing.

A new certification officer had been trained and coached by the certification specialist and the existing certification officer to perform desk reviews and conduct field assessments. It seems that the new officer is

doing well and has been very active in the VCS process. With all the arrangements and decisions made, the GPP team now is able to perform better as a good team.

Component 2: Learning and Capacity Development

This component has one outcome and four key performance indicators.

This component currently is structured into a Development and Outreach Unit (DoU) and a Learning Unit (LU). The DoU is managed and implemented by one specialist and one officer and focuses on materials development and documentations for training and learning. The LU is managed and implemented by one specialist and one officer (moved from Component 1) and they are responsible for facilitating and conducting training and leaning programs. This team is very new, with most of the team members coming on board in the last week of March 2012. However, this component has implemented their work with technical support from a Component 3 specialist (former trainer/researcher of CCC-ADI project), head of program, and knowledge management advisor. In 2012, there is a need to recruit a component manager to provide daily leadership and management to this team. Although this team is fresh they have produced significant results over the first six months of 2012 as follows.

Outcome NGOs build their capacity to participate in and contribute to the development of Cambodia

Over the last six months, in general, the successful implementation of several training courses, learning forums and documentation of common practice and lessons learnt have contributed to reach this outcome. These efforts have increased organizational effectiveness and governance within the participant NGOs. Also, they have significantly responded to critically debating and learning on development issues including health, education, and environmental protection among partners and course attendants.

KPI 1 A working group consisting of representatives of various capacity development providers is established and well functioned for providing oversight of the capacity development processes within the sector.

In 2012, CCC planned to establish a working group and make it functional. As of the end of June 2012, a draft ToR for establishing a National Capacity Development and Learning Working Group (NCDLWG) has been drafted and endorsed.

CCC has approached twenty-one representatives from development partners, government, private sector, the NGO community, and like-minded individuals for their interest in joining the NCDLWG. CCC has invited these representatives to the first meeting convened in 19 June 2012 to discuss the development of NCDLWG and finalization of draft ToR. After the meeting, the ToR was finalized and endorsed by the potential candidates. The ToR requires 9-15 representatives in the NCDLWG to allow for a wide spread of experience and ideas. Currently, CCC has received confirmation from nine of them for their participation in the group. The role of this group is to provide oversight on capacity development initiatives and efforts for the NGO community in Cambodia. The main purposes of this group are: 1) to promote effective and inclusive capacity development and learning initiatives and efforts within the NGO community in Cambodia; 2) enhance mutual accountability between demand and supply sides of capacity development.

Please see Annex 5 - Final draft ToR of NCDLWG

KPI 2 Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritized and addressed jointly by various capacity development institutions/organizations in the country.

There are four key activities to be implemented in 2012 under this KPI: 1) capacity development assessment; 2) mapping training institutions; 3) prioritizing training needs and materials development; and 4) delivery of training courses.

1. Capacity Development Assessment:

The intention of this activity was to conduct a needs assessment for capacity development of the NGO community in Cambodia. This can be done once the NCDLWG is established, tentatively from July - September 2012. Results of the assessment will be used for developing a national capacity development agenda.

To build on several well-received training courses that CCC has provided in previous years, Component 2 team conducted two field visits to the Northwest provinces (Banteay Meachey, Battambang, and Pursat) from 13-16 February with 73 participants, and Northeast provinces (Kratie, Rattanakiri, Stung Treng, and Kampong Cham) from 13-16 March with 78 participants. The main purposes of the field visit were: 1) to share the new program of CCC to the networks; 2) to build relationship with NGO networks or individual NGOs in the respective provinces; 3) to identify challenges encountered by CSOs and discuss possible solutions; 4) to share and find CSO partners for engaging with CCC in its learning program 2012.

As a result of the visits, the NGO participants increased their understanding of the GHP, and CCC also learned a lot about the problems encountered at the organizational level and community level, that affect development in the provinces. Many organizations learned about the training opportunities within 2012 and expressed their desire to take up these opportunities.

Table 1 - Typical institutional and thematic issues encountered by the NGO Community:

Institutional issues within CSO sector	Thematic issues
<ul style="list-style-type: none"> • Weak in leadership and management including inactive board of directors, autocratic leaders/managers • Lack of good policies • Staff have limited capacity • Short-term funding from funding partners • Poor gender balance within the organization • Lack of resources (human, material and funding) • Lack of solidarity and coordination among CSOs • Lack of collaboration between CSOs and government institutions. CSO work in advocacy is viewed as being in opposition to the government. 	<ul style="list-style-type: none"> • Unsafe immigration • Teenagers behave badly • Economic land concession; the solution not effective • The government is not accountable to people • The government promoted agricultural production but lack of market to sell products • Poor quality of water and the price for electricity is higher than the income of the people. • Road accidents and no education on traffic law • Women have difficulty with long distance travel • No job available for youth in the province

<ul style="list-style-type: none"> • Lack of capacity in policy and strategy development within organization • Poor program management, poor budgeting, and lack of skill in proposal writing • Lack of information-sharing • Lack of monitoring and evaluation system to assess the impacts of the work • Authorities are sometimes too strict with NGOs in the province 	<ul style="list-style-type: none"> • Lack of primary teachers in rural area • Lack of participation from community in identifying issues faced and address them
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2. Mapping Training Institutions:

The Component 2 team members have conducted online searches and are building a database of training institutions in Cambodia. The comprehensive mapping on training institutions will be done in the next semester.

3. Prioritizing Training Needs and Developing Training Materials

After surveying the training needs of NGOs in Cambodia, the Component 2 team has designed four courses that cover the spectrum of most-needed capacity development with regard to research, which address both institutional and thematic issues.

The team has developed a suite of four courses which can effectively address both institutional and thematic issues. The four following courses build on CCC's existing capacity and experiences in delivering the former Analyzing Development Issues (ADI) courses, GPP bi-annual training on Governance, Professionalism and Accountability (GPA), and learning forums.

The first course, Community Participatory Action Research (CPAR), was built on the former ADI Community Course. The second course, Applied Participatory Action Research in Organization (APARO), is adapted from the previous Community Course with Institutional Support (CCIS). The third one is Applied Research in Organization (ARO), which is built on the former ADI Basic Course. The fourth is a bi-annual training course named NGO Governance, Professionalism and Accountability (GPA). The first three courses were designed for three different steps: classroom training, field practice with mentoring and coaching, and presentation. The APARO and ARO courses were designed to include project cycle management (PCM) and organizational development (OD). See Annex 6 for detailed course brochures.

The process of designing the courses and materials development included: 1) a review of existing materials of the courses; 2) discussion internally within CCC to develop and finalize the content and processes of the courses; and 3) developing training brochures and materials for the courses.

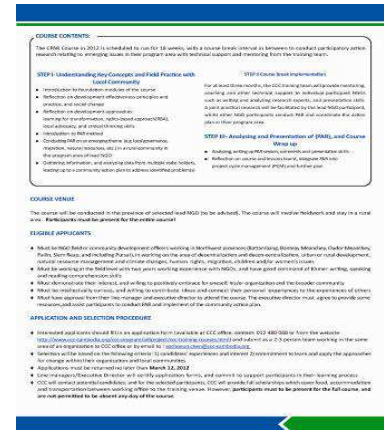
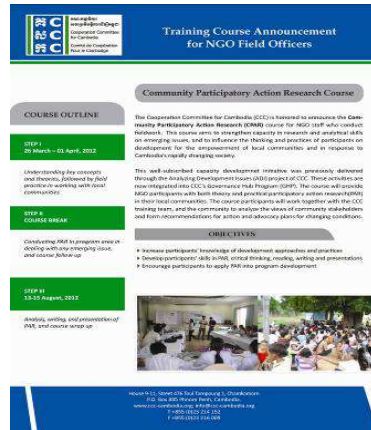
In January, a staff member from the former ADI project collected all existing materials related to the courses, reflection reports from community courses in Northeast and Northwest provinces, project evaluation reports, annual reports, and other comments from participants, for sharing amongst the team to review while developing the outline of the courses for 2012.

By end of January, a meeting was conducted with participation from CCC's knowledge management advisor, development effectiveness advisor, specialists, and head of program to draft the outline and design the

process for the courses. Then another meeting was convened with these people in order to improve the content and processes of the training courses.

Four brochures were drafted based on the discussion, and then shared to the management team for their comments and finalization. As a result, these brochures were finalized in early February with the course structure below:

- CPAR was designed in a new form with the course being conducted over 18 weeks with three steps. Step I is conducted over seven days and involves both classroom activities and field practice. Step II consists of a long course interval of about 16 weeks, in which the participants will conduct Participatory Action Research (PAR) in their respective program areas with technical support and mentoring from the training team on research proposal development, conducting PAR, report writing, reading, and presentation skills. Step III involves the participants returning to classroom activities to share their lessons learnt, to present their PAR implementation, and gain feedback from the other participants and training team to improve their report, and then planning for further action.



- APARO was redesigned based on CCIS from 2011. The course is designed to be conducted with institutional support. It consists of five steps in a period of 10 weeks. Step I involves joint classroom activities providing theory background for five days. Step II is the course interval of about eight weeks to allow for field practice of implementation of PAR in the area of the NGO participants, with mentoring and coaching support from the training team on course approaches, implementation, integration of PAR into the project development cycle and organizational development. Step III is the presentation of results and sharing of lessons learnt, allowing for feedback and suggestions to improve writing and develop a future plan.

- ARO was almost newly designed for institutional support and will run for about 18 weeks with three steps. Step I involves joint classroom activities for five days providing theories on development approaches, project cycle management, organizational development, and conventional research. Step II is the course interval of about 16 weeks, during which each participant NGO will conduct conventional research, with mentoring and coaching support from training team. They also receive support in analytical skill, writing and presentation. In Step III the participants will present their research for feedback on improving their writing, and make a plan to finalize and disseminate their report.

- GPA was designed to support organizational development toward compliance with the standards in the NGO code and Voluntary Certification System (VCS), and takes place over three days in the classroom. The participants will be encouraged to discuss with the training team.

Since we have new team members, and to ensure that the training courses are responding to the needs of the NGO community, the materials for conducting the classroom training for all courses have been fully

developed, while the materials for mentoring and coaching, especially for the ARO and APARO courses, need further development.

The team is committed to develop training packs for these four courses within the next semester. The packs will include the training curriculum, session plan, handouts, visual aids, mentoring and coaching guide, and training evaluation.

In addition to materials development, the three most important activities needed in order to be prepared for the courses are: 1) participant selection; 2) logistic arrangements; and 3) dry run with a team of trainers.

For the selection of the participants for the course, the team has:

1. reviewed existing application forms, selection criteria, and prepared schedule for field visits;
2. conducted meetings with interested provincial NGO networks and individual NGOs at their respective office under coverage of the Northeast and Northwest regions;
3. announced the training courses on the CCC website, through email and in meetings;
4. received and screened applications; (CCC received 39 applications from 14 NGOs from the Northeast and Northwest; 18 applications from nine eligible NGOs were selected for the CPAR training);
5. the team selected and confirmed to the participants for their participation in the courses.

The team arranged logistics for the courses, including accommodation, meals, travel, materials for classroom training, field practice, and first aid kits.

A dry run was conducted by the training team to ensure that everyone has fully understood the process, content and logistics for the training courses.

CCC received 53 applications from 17 NGOs; eight were for APARO and nine for the ARO course. After reviewing these, 19 applications from seven NGOs (three for APARO and four for ARO) from the Northeast and Northwest provinces were selected to attend these training courses in July. Participants in these courses are required to have a MoU of partnership signed between each individual NGO and CCC, which will last for a duration of twelve months covering both the course itself and follow-up.

4. Delivery of training courses:

During the first six months of 2012, the CCC team has successfully conducted two of the proposed four training courses: Community Participatory Action Research (CPAR), and Governance, Professionalism and Accountability (GPA), with one round of mentoring and coaching to CPAR participants.

A. Community Participatory Actions Research (CPAR)

The training team for the first CPAR training course consisted of six people including Mr. Chen Sochoeun, Applied Research Specialist; Ms. Hor Sokunthea, Development and Outreach Specialist; Ms. Touch Sophea, Learning Specialist; Mr. Mi Nac, Referral and Advisory Specialist; Mr. Lim Sokly, Learning Officer; and Mr. Soeung Saroeun, Head of Program.

Step I of the CPAR course was conducted from 26 May to



01 April 2012 in Battambang province for 18 participants from nine NGOs working in three provinces (Battambang, Pursat, and Banteay Meanchey). The overall goal of the course is to increase the capacity and influence the thinking and practices of participant NGOs and other relevant stakeholders on development, for the empowerment of local communities, and in response to Cambodia's rapidly changing society.

Over three days in the classroom the theory related to the key topics of the training were introduced: 1) development practices and social change; 2) understanding the meaning of development; 3) needs-based and rights-based approaches to development; 4) grassroots advocacy; 5) participatory action research (PAR).

The following three days consisted of conducting field practice in the program areas of AMARA, a lead NGO participant in the course. Two villages were selected to conduct field practice on "Mobilizing Local Community for Governing Natural Resources and Environment in KamPing Poy Reservoir". Three similar issues such as sanitation, using harmful pesticides, and water management were identified and agreed to be address by the community. AMARA agreed to provide support to their community to implement the set plan.

The outcome of the training course was successful, with each participant NGO having developed an action research proposal and increased their skills to allow future plans to be developed. One participant is following up the plan made in field practice.

The participants were very appreciative of the course content and delivery, with one response being "this is the first time for me to join such kind of incredible training that use student-based approach, I learned a lot from all the contents of the training and they are very useful to me as individual and for my organization".

B. CPAR Mentoring and Coaching

There will be two rounds of mentoring and coaching to the CPAR participants at their office and field. First round of the mentoring and coaching was conducted with nine participant NGOs. As a result of the mentoring and coaching, the participants have deepened their understanding on the topics covered in the classroom, have finalized a draft action research proposal, collected information in the village and conducted meetings with villagers and other related stakeholders. The participants have gained reasonable capacity and confidence in conducting participatory action research (PAR).

I used to follow my supervisor as she took lead the process, but after I received support from CCC, I learnt to do by myself. Sometime I get stuck what should to do next, but I CCC help me out....I think I could do it now, and do better in other meeting" a female participant from BDASE, Pursat.

The participants confirmed that PAR was the most suitable approach for them and the community to collectively and effectively address issues they have encountered.

The participants informed that at least 645 community people (387 female) in their 10 target villages have been actively involved in the PAR activities and received direct benefits from this effort. The benefits include that they have common understanding of the issues encountered, have a common action plan to address the

identified issues, some of the identified issues have been successfully addressed, and increased relationships within the community and local authority and other related stakeholders.

Table 2 - Nine action research proposals as the result of CPAR training course

No	Name of NGO	Thematic Action Research Topics	Number of people directly involved and benefits
1	RCEDO	The Community Mobilization of Forest Protection in Tadong	46 (30 female)
2	RFCD	Mobilizing the People to Maintain Irrigation System	104 (79 female)
3	Samaki Thor	Mobilizing local community for Primary Education	31 (18 female)
4	CORDE	The Sanitation and Environmental Cleaning	55 (40 female)
5	GVO	The Support of Re-planting	57 (36 female)
6	BDASE	Strengthen Self-Help Group Relationship	24 (20 female)
7	AMARA	Mobilizing Local Community for Governing Natural Resource and Environment	240 (96 female) from two villages
8	VESO	Mobilizing the Community Members to Address Domestic Violence	75 (40 female)
9	VSG	Promoting Education at Primary School	43 (28 female)

Next semester, these nine action research proposals will be finalized and made available for interested audience. They will be presented at the issues briefing workshop by the end of 2012.

B. Bi-annual Training on Governance, Professionalism and Accountability (GPA)

In the 2012 plan, three courses of the training on Governance, Professionalism and Accountability (GPA) were to be provided to the NGO community. However, due to the limited availability of resources, only two courses can be provided this year, the first of which was conducted from 24 - 26 April 2012 in Siem Reap for 29 participants who are executive directors (75%) and senior managers (25%) of 28 NGOs from six provinces including Kampong Thom, Banteay Meanchey, Pursat, Udon Meanchey, Preah Vihear, and Siem Reap province.

The goal of the training is to encourage NGOs in Cambodia to improve the quality and accountability of their organizational development and program delivery through integration of internal good governance best practices and adoption of the NGO code.

The objectives of the training are to:

- build capacity of participant NGOs regarding the concepts, importance and tools of organizational effectiveness for NGOs in Cambodia;
- reflect and debate on their governance and accountability, sound financial management and sustainability, human resources management, organizational quality assurance and regeneration;
- promote good governance and practices within participant NGOs through compliance with the Voluntary Certification System (VCS).

As a result, the GPA training course was conducted successfully over the period of three days. The result of post-test observations indicate that participants have learned the key points of development effectiveness, how to develop a professional institution and meet the standards of the



Code of Ethical Principles for NGOs in Cambodia, and comply with the eight Istanbul Principles on CSO development effectiveness.



The participants indicated that they learned a lot and were very grateful for the training course. The participants committed to learn more and prepare to apply what they have learned into their organization, especially to participate in the VCS process.

I'm extremely delighted with the topics of the 3 day workshop which is organized by CCC, I have nothing to say in negative way, even a single word, but I am so happy that I got this chance to be presented, practiced, with so many topics of leadership skill, effective human resource management, accountabilities, how to make strategic plan and the monitoring and evaluation system. I am really impressed with this great knowledge and skill and I believe that after this training, I will be able to develop/adjust some of my work at my workplace to work the good governance NGO. Eventually, I would like to say thank you very much CCC and all CCC's staff with this workshop and I wish you all the best of luck for ever. **Mr. Heng Dara, Executive Director of The Global Child.**

KPI 2.1.3 NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors

This KPI is intended to improve the ability of NGOs to draw common lessons and insights from their various experiences in good governance and effectively share these widely within the sector and with other development actors. It is expected that at large number of NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors. However, the implementation of most activities of this KPI has not been started over the first six months. They will be investigated in the next semester of 2012 and beyond.

KPI 2.1.4 Communities of learners are formed, debating current organizational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector.

This KPI aims to establish and maintain at least five communities of learners to debate current CSO organizational effectiveness and governance issues and trends, and collaborating together to take appropriate actions in the interest of the sector.

As of the end of June 2012, the Component 2 team has facilitated four learning forums: Human Resource (HR); Finance; Information Communication Technology (ICT); and Monitoring and Evaluation (M&E), for 326 participants from CCC member organizations and partners. The speakers/resource persons for the HR forum were from Oxfam and Plan International; for Finance Forum were PriceWaterHouse Coopers, K Consult, A Plus, and APV; for ICT were from Open Institute, VOD, and NiDA; and for M&E were from Sre Khmer and World Vision Cambodia. Two practical guidelines (HR and Finance) developed in 2011 have been finalized and made available to the public, while two others M&E, and ICT are in the process of finalization. From these forums, CCC and the participants have built strong linkages/networks amongst each other and extended to private and government sectors.



Table 3 - Summary of Community of Learning and Practice Activities

No.	Title of Learning Forum	Summary outcomes	# of participants	Date & Venue
1	Human Resource Learning Forum on "Change Management and Risk Management"	<ul style="list-style-type: none"> The practical guideline was endorsed for public use within NGO community The participants have debated and learned how to mitigate risks and manage changes within an organization A strong relationship amongst HR practitioners was maintained 	68	Phnom Penh, 20 March
2.	Finance Learning Forum	<ul style="list-style-type: none"> To provide update on " A Practical Guideline: Sound Financial Management in NGO Sector" To present and discuss on Cambodia/International Financial Reporting Standards (CIFRS) and Cambodia International Auditing Standards (CIAS) which are currently stated in the draft Law on Accounting and 	91	Phnom Penh, 16 May

		<p>Auditing</p> <ul style="list-style-type: none"> To share and discuss on budget preparation and monitoring 		
3	ICT Learning Forum	<ul style="list-style-type: none"> The new draft Cyber Law shared, discussed and the way forward agreed upon A rough draft guideline for NGO ICT policy development including social networking guidelines is the process of finalization. The participants learned basics on how to customize ITC tools including website for promoting their organization 	71	Phnom Penh, 22 June
4	M&E Learning Forum	<ul style="list-style-type: none"> The first version of the M&E Practical Guideline was finalized, produced and the way forward agreed upon The participants were made aware of the DAP tool for analyzing youth 	82	Phnom Penh, 28 June

Component 3: Knowledge Management, Advice, Referral, Research and Linkages

This component has one outcome and eight key performance indicators.

The current structure of this component consists of three units: Membership Support Unit (MSU); Advise, Referral and Linkages Unit (RALU); and Applied Research Unit (ARU). The MSU is directly managed and implemented by one coordinator, one officer, one assistant, one knowledge management advisor, with support from head of operations. RALU is managed and implemented by one specialist, and ARU by one specialist with support from head of program. These two specialists were recruited internally and they are new to the post. There is a need to recruit one applied research officer, and one component manager for 2012 and this can happen if there is availability in the budget.

Outcome 3 NGOs Collaborating to Effectively Contribute to the Development of Cambodia

To achieve this outcome CCC intends to use its strategic coordinating role to bring together NGO leaders to stocktake the overall status of the NGO sector, in order to collectively reflect on and define context-driven strategies on how best to influence the development of Cambodia in the short and long term. During the reporting period, CCC has succeeded in facilitating two rounds of NGO Director's forums attended by prominent and active NGO leaders both from service delivery and advocacy movements. These forums have allowed NGO leaders a space to reflect and strategize collectively on how to work together and discuss strategic directions for both short and long term. Resulting from this, two task teams (Short Term Task Team – STTT and Long Term Task Team –LTTT) were set up to work separately and converge back to report to the NGO director forums for broad sharing and discussions. The STTT's mandate is to critically debate and plan a set of inventions which are emerging and affecting the poor and vulnerable such as impact of land concessions, whereas the LTTT will attempt to come up with long range strategies to ensure that the role and space for CSOs remain meaningful and relevant in the wake of the changing political and social context in Cambodia. Issues to be discussed include but are not limited to reviewing effectiveness of ODA investments in Cambodia and “niching” role, and areas of interventions of the NGO sector for the next five to ten years.

KPI 3.1.1 Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing

CCC continues to increase its capacity to capture and update its NGO sector databank. As of reporting time, CCC's data bank contains a total of 3,492 NGOs (511 INGOs and 2,982 LNGOs). The updated lists were inputted into three types of database (ACCESS, EXCEL, SPSS) to ensure the security of information and for multi benefits of users. The CCC NGO database remains the most reliable source of information regarding the NGO sector in Cambodia, and thus serving the needs of the NGO sector itself, the donor community, and government institutions.

An NGO census was commissioned by CCC in the last quarter of 2011 and its reports were finalized and published within the first quarter of 2012. The census team attempted to verify 3,492 INGOs, LNGOs, and associations through face-to-face, email, and phone calling.

As a result, the census informed that there were only 1,226 (322 INGOs) amongst 3,492 NGOs and associations registered with government ministries that are active, while a huge number of them (2/3) are inactive.

The NGO census report has been widely distributed to relevant stakeholders. The team published an updated Agency Contact Listing (ACL) - 124 copies have been shared and 13 copies sold, while 470 copies of the survey on CSOs contribution have been distributed.

KPI 3.1.2 Relevant development actors are accessing and receiving appropriate advice and referral support through appropriate and easy to use mechanisms for providing support

A total of 40 face-to-face meetings were recorded during the last six months. Typical information requested was regarding NGO registration/GPP/membership modalities, MOU renewal, job search, seeking advice on funding sources.

KPI 3.1.3 Membership has expanded by 40% and are actively involved in various activities of the program

CCC membership increased from 136 (2011) to 138 NGOs (as June 2012). Seven observers and nine applications have been reviewed and submitted to CCC EXCOM for their approval.

In addition to direct application for membership on site, CCC mobilized its membership by providing briefings on CCC work and membership benefits to four sectoral group meetings including NEP, NGOCRC, WSG, and CWG and to provincial NGO networks in Northeast, Northwest and coastal provinces.

The breadth and relevant context of CCC events has continued to attract meaningful participation from its membership. During the first six months, records showed an average of 75 percent participation rate among the overall membership. Two CCC member bi-monthly meetings were successfully conducted. The total participants of these meeting were 128, including two resource persons from government. Key topics shared and discussed at the meetings were included updating the progress of CCC GHP, emerging issues affecting the NGO community (NGO Law, draft Law on Accounting and Auditing, Istanbul Principles and Busan Partnership for Effective Development Cooperation), Least Developed Countries (LDC), Cambodian Millennium Development Goals (CMDGs), ASEAN Peoples' Forum).

CCC Social Media Task Force was established to plan CCC's strategy and KPIs to guide CCC's journey into the social media sphere. It is anticipated that CCC will launch its social media presence (Facebook and

Twitter) in July 2012. As a professional institution, CCC is continuously listening to its members' and partners' feedback - a survey of members conducted at the CCC Annual General Meeting in March showed that 90 percent of the respondents ranked CCC as between GOOD and EXCELLENT service providers.

KPI 3.4 Evidence-based studies on issues of NGO effectiveness and good governance are being produced by NGOs and are being used to inform more relevant and appropriate policy formulation, planning and implementation within the sector itself and at national and sub national level of government decision making structures

According to the 2012 plan, a steering committee/working group for oversight research activities will be developed, along with a national research agenda, institutions arrangement, and the research agenda implemented.

In the first six months of 2012, the CCC team has approached key potential institutions such as CDRI, CAS, CEA, and number of CCC members for setting up a working group to provide oversight on a mechanism to consult and define a national NGO research agenda.

In the linkage to Component 2, nine action research topics/proposals have been developed and implemented by the CPAR participants.

On 3 April 2012, CCC launched a report entitled *CSO Contributions to the Development of Cambodia*, which estimates that civil society organizations (CSOs) contributed US\$550 million to development activities in Cambodia in 2011, nearly the same as the RGC plans to spend this year (2012) on the social sector, according to the National Budget Law 2012. The results are based on an in-depth survey with 309 CSOs from across four provinces and Phnom Penh. The results show that the main areas of CSOs activities are in the education and training sector (72% of CSOs conduct some form of education or training) followed by the health sector (39%), community development (33%), and child welfare and rights (33%).

The research indicates that conservatively, 650,000 to 1 million or more Cambodians benefit from the activity of the NGOs surveyed. Across the entire CSO sector, it is estimated that 20-30 percent of the Cambodian population, or one in four people, are direct beneficiaries of CSO activities. The report also extrapolates that the sector employs 52,650 Cambodians in skilled positions, with the opportunity for greater capacity development, as 67 percent of organizations have employees with an average education level of bachelor's degree or higher.



In addition to the results of the survey, the report also includes a census of local NGOs and associations and international NGOs, carried out in order to determine how many of those organizations remain active. The resulting total, 1350 active organizations, is significantly lower than the 3492 organizations registered with the Ministry of Interior (MOI) and the Ministry of Foreign Affairs and International Cooperation (MOFA/IC).

KPI 3.5 NGO sector performance shows improvement against baseline using agreed set of indices

CCC is holding strategic discussion with CIVICUS and UNDP on how to materialize this KPI.

KPI 3.6 An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors

At the regional and global level, CCC still continues to be actively engaged with the global CSO movement through organizations such as BetterAid, the Open Forum for CSO Development Effectiveness, Reality of Aid, and CIVICUS to advocate for a more enabling environment for CSOs and to facilitate development effectiveness. Through direct participation or by provision of direct inputs into major global CSO policy papers, CCC is acting as a bridge between Cambodian CSOs and the global CSO movement on aid and development effectiveness and other development issues.

To this effect, the CCC ED attended a global CSO meeting to discuss the post-Busan CSO global structure, which has culminated in *The Cebu Consensus*. The meeting discussed and confirmed the global CSO architecture, global CSO future advocacy themes and strategies for 2012 and beyond. A CCC representative attended the Asia Pacific Consultation in Hanoi on 8-9 June 2012; during the meeting regional and sub-regional representation to further advance *The Cebu Consensus* was discussed, and CCC was asked to join the South Asia sub-regional working group and could be a strong potential candidate for being the focal organization to represent that sub-region. At the Asia LDC Civil Society Strategy Assembly towards Implementation of the Istanbul Programme of Action for the LDCs for the Decade 2011-2020 (IPoA), held on 15-16 May in Bangkok, the vice chair of CCC's EXCOM presented on *Cambodian CSO Roles and Impacts of Economic Land Concessions* to the. The case of Cambodia was considered as one of the case studies to be integrated into the Rio+20 debate. To build an alliance with NGOs in the region, CCC has invested its resources to continue dialogue with NGO representatives from India, Pakistan, Philippines, Laos, Vietnam, South Korea, Australia, South Africa, and the United States of America, on promoting CSO accountability and good governance. A ToR for South East Asia and Pacific CSO Accountability is currently in draft form.

The issues of the Istanbul Programme of Action for Least Developed Countries (IPoA fo LDC) and the progress of the Millennium Development Goals (MDGs) were discussed at the CCC members bi-monthly meeting in June 2012. Resource persons from the Ministry of Planning, Council of Ministers and CDRI were invited to update on status of these issues. As a result, CCC members see that it is a role of CCC to continue to facilitate such discussions and to monitor the progress of these commitments, as well as how the NGO community can contribute to achieve these commitments.

At the national level, although the preliminary plan is drawn, much of the work from the formation of such an inclusive alliance structure will take more time and energy to realize. This will be further explored in the next six months.

CCC convened four meetings with NGO directors to discuss CSO development issues and strategic development issues. As a result, two major following outcomes produced:

- A broad reflection was held among INGO and LNGO leaders to consolidate common understanding on overall shrinking civil space and development effectiveness issues.
- A possible road map is drawn to jointly address challenges. Two task teams were established (the current Law on Associations and NGOs Core Group has naturally integrated into both teams), one for addressing issues and emerging issues in short term while the other is for addressing development issues in the long range. A CSO draft strategic plan for addressing development issues in long range is in draft form.

At the sub-national level, CCC has explored the possibility of creating a community of practice within the NGO community to share, discuss and learn on the issues of NGO effectiveness and development effectiveness. At least two provincial networks are in the process of creating this community of practice.

KPI 3.7 Shared voices and positions of the NGO sector on various issues affecting NGO effectiveness and good governance practice are consolidated and advocated for

The government attempted to establish a new mechanism where NGO and government representatives can share, discuss and learn together for responding to development challenges in Cambodia. As a member of the Technical Working Group on Partnership and Harmonization, CCC has taken the lead in coordinating the shared voice of the NGO community and worked closely with the CDC to share the position of NGOs in forming an annual meeting between government and NGOs. The concept note for the annual meeting has been drafted by the CDC and shared to several NGO leaders for their comments. CCC took the lead in getting selected NGO leaders to review, reflect and propose amendments to the CSO-government dialogue concept note.

Although, the enactment of draft Law on Associations and NGOs (LANGO) has been delayed potentially until 2014, CCC and the LANGO Core Group continued to discuss the LANGO and other related issues affecting space for CSOs in contributing to development of Cambodia.

A LANGO reflection meeting was conducted on 12 January 2012 to reflect on achievements, the challenges of 2011 and way forward for 2012. In general, last year we made significant achievements and the lessons learned can be replicated in 2012 and beyond. The key lessons learned include: 1) building strong relationships between individual NGO and coalitions at the grassroots, national, regional and international levels is critical; 2) the concerns and shared voices of civil society on the LANGO were heard widely and gained strong support from the international community including human rights groups, UN agencies (special rapporteur on the rights to freedom of peaceful assembly and of association, and the secretary general); 3) the 3rd draft of the LANGO was returned from the Council of Ministers to the Ministry of Interior for further review; and 4) the prime minister of the Royal Government of Cambodia (RGC) announced that if agreement between government and NGOs is not reached, the discussion on the LANGO will continue until 2014.

A meeting with LANGO Core Group was conducted on 20 March 2012. As a result, latest information on the LANGO was shared and updated, strategic directions for LANGO advocacy were discussed and agreed, and it was agreed to revise the core group composition, roles and responsibilities. Some of the core group members are now members of the short term task team and the others are members of the long term task team.

CCC has taken a leading role in facilitating a series of discussions on the draft Law on Accounting and Auditing. As a result, a list of the NGO community's concerns was documented. CCC also approached different related stakeholders such as auditing companies and the national auditing authority to discuss this issue; however this is at the early stage where only a closed-door discussion within the drafting committee has taken place.

CCC had taken an initial discussion with its members about the proposed Cyber Law and other issues related to Information and Communications Technology (ICT) during its ICT learning forum in June 2012; a representative from NIDA was invited to present to the forum. The law is still in draft form within the NIDA yet and it is expected that there will be wider consultations held with various stakeholders including NGOs.

KPI 3.8 Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used

The program of the Working Group for Partnership and Decentralization (WGPD) has been produced. The Steering Committee is in the process of developing the program planning for the WGPD. Lines of communication between CCC and local governors have been established.

Given the increasing number of social disorders affecting poor and vulnerable people who are victims of economic land concessions, CCC, the NGO Forum, CHRAC and other coalitions joined forces to issue a joint statement in early June. Aiming at alerting national and international attention to the pervasive culture of violence and impunity which is causing direct harm to the poor and vulnerable in Cambodia, the statement was endorsed by more than 140 partner organizations in-country and internationally.

Partly due to this indirect advocacy effort, 13 women of the Boeung Kak community recently trialed and arrested were released.

Strategic representativeness and reach of CCC still remains strong and influential both internationally and locally partly. During the reporting period, the CCC ED was invited to share the socio political status of Cambodia and the future prospects and perspective of Cambodian CSOs at the EU high level meeting to inaugurate the Danish Chairmanship of the EU during 2012-2013. The event was attended by leading European politicians and CSO representatives. The ED was also invited by Plan Sweden to present the latest development on Cambodian CSO shrinking democratic to a regional partner meeting hosted by NORAD. The meeting discussed future strategies of Scandinavian states to engage with CSOs.

At country level, CCC is considered as a strategic organization with in-depth knowledge about CSO affairs and dynamics. All development partners and diplomatic missions consistently invite CCC ED or his representative to consult and seek inputs and advice on emerging sensitive issues and to brief incoming ambassadors.

B. ENABLING GOALS

The enabling Goals contain a total of eight outcomes and 21 Key Performance Indicators (KPIs) for the entire five year period.

For 2012, only selected outcomes and KPIs are focused on, as outlined below:

Outcome 1 Increased capacity (human and financial) to deliver against CCC's vision and mission.

KPI 1 Target to raise a budget of US\$1.8 million during 2012

Resource mobilization has been slow despite concerted efforts being deployed by the ED to reach out to existing and new donors in country and internationally, perhaps due to a diminished focus of the donor community on Cambodia. Within this first six months CCC has only managed to raise a total of **US\$694,141.55** (consisting of grants supported by donors: British Embassy, Save the Children Australia, AECID, EED, Oxfam America, AusAID, Action Aid International, DanChurchAid/Christian Aid, Trocaire, NPA, NGO Forum, Concord, Plan International Cambodia, and Kepa and income generated by CCC: reserve from 2011, management oversight, sales, services, and membership fee).

A total of 45 face-face meetings and email communications were conducted by the ED with target funding agencies and some of them need further follow up in the next semester.

Also during the reporting, four proposals were developed and submitted to SIDA Headquarters, the Alliance 2015, the British Embassy, the US Embassy while a concept note to respond the EU in-country call for proposal on non-state actors is also under-development and will be submitted in mid-July 2012.

Income status for 2012 and pipeline for 2013		
Source of fund	2012	2013
British Embassy	6,752.95	<i>10,000.00</i>
SCA	16,090.93	<i>20,000.00</i>
AECID	157,802.03	
EED	131,300.00	131,300.00
OA	9,317.99	
Multi-donor sources	2,002.50	
AusAID	58,290.23	50,000.00
AAI	10,000.00	<i>10,000.00</i>
DCA	50,000.00	50,000.00
Trocaire	5,189.14	
NPA	30,000.00	30,000.00
Concord	1,227.51	
Plan	25,000.00	50,000.00
Concern/Alliance2015	10,035.00	<i>20,000.00</i>
KEPA	6,288.50	7,000.00
KOICA		<i>100,000.00</i>
Bids(SIDA,EU,US Embassy)		<i>100,000.00</i>
2011 Reserve	131,156.69	<i>120,000.00</i>
Membership fee	95,000.00	<i>95,000.00</i>
Total	745,453.47	793,300.00
<i>Italics figures are estimates</i>		

The in-kind support is the approximate value of three expatriate volunteers generously supported by AVI and VSO.

Outcome 1.1 Staff are diverse in gender and minority and are capable and competent to achieve vision, mission, goals and objectives of the CCC.

KPI 1.1.1 By 2012, staff and EXCOM will have a ratio of: (all staff - 49) 40% female:60% male; (MT) 30% female:70% male; (EXCOM) 20% female:80% male.

For 2012-13 tenure, CCC EXCOM comprised of seven members (2 females) was democratically elected from the membership. They are Mr Brian Lund, Regional Director, Oxfam America; Ms Caroline McCausland, Country Director, Action Aid International; Mr Chan Monnyrath, Deputy Country Representative, FIDR; Mr Chan Vibol, Program Manager, LWD; Ms Eleanor Loudon, Country Manager, AVI; Mr Greg Auberry, Country Representative, CRS; and Mr Kep Kannaro, Executive Director, PADEK.

Through an extraordinary meeting held on 27 January 2012, the EXCOM confirmed officer nominations as follows: Mr Kep Kannaro, Executive Director, PADEK was selected as Chair; Mr Chan Monnyrath, Deputy

Country Representative, FIDR as Vice-chair; and Mr Greg Auberry, Country Representative, CRS as Treasurer, while the remaining four act as members-at-large.

CCC's current staffing totals at 32, with 14 female staff and two in management and advisor positions.

KPI 1.1.2 Increase number of people with disabilities, and increase staff with disabilities to three

Every effort is made to mainstream the recruitment of people with disabilities in policy and in practice. This KPI has yet to be met as CCC currently has only one staff member with disabilities.

KPI 1.1.3 Number of staff will increase to up to level required for the full and effective implementation of the GHP.

This KPI is achievable contingent on securing planned budget.

KPI 1.1.4 At least 70 percent of staff are performing at "exceeded" expectations level

Of 34 staff only 16 (47%) are performing at this level – more work needs to be done on this or alternatively recruitment process needs to be more stringent. It is also worth noting that due to budget limitations, CCC was unable to apply the revised salary scale for 2012. This has impacted upon CCC's ability to attract market rate talent resources.

KPI 1.1.5 Maintain staff retention at 96 percent

During the reporting period, there was no turnover but outlook for remaining six months does not look very promising for the reasons mentioned as justification in the previous KPI.

Nonetheless, CCC has done its best to promote team work and harmonizing the working environment by observing and celebrating the International Women's Day and the Khmer New Year in April. Additionally, all staff meetings, management meetings and reflection sessions took place as planned. This has enabled staff and management to meet up to reflect, share lessons and challenges as well doing joint planning, and thus acts as a contributory factor to enhancing staff morale and loyalty to the organization.

Outcome 2.1 Appropriate and relevant policies, guidelines and procedures are in place and are fully complied with

KPI 2.1.1 HR, Finance and Procurement and IT policies including customer charter and implementing guidelines and procedures are fully developed, consistently updated and complied with by all staff of CCC

During the HLF-4 meeting in Seoul, CCC's HOP managed to establish a strategic relationship with Ms Ae Park, holder of a Masters Degree in Human Resources and Administration. Through that link, Ms Pak was invited to spend a short internship in CCC to review and provide substantial feedback on CCC's HR Manual. These comments were then share to staff for further feedback. Once consolidated, the CCC revised HR policies will be published and put into use by September 2012.

The IT and finance policies will be reviewed during the next semester or early 2013.

KPI 2.1.2 Staff are fully informed of, and are complying HR policies and guidelines

New staff are being properly inducted to CCC. Existing staff and new staff are regularly given refresher sessions during ad-hoc and staff meetings. Monitoring of compliance is ongoing.

Outcome 2.2 Organizational structure is in alignment with CCC Vision and Mission and the GHP**KPI 2.2.1 Revised organizational structure that underpins the required functions for the effective delivery of CCC mission and mission and the GHP are in place and operational**

In consultation with the EXCOM and management, a revised structure was agreed to fully align the GHP and CCC Vision 2015. Nevertheless, due to fund limitations, the GHP planned staffing portfolio has not been achieved. Of the three components of the GHP, only one component has a component manager.

Outcome 2.3 Staff with potential to assume greater responsibilities are developed as able and competent second-liners**KPI 2.3.1 Succession policy and plan is place and implemented**

This was achieved since late last year with the recruitment of the Head of Program and Head of Operations in readiness for the departure of the current ED at end of 2012.

KPI 2.3.2 At least one staff in every secondary position is developed as able and competent second liners.

Within the new GHP staffing structure, second-liner positions are identified and titled as specialists. Although recruitment was open to both internal and external candidates, many of the current specialist posts are being filled with internal candidates with a number of years of experience. Additionally concerted efforts were made to ensure that long-serving staff with fast and rich institutional memory are well cared for, to further capacitate them as well as being morally nurtured as being assets of the organization.

Outcome 3 Practicing good governance and accountability towards staff, members, peers, partners and all other stakeholders.**KPI 3.1 Planning, monitoring and evaluation policies, guidelines, procedures and mechanisms of implementation are developed and implemented**

CCC has many procedures manuals and internal mechanisms which are used consistently and compliance with these is high, resulting in consistently obtaining clean audits results. CCC is in the process on consulting internally to come up with a comprehensive M&E document for use throughout the organization.

KPI 3.2 All organizational processes are compliant to minimum standards of the GPP certification

CCC has successfully gone through its second round of certification with the VCS in November 2011 and as such the management and staff are accountable and responsible for ensuring that CCC work and practices are fully compliant with the required standards.

KPI 3.3 Flow of communication between and among internal staff, CCC members and other stakeholders facilitates greater understanding and consistent interpretation of CCC's strategic directions, goals, values, principles and program

Overall internal communications flow among staff has been recorded as 70 percent good and excellent and 30 percent average in terms of timely responses and clear messages. This good internal communications flow follows on to improve communications to external stakeholders. As a result of the survey with member organizations during bi-monthly meeting in April, it was found that around 60 percent of respondents rate CCC as good and excellent in timely responses to their inquiries; 70 percent rate as good and excellent in providing up to date and reliable information; and 80 percent of respondents rate as good and excellent in providing useful information for their organizations.

In the effort to achieve this KPI, several communications mechanisms have been developed. The CCC institutional style guide has been finalized with extensive consultation with the staff and management (see Annex 7 – CCC Organizational Style Guide). It is now in force and compliance is being closely monitored. A result of a survey with internal staff shows that 80 percent of staff are using and referring to style guide a few times each month when they are using visual communications to external audiences. The result also shows that style guide is well understood at least by 74 percent of staff across the organization.

Guidelines on document version control were developed by the knowledge management advisor under Component 3 and shared with staff to facilitate better file editing process (see Annex 8 – Version Control Guidelines). The communications strategy monitoring and evaluation plan was drafted and is ready for implementation. A lot of effort has also put in redesigning, restructuring and rewriting the whole CCC website. Efforts were also deployed to ensure consistency of CCC corporate image and visibility are being reflected in all CCC's events, public documents and website.

As a result of ensuring consistency and efforts to facilitate better understanding and interpretation of CCC, it is found that there are various degrees of understanding about CCC its among member organizations, according to the degree of involvement from staff of member organizations.

A result of survey among staff from program and management levels of member organizations during the bi-monthly meeting in April found that from 60 – 80 percent of respondents have seen or heard about GHP, CCC structure, values, mission, vision and goals. However, only a few of them can describe these, while most of them cannot describe the GHP, vision, mission etc. Based on this result, more efforts are needed to ensure that members and stakeholders have more understanding to be able to tell about CCC vision, mission, goals and GHP.

For staff from admin, IT and communications units of member organizations, it is found that around 55-65 percent of them know some of CCC's values, vision and mission, while only around 30 percent of them know about the GHP and CCC's goals.

Outcome 4 CCC visibility, public profile/image is enhanced based on credible achievements and practices

KPI 4.1 CCC is regarded as high performing organization by government, development partners and other civil society organizations

In 2012, many efforts have been made to profile CCC as a high-performance and reliable organization among member organizations, through ensuing quality services, leadership, staff knowledge and management. As a result of a quick survey with member organizations in April 2012, it was found that 77 percent of respondents considered CCC as a good performance and influential organization in the areas of LANGO, sharing

information and training, increasing members, advocacy of CSO voice and coordination between CSOs and government, and strengthening CSOs in Cambodia. Around 70 percent of respondents also considered CCC as a reliable source of information with knowledgeable staff.

In terms of event arrangement and professionalism, CCC received most positive feedback and appreciation from members and stakeholders in logistics, content, arrangement and professionalism. It was found that 90 percent of members surveyed ranked CCC services as good and excellent.

CCC's next effort is to raise CCC's profile among donors, partners, government and other CSOs.

KPI 4.2 External communications and reporting reinforce key priorities and messages

To ensure consistency of information and messaging of CCC's strategic directions, goals, values, and program, visual messaging to audiences are regularly checked by the communications unit for consistency and compliance with the style guide, including presentations, invitations, announcements, and other information for external audiences. Reports and other publications - layout and cover design are regularly monitored.

Through observation by the communications unit, the most common mistakes made by staff in messaging to external audiences are the presence of component names and compliance with font style and format for writing date and time. However, these are regularly checked by communications unit and the mistakes found are advised to staff.

KPI 4.3 Positive media coverage on CCC and on its program achievements is generated

CCC has maintained positive coverage in several high-profile media from both national and international sources such as VOD website, Devex website and newsletter, Open Forum website, Facebook and Twitter, Radio Free Asia, Open Development website, Cambodia Daily, HACC website, SIDETH.COM website, and CIVICUS newsletter. The coverage was mainly about CCC's publication on *CSO Contribution to the Development of Cambodia 2011* published in March 2012. One article on CCC's implementation of the Istanbul Principles was also published in the Open Forum blog in June 2012. Through this coverage, the relationship with few target media reporters are established but still at very beginning, and a stronger relationship is needed.

A lot of effort has also put in redesigning, restructuring and rewriting the whole CCC website. As a result, the new structure of the website was launched during the CCC Annual General Meeting in March. Most of the pages have rewritten and some are still in the progress of rewriting; information is updated frequently. It is expected that the new website will fully completed in quarter three of 2012, with continual updates taking place on a daily and weekly basis. Publications and reports of trainings and forums are posted on the website. Since the launch of the new website, three training reports and supporting documents have been posted to the website training archive, five event reports and their related documents have been posted to the event archive. Other pages of the website are in the process of rewritten and updated.

To accurately record the number of visitors and traffic to the website, Google Analytics was set up for the CCC in early May 2012. Within May and June, there were a total of 2680 unique visitors to the CCC website. 19,207 pages were viewed with an average time of approximately five minutes spent on the website during each visit.

Moreover, to increase media connections and better access to CCC news, a media center has been created on the website to make it easier for journalists who are looking for news and information about CCC to find what

they are looking for. Sections for press releases, articles, photos, videos and publications have been created and updated. Four articles and one press release have been posted to the media center.

As another way to enhance CCC's profile and to engage in conversations, a social media strategy and plan have been developed. A social media task force was formed to contribute to the strategy, and an editorial calendar to plan posts for CCC's social media pages has been drafted and is being updated frequently. CCC Facebook, Twitter and Youtube pages were developed and expected to launch in July 2012. Monitoring and evaluation tools for the social media activities are also selected and set up. The addresses to CCC social media are as follows:

Facebook www.facebook.com/CCCsince1990

Twitter www.twitter.com/CCC_Cambodia

YouTube www.youtube.com/CCCambodia

KPI 4.4 Awareness and involvement of targeted groups and individuals on the Voluntary Certification System and on using other CCC information services is increased

To increase awareness, members and stakeholders of CCC are keeping informed about CCC activities and achievements such as CPAR trainings, training on Governance, Professionalism and Accountability, CSO contribution report launching, AGM, bi-monthly meeting, HR Forum, ICT Learning Forum, Finance Forum, M&E Forum through the CCC website and emails.

Members and stakeholders are also advised on some upcoming trainings and new publications through email and meetings. A numbers of publications were distributed to members and stakeholders, such as the CCC annual report 2011 during the AGM, and CSO contributions report 2011 at a launch event, to inform them about the progress of CCC and CSO information.



The survey with members also showed that more than 70 percent of respondents found our updates and information sharing to them to be useful and up to date.

To increase awareness of CCC and its program, a brochure was developed and is in the printing process. This brochure will be shared to members to update their information, and to potential members, donors, partners, and CSOs to promote CCC activities and program.

Moreover, to increase engagement with the private sector in partnering with CCC, a corporate sponsorship strategy and plan has been drafted and is expected to be implemented in the third quarter of this year.

C. UNPLANNED ACHIEVEMENTS/JUSTIFICATION

The following changes are due to limited availability of budget and human resources. To maximize the use of available resources, some planned activities will be scaled down, merged, or deferred to 2013, reducing the scope of work in 2012.

Merged activities:

Activity code (AC)#1.1.3.1: promoting certified NGOs to government and development partners, AC#1.1.3.4 of Component 1: facilitate links between certified NGOs and various development partners and government, will be merged together with AC#3.7.2.3: Create opportunities for minority and marginalized groups (e.g. women, children, indigenous, physically/intellectually challenged) to participate meaningfully in various consultations and debates, and AC#3.7.3.3: Facilitate and participate in multi-stakeholder meetings and dialogues on development effectiveness. As part of the merged activity, at least one or two sub-national consultations, one national consultation and one regional consultation will be conducted.

Four research studies which were originally to be conducted separately will be merged together. They include: AC#3.5.1.2: continue to conduct annual performance review of NGO, AC#3.4.1.5: impact of certification to individual NGO and the sector, AC#3.7.3.1: trends on NGO development in Cambodia, and AC# 3.8.2.1: study trends in the thinking and practice of development partners and INGOs based in Cambodia and how these affect local NGOs in Cambodia. A draft proposal to conduct a study on NGO contribution to development of Cambodia will include these topics.

Reducing scope of some activities:

AC#1.1.2.5: the original plan was to support at least three provincial partners to conduct extensive workshops on the VCS with NGOs in their community. Now only two provincial partners will receive support from CCC to lead communities of practice to debate and discuss on governance, accountability and professional practice issues. AC#1.1.2.8: the plan was to set up four informal or formal alliances/networks between certified NGOs at various levels (e.g. national, province, district) for peer support and for other involvement in the certification process. Now it will be only two alliance/networks at provincial levels established and implemented to debate on the governance issues.

Seven activities under Component 2 will be lessening their scope and focuses. AC#2.2.2.5: the plan was to conduct at least three training courses with 90 NGO leaders on NGO governance, professionalism and accountability but there will only be two GPA training courses for 60 NGO leaders in 2012. AC#2.2.2.10: the original plan was to conduct two issues briefing workshops but there will be only one workshop conducted to share research findings from CPAR, ARO and APARO training courses. AC#2.3.1.1, AC#2.3.1.2 and AC#2.3.1.3 toward increasing partnership among different types of organizations in drawing common lesson learned from their experiences and insights in governance issues will be incorporated into the national learning agenda. AC#2.4.1.6: the plan was to conduct at least nine learning forums within five communities of practices, and the revised plan is to conduct eight learning forums within four communities of practices (Finance, HR, M&E, and ICT).

Six key activities under Component 3 will be diminished in focus. They are AC#3.5.1.2: the stated goal was to produce a CSO index annually (based on CIVICUS model), and the revised plan is a survey on CSO contribution to development of Cambodia will be conducted and CIVICUS will be approached to internalize CSO index into Cambodia context. AC#3.7.3.3: the plan aimed to attend and present at one international conference, organize one national and three regional workshops on development effectiveness, while the revised plan will have one to two sub-national, one national and one international consultation workshop conducted. AC#3.7.4.1 to AC#3.7.4.4 in relation to monitoring and acting on the progress and implementation

of the LANGO will be less focused and collapsed into a set of CSO advocacy strategies which STTT and LTTT are going to develop, due to the non-implementation and no expected new drafts of the LANGO in 2012.

Deferred Activities:

At least two of 34 planned activities in Component 1 such as AC#1.1.2.1: conduct research on NGO self-regulation in collaboration with Component 2, and AC#1.2.1.4: fund raising proposal developed and submitted to donors will be deferred to 2013.

Of the total 31 planned activities, 12 in Component 2 will not be key priority activities to be implemented in 2012 but they will be carried out in 2013 since they are new and build on other acquired activities. They include AC#2.2.1.4: Implement capacity development plan as agreed by Steering Committee/Working Group; AC#2.2.1.5: Set up criteria for selecting institutions/ organizations to provide specific capacity development support to NGOs; AC#2.2.1.6: Based on set criteria, select and contract institutions or organizations to provide particular capacity development support to NGOs; AC#2.2.2.3: facilitate CNGO study visits (potentially with certified NGOs); AC#2.2.2.13: produce two research reports and publish articles on these reports; AC#2.2.2.14: Explore collaboration with community based organizations or networks as partners in conducting PAR and other capacity development initiatives; AC#2.3.2.1: Design exchange program between NGOs/networks; AC#2.4.1.1: Create regular E-learning and E-forum; AC#2.4.1.2: Conduct e-conferences on various issues; AC#2.4.1.4: Organize learning sessions among NGOs on particular subjects/issues; AC#2.4.1.7: Organize reflection sessions on various NGO practices; and AC#2.4.1.8: Provide regular briefing workshops on becoming learning organizations.

Four of 50 planned activities in Component 3 will be deferred to 2013. They include AC#3.3.1.2: Produce e-newsletter to promote CCC's membership and to highlight topic of interest to CSOs; AC#3.3.2.1: Promote and provide incentives to active NGOs; AC#3.3.3.3: Create reward structure for CCC's members and apply effectively; and AC#3.8.1.3: the plan aimed to conduct three visits to local councils or committees, host one national training on local-level partnerships for network leaders, and 15 network leaders hold local meetings on partnership building with support from CCC is also pending and will be revisited in 2013. Two further activities will be deferred pending the now indefinite implementation of the LANGO in a future year, being AC#3.7.4.5 Referral mechanism ready and in place on LANGO compliance prior to implementation of law and updated after; and AC# 3.7.4.6: Monitor and take action on trends affecting NGO democratic space and repressive measures relating to the implementation of the LANGO.

III. IMPACTS AND SUSTAINABILITY ANALYSIS

The recent survey entitled *CSO Contributions to the Development of Cambodia 2011*, estimates that civil society organizations (CSOs) contributed US\$550 million to development activities in Cambodia in 2011. The publication also claims that 20-30 percent of the Cambodian population, or one in four people, are direct beneficiaries of CSO activities. The survey indicated that CSOs in Cambodia have invested their resources to different sectors such as health and HIV/AIDS (12%), education and training (15%), community development (9%), environmental management (4%), landmine/UXO (1%), contributing to each of the Cambodian Development Goals (CMDGs).

Many of CCC's activities in sector-wide advocacy and knowledge sharing/advice have benefited the entire NGO sector through maintaining democratic space and thus the estimated 20-30 percent of the population as indirect beneficiaries. The forums and member bi-monthly meetings have shared information and built capacity, directly benefiting the estimated attending 500 staff of CCC's 138 member organizations, and indirectly benefiting their beneficiaries numbering in the region of 500,000 people. The targeted training courses of Component 2 have resulted in more direct impact on specific organizations and the communities with which they work, with the 10 target villages being involved in PAR activities having opportunities to identify and solve their challenges as a results of the CPAR training course for example.

The VCS has been promoting not only institutional effectiveness toward strengthening the shared voice of civil society but also adding value to other thematic development sectors where CSOs play an important role and impact. All certified NGOs have developed and followed policies on child protection, and gender promotion. Issues related to anti-corruption, and democratic space are also highly evident within the VCS standards. Furthermore, it has increased respect for the NGO sector in Cambodia as a whole, with increased trust from donors for NGOs who have undergone certification allowing NGO activities to be driven by identified needs rather than driven by donors.

Collaboration among CSOs was strengthened and planning for the future of the sector was conducted. The NGO community in Cambodia, through the newly established short term task team and long term task team, agreed to develop long term CSO advocacy strategies to identify emerging issues affecting the poor and vulnerable such as impact of land concessions and to ensure that the role and space of CSOs remains meaningful and relevant in the wake of the changing political and social context in Cambodia. The strategic plan will try to address the issues not limited to organizational effectiveness and development effectiveness, effectiveness of ODA investments in Cambodia, and areas of intervention in NGO sectors for the next 5 to 10 years.

To ensure the sustainability of the GHP as well as to better monitor and evaluate impacts, a number of internal processes have been developed or continued from past reporting years. To promote quality assurance within CCC and its service delivery, CCC has set up a clear organizational structure and system for conducting regular monitoring and evaluation on its organizational management and program delivery. The 26 standards of the NGO code and Voluntary Certification System have been used regularly by management to verify organizational practices. The follow-up and monitoring officer of the Component 1 team has acted to facilitate the VCS Working Group and NCCC to conduct regular follow-up visits to CCC to promote compliance with all standards of good practices.

Annual and six monthly work plans and budget plans with clear indicators and means of verification were developed through a participatory process by CCC staff members and approved by CCC Executive Committee (EXCOM), and have been used as guidance document for implementation and a tool to be monitored and evaluated both on an ongoing basis and through the six-monthly and annual progress reports and financial audits.

CCC has produced minutes and/or reports for every activity/event organized by CCC and used these as tools to track progress, and the reports have been made available on the CCC website. The Excel spreadsheet for major events and external events was available and used effectively to record event information such as the name of the event, the number of participants, date, venue, and organizer.

Internal monitoring tools have been introduced to the program team including fortnightly team meetings, the Most Significant Change (MSC) tool, and Back to Office Report (BTOR) tool, to improve recording and reporting between team members and line managers for information and response related to activities, progress, and challenges encountered in fieldwork.

IV. CHALLENGES AND LESSONS LEARNED

Challenges and proposed solutions:

This section describes the challenges and proposed solutions. The solutions are in italics.

1. The 2012 achievements of the Governance Hub Program were planned with a budget of US\$1.8 million and 49 staff members. As at the end of June 2012, CCC has received only US\$0.75 million for 2012 allowing to employ only 32 staff members so that these factors have forced management to increase time to generate financial resources, to prioritize and justify activities, and to allocate the staff to meet the needs of the changes.

CCC continues to work with the existing donors and other potential donors/development to mobilize adequate resources including finance and staff in order to effectively implement the commitment of GHP and to be able to provide substantial support to the NGO community for their effectiveness and effective responding to development challenges.

2. The NGO code is addressing the issue of conflict of interest but it remains a hot issue for both applicant and certified NGOs. It is difficult that many NGOs in Cambodia are established by a group of people including their friends and family members. Prior to the certification process and in some cases emerging afterward, some NGOs have been involved in nepotism and the related conflicts of interest. Most of them have awareness of this issue but they need time to develop policies and implement them. This issue can affect the credibility of the VCS viewed by the NGO community, development partners, government and private sector.

CCC will continue to promote the implication of not having or complying with a conflict of interest policy and to work with these organizations to adapt conflict of interest policies and ensure that their policies and implementation are protecting against conflicts of interest.

3. Most of the non-compliant NGOs could not effectively respond to recommendations made by the NCCC in a timely manner, due to lack of leadership, resources, or strong support from board of directors and funding partners.

CCC will continue to work with these NGOs individually or in groups to map out their available resources and engage their stakeholders such as staff members, management, board of directors and funding partners to jointly

address this challenge. Promoting peer learning among certified NGOs and non applicant NGOs through building a community of practice for these NGOs. A series of coaching and mentoring to the applicant NGOs will be provided based on the results of discussion between each NGO and CCC.

4. It is still viewed that some of the standards are too high so that many applicant NGOs find it very difficult to meet the minimum standards, especially 4.1, 5.2, 6.1, and 7.5 as they require substantial finance, time and other resources to support.

CCC will work with the applicant NGOs through an inclusive approach with key stakeholders to deepen understanding of the importance of these standards and to generate adequate resources to comply with all the standards in the NGO code. The standards in the code and VCS process will be reviewed.

5. The sources of funding for the NGO community in Cambodia remain primarily from the foreign community either directly or via locally operated international NGOs. The global economic crisis in late 2008 resulted in negative impacts to the NGO community, which continue to be felt today. Some local NGOs were unable to access competitive funds with their limited capacity. At the same time, some international NGOs who used to provide financial and technical support to local NGOs have reduced their commitment or cancelled their programs in Cambodia.

CCC will conduct a survey on the development trends and work with local, international NGOs and development partners in Cambodia, especially the established short term task team (STTT) and long term task team (LTTT) to discuss and develop a set of strategies to address this and other related issues.

6. Many small local NGOs do not have the time or resources, both human resource and financial, to meet all standards required in the NGO code. They need to produce a number of key documents such as organizational policies, annual report and strategic plan required by the NGO code.

They will be encouraged to participate in the capacity development and learning program of the GHP. They will be invited to participate in key events such as multi-stakeholder consultation workshops and other events so that they can connect with other potential partners/development partners, and to access information about funding opportunities from the CCC database and publication on funding agencies contacting listing. The provincial learning forum (community of practice) will be the space for them to continue to build their capacity and to strengthen their networks.

7. Providing training courses is an issue, and conducting mentoring and coaching to participant NGOs to internalize what they have learned into their program and organization is another issue related to access to adequate resources. Between courses and follow-up mentoring, CCC staff are spending a large proportion of their time travelling and out of the office while good documentation/reporting requires significant resources and adequate staff members.

Some of the activities related to capacity development will be reduced in scope. CCC plans to recruit one more officer to support the existing team to conduct mentoring and coaching to the participant NGOs. A volunteer advisor from AVI will come onboard and provide substantial support to the team. A clear mentoring and coaching guideline for the training courses will be developed as a guide for staff members to effectively implement their tasks.

8. Working with membership/coalition organizations has numerous challenges as they have their own obligations to their own organizations and members and, as such, decision making is sometimes complicated and slow.

CCC will continue to work with all membership/coalitions and the established STTT and LTTT to set CSO strategies for addressing the short and long term issues. The strategic plan for the NGO community will be developed by and for themselves so that it will be the foundation for collective decision making.

9. All existing working groups established by CCC to provide oversight and strategic support to different key focuses such as voluntary certification system, capacity development and learning and research are working on a voluntary and unpaid basis and they have their own commitments so that sometimes it is hard to bring everyone onboard together at the same time, resulting in delays of key decisions.

CCC will try to work with them as individuals and as a group to find appropriate ways such as a clear schedule, a flexible working approach and procedure, and consider a provision to provide a reasonable honorarium for their participation.

10. CCC has a clear advocacy role for NGOs, as well as seeking to give an honest account of all difficulties in the sector to help direct support and strengthen the sector, but because of CCC's position any published material reflecting current challenges could be viewed out of context and used against the sector.

CCC will investigate with the to-be-established national research working group. CCC will play a role in facilitation and coordination within the NGO community to ensure that any published material reflecting current challenges should not be viewed out of the context and used against the sector.

V. FINANCIAL MANAGEMENT

The budget requirements of the GHP for 2012 is **US\$1,716,375** in which CCC plans to contribute US\$226,159.69 (13%) and the remaining will be sourced from donor support.

As of 30 June 2012, CCC has sourced a total of **US\$519,296.78** from donors of which only **US\$435,832.50** has been disbursed into CCC accounts. Thus the funding gap is **US\$1,054,385.81**. Full details are described in table 1.

During the first semester total expenses amounted to **US\$285,451.39 (16%)** of the planned budget.

Expenditures during the last six months were managed with caution and diligence. Decisions were made on a fund availability-driven manner instead of budget plan driven. The following factors are underling factors causing poor rate of delivery during the reporting period:

- Late disbursement of fund from some donors
- Late payment of membership fees by members
- Some activities are time bound and support was activity only
- Limited fund available to conduct full scale recruitment as planned
- Rollover of activities into second semester due to limited availability of staff
- Management decision not to roll out capacity development plan due to fund limitation
- Postponement of salary scale review for all staff
- No expansion of office space as planned
- Planned costs of three to four advisors are not spent but supported by in-kind support from AVI and VSO.

Table 1

Description	Original Budget	Annual	Commitment (Jan-Dec'12)	Actual Receipts (Jan-Jun'12)	Funding Gap
Income	1,716,375.00		745,453.47	640,720.97	1,075,654.03
CCC own contribution	226,156.69		226,156.69	204,888.47	21,268.22
Grant Support	1,490,218.31		519,296.78	435,832.50	1,054,385.81
	Original Budget	Annual	Actual spent (Jan-Jun'12)	Delivery rate During last 6 months	Forecasted Expenses (Jul-Dec'12)
Expense	1,716,375.00		285,451.39	16%	1,430,923.61
Program Cost	1,037,621.00		111,770.05	10%	925,850.95
Comp 1	348,745.00		48,689.43	14%	300,055.57
Comp 2	364,135.00		32,770.56	9%	331,364.44
Comp 3	324,741.00		30,310.06	9%	294,430.94
Human Resources	107,571.00		104,615.53	97%	2,955.47
Admin/utilities	571,183.00		69,065.81	12%	502,117.19

Note: The in-kind support of the approximate value of US\$120,000 for three expatriate volunteers generously supported by AVI and VSO is excluded in this budget table.

The above first budget table is determined as scenario 1 (based the original annual budget for GHP implementation in 2012). All bids submitted during this semester will only materialize into funding support for late 2012 or early 2013 and status of success are yet to be known. Thus CCC wishes to propose two budget scenarios for next semester as shown in table 2 and 3 below.

Scenario 2 assumes that no additional funds will be added to existing pledged funding support and the next semester' s expenditures will be based on a total income of US\$745,000 only. This scenario also implicates severance or postponement/rollover some activities into 2013.

Table 2

Description	Revised Budget Plan	Commitment (Jan-Dec'12)	Actual Receipts (Jan-Jun'12)	Requirement (Jul-Dec'12)
Income	745,453.47	745,453.47	640,720.97	104,732.50
CCC own contribution	226,156.69	226,156.69	204,888.47	21,268.22
Grant Support	519,296.78	519,296.78	435,832.50	83,464.28
	Revised Expenditures budget	Actual spent (Jan-Jun'12)	Delivery rate During last 6 months	Forecasted Expenses (Jul-Dec'12)
Expense	745,453.47	285,451.39	38%	460,002.08
Program Cost	357,765.66	111,770.05	31%	245,995.61
Comp 1	116,869.21	48,689.43	42%	68,179.78
Comp 2	116,035.10	32,770.56	28%	83,264.54
Comp 3	124,861.35	30,310.06	24%	94,551.29
Human Resources	218,247.55	104,615.53	48%	113,632.02
Admin/utilities	169,440.27	69,065.81	41%	100,374.46

Scenario 3 assumes that CCC can source additional funds of US\$254,547 as core funding to be added to existing pledged funding support and the next semester's expenditures will be based on a total income of US\$1,000,000. This scenario also implicates less severance or postponement/roll-over of activities into 2013. Scenario 3 will probably also enable CCC to augment its staffing portfolio to 40 or 45 staff. Table 3 below outline how the expenditure delivery trends for the next semester.

Table 3

Description	Revised Budget Plan	Commitment (Jan-Dec'12)	Actual (Jan-Jun'12)	Requirement (Jul-Dec'12)
Income	1,000,000.00	745,453.47	640,720.97	359,279.03
CCC own contribution	226,156.69	226,156.69	204,888.47	21,268.22
Grant Support	773,843.31	519,296.78	435,832.50	338,010.81
	Revised Expenditures budget	Actual spent (Jan-Jun'12)	Delivery rate During last 6 months	Forecasted Expenses (Jul-Dec'12)
Expense	1,000,000.00	745,453.47	29%	714,548.61
Program Cost	553,424.01	357,765.66	20%	441,653.96
Com1	183,191.34	116,869.21	27%	134,501.91
Com2	176,130.98	116,035.10	19%	143,360.42
Com3	194,101.69	124,861.35	16%	163,791.63
Human Resources	228,468.43	218,247.55	46%	123,852.90
Admin/utilities	218,107.56	169,440.27	32%	149,041.75

VI. NEXT SIX MONTH ACTION PLAN AND BUDGET

This section describes key milestones to be delivered in next six months from July - December 2012. For more detail please see Annex 9.

Component 1: Voluntary Certification System

To continue increasing NGO compliance with minimum standards of good practices, the Component 1 team will recruit one more officer and continue to enlist NGOs and increase recognition and support of the VCS by the RGC and development partners. At least 100 VCS Info kits will be distributed to development partners and the RGC for their information and support. At least two provincial networks will start to implement communities of practice to learn and debate on NGO governance issues and development effectiveness with their members.

The VCS instruction manual (systems, approaches and guidelines). The rating system, information gathering, e-reporting system will be developed and improved for betterment of application process. CCC will recruit a consultant to work with team members in this endeavor.

The Component 1 team expects to receive 18 new applications, three of which are applications for certificate renewal. 20 applications will be completely reviewed and at least five of them will be awarded a certificate of good governance and professional practice with three year validity. The team will engage at least five VFAs in the field assessment of applicant NGOs. At least 20 final reports with recommendations will be produced, approved by NCCC and shared to applicant NGOs. The team will conduct at least seven meetings with VCS WG and NCCC to review and approve the applications.

The team will conduct a series of monitoring and follow-up visits with at least six certified NGOs for maintaining their compliance with the minimum standards and with at least 12 applicant NGOs for their fulfilment recommendations provided by the NCCC toward compliance with all the standards.

Materials for the independent center will be ready for registering with the relevant ministry. An oversight committee will be formed to oversee the development process of VCS independent center. A consultant will be recruited to work with the oversight committee to develop the governing body, by-laws, and strategic plan. The funding proposal will be developed in early 2013 and together with the other materials will be used for raising funds to run the independent center.

Component 2: Capacity Development and Learning

To continue increasing the capacity of NGOs to participate in and contribute to the development of Cambodia, the Component 2 team will have a volunteer advisor to work with and together aim at reaching the following key milestones:

A capable working group with 9-15 representatives from NGO, private sector, government and like-minded individuals will be formed and at least three meetings will be conducted with this group for overseeing capacity development and learning initiatives. A comprehensive assessment on NGO capacity development and learning will be commissioned, key prioritized training and learning topics will be identified, a national training agenda will be developed and the mapping of training institutions to deliver the national training agenda will be carried out.

Three training courses - Applied Research in Organization (ARO); Applied Participatory Action Research in Organization (APARO) for NGOs in Northeast and Northwest provinces; and Governance, Professionalism and Accountability (GPA) for NGOs in Northeast and central provinces will be conducted in order to improve

their critical and big picture thinking, participatory action research, downwards accountability, and organizational effectiveness.

Mentoring and coaching to the CPAR, ARO and APARO participant NGOs to implement the existing nine action research proposals developed by CPAR participants, and to produce and implement the expected seven conventional research proposals developed by ARO and APARO participants, as well as to finalize the research reports from all training courses. Some of the reports will be selected to share to the national symposium and/or at CCC issues briefing workshop(s).

At least four more learning forums within four communities of practice (Finance, HR, M&E, ICT) will be successfully conducted with good participation (85 people each) from CCC members. The M&E practical guideline will be finalized and the ICT practical guideline will be in the process of finalization, with both being made available to NGO community for the improvement of their internal practice. Training packs for ARO, APARO, CPAR and GPA will be developed at least as final draft.

At least two provincial NGO communities of practice on good governance will be conducted in Battambang province and Rattanakiri province.

Component 3: Knowledge Management, Advise, Referral and Linkages

In addition to the current staff members, Component 3 will have one more applied research officer, and volunteer advisor come onboard in July/August 2012. The key milestones below will be successfully delivered to foster the collaboration of NGOs to effectively contribute to the development of Cambodia.

A national research working group will be formed based on terms of reference. A clear activity work plan and meeting schedule will be developed and at least one to two meetings with the working groups conducted. The meetings will have an initial discussion on a national research agenda and knowledge management for the NGO sector.

The NGO database will be updated on an ongoing basis and used for building collective efforts in responding to emerging and development issues. The 2012 funding agency directory will be printed and made available for interested audiences.

At least three more meetings with provincial NTO networks and three bi-monthly CCC member meetings will be conducted to provoke discussion on issues related to organizational and development effectiveness.

At least one study on CSO contributions to the development of Cambodia will be conducted. The study will include the performance and activities of NGOs, the changing attitudes and awareness of governance practices in CSOs, information needs of the NGO community, and trends of international NGOs and development partners and NGO community.

Several meetings will be convened with a short term task team (STTT) and long term task team (LTTT) and draft strategies for short and long term CSO advocacy will be developed.

Continue to work with Working Group on Partnership and Decentralization (WGPD) to finalize its program plan and ensure that a new structure is developed to drive the plan.

At least one to two sub-national workshops, one national workshop and one regional workshop will be conducted with participation from different stakeholders from government, development partners, and the private sector. Continue to engage with regional and international community through Better Aid, Open Forum, and other networks to finalize and realize governing and implementing structure of Busan Partnership for Effective Development Cooperation. Component 3 will continue to bring the shared voice on

emerging issues to different stakeholders at both national and international levels. Actively participate in organizing ASEAN peoples' forum in November 2012.

Component 3 will continue to discuss and debate on the draft Cyber Law draft Law on Accounting and Auditing amongst NGO community and key relevant government ministries to assist in the improvement of the process and content of the draft laws.

VII. CONCLUSION

Guided by its new strategic plan (Vision 2015) and its multi-year long-range program (the Governance Hub Program 2011-2015) focusing on strengthening the governance of the CSO Sector in Cambodia, the first semester of 2012 (01 January - 30 June 2012) was the first small step in a long journey of CCC to metamorphose the organization from a multi-projects approach into a single integrated program. A lot of positive changes have occurred internally as well as externally resulting from that re-branding of CCC. Aligning staff mind-set to new approaches while sourcing resources to deliver the program simultaneously was the main focus of the work during this reporting period. When confronted with changes, there is a choice of addressing the challenges with fear or with hope. CCC staff and management do so with the latter.

Resources mobilizing and disbursements of commitments have been slow and did not reach the planned budget of the first year of the GHP. That has impacted upon the planned staffing level. Given the fact that much of the work of the GHP is institutional advocacy and coordination, full articulation of the planned activities relies heavily on staffing level and capacity. The resources mobilized thus far did not allow CCC to address that issue. As a whole, CCC only managed to implement only just over one third of what was planned for 2012 during this semester.

Nevertheless, CCC, through the GHP, was still able to further advance the inspiration and belief in good governance within the NGO sector through Component 1, while Components 2 and 3 attracted reasonable interest and significant participation from CCC members and partners. Coordination and facilitation of strategic debates and consultations on key issues affecting the NGO community well received and appreciated and timely responded. CCC's ability to follow-up and materialize collective recommendations into actions points cannot be fully addressed due to resource and staffing limitations.

VIII. ANNEXES

1. Monitoring Matrix (Actual Results Vs Annual Work Plan)
2. VCS Instruction Manual
3. Preparation Plan for Independent Certification Center
4. VCS Fee Charging
5. Final Draft of ToR of NCDLWG
6. Training Course Brochures
7. CCC Organizational Style Guide
8. Version Control Guidelines

9. Next Six Monthly Activities Plan and Budget
10. Major Events
11. Testimonials

