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សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

ទស្សនវិស័យ: សង្គមស៊ីវិលមួយដែលមានកិច្ចសហការដ៏រឹងមាំនិងមានសមត្ថភាពឆ្លើយតបទៅនឹងបញ្ហានៃ  
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 July- 31 December 2013

The GHP was supported during 2013 by the following donors and the members of CCC



Promoting NGO Solidarity and Cooperation Since 1990

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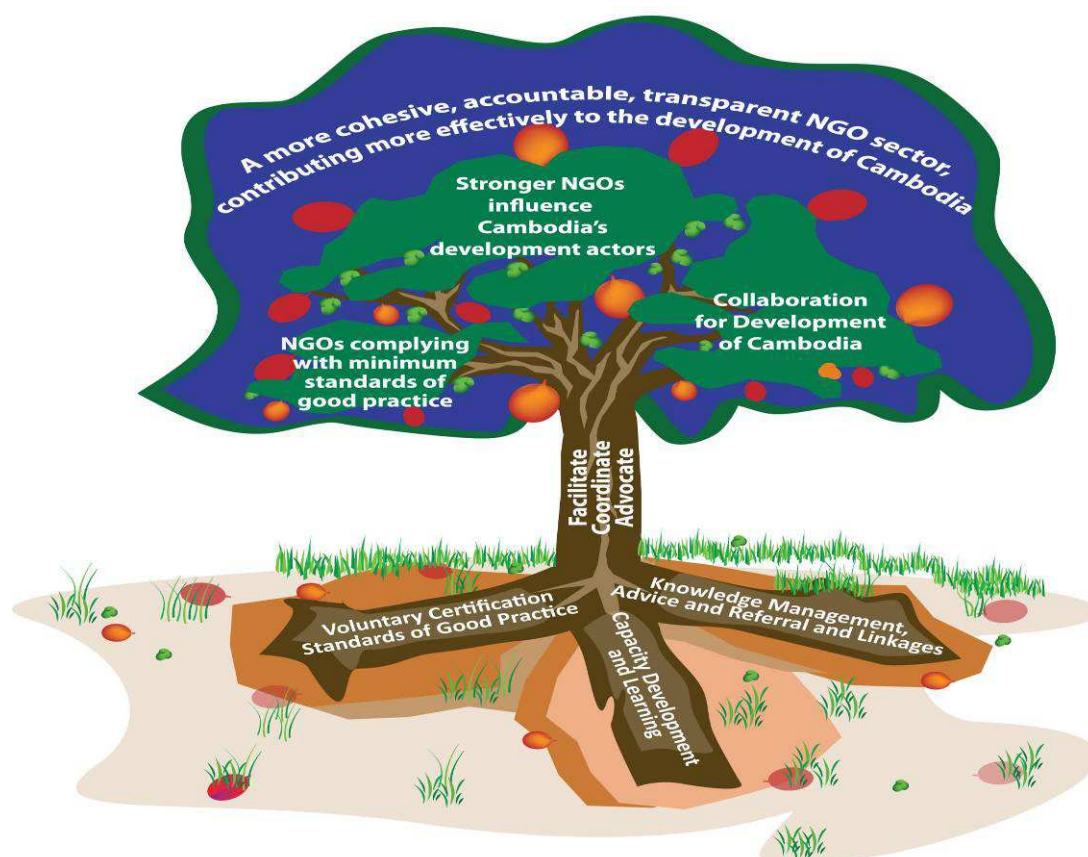
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## I. EXECUTIVE SUMMARY

As the leading and longest-established membership organization for local and international NGOs in Cambodia, the Cooperation Committee for Cambodia (CCC), has maintained their unique role in strengthening the cooperation, professionalism, accountability, governance, enabling environment and effectiveness within the civil society organizations (CSOs) in Cambodia. CCC is continuing to work toward and more effective development across Cambodia.

Since 2011, CCC has been implementing an integrated single program entitled the Governance Hub Program (GHP) 2011-2015 ([http://www.ccc-cambodia.org/downloads/ghp/Final\\_GHP\\_Plan.pdf](http://www.ccc-cambodia.org/downloads/ghp/Final_GHP_Plan.pdf)). This model continues to promote effective use of aid, resources, times, and produces better results/outcomes and bigger impacts. The GHP comprises three closely interconnected components: 1) Voluntary Certification Standards of Good Practice; 2) Capacity Development and Learning; and 3) Knowledge Management, Advice, Referrals and Linkages. Each of these components contributes to the program's identified strategic outcomes and goals.



The year 2013 marks the third year and the last year of implementation for the current Governance Hub Program (GHP). With a new strong leadership team, during the period of last six months of 2013, CCC has successfully developed its new vision and five year program 2014 - 2018 with key new focuses and working approaches. CCC has continued to actively promote good governance and professionalism and an enabling environment/democratic space for civil society in Cambodia by successfully implemented key milestones in the 2013 plan.

A total of 30 major events were hosted by CCC and utilized as opportunities for CCC to interact directly and influence a total of 1368 partners and affiliates. CCC also participated in 48 key events organized by its members and other partners and shared voices on good governance, and other related issues to 1108 participants. These partners include those from Cambodia and the international community and issues centered around policy and practices responding to the issues of good governance, enabling environments, voices of grassroots, and capacity development.

### **Component 1**

The works of Component 1 are on track and remain highly relevant and well subscribed. Good governance within NGOs is continuously increasing through the application of minimum standards of good governance practices and the Voluntary Certification System (VCS). In total for year 2013, 19 applications had been received, eight of which had been certified. Particularly in the second semester of 2013, seven applications had been received (two new NGOs and five renew NGOs). The 946 participants of VCS process have an enhanced understanding of good governance, accountability and transparency and the importance of the NGO Code and VCS. A study report on impacts of the NGO Code and VCS indicated that certified NGOs are now more accountable to, transparent with and have engaged beneficiaries in the development process, their funds have been used properly and they have well responded to the needs of their community. Their beneficiaries have gained more ownership in their community development process and results. The trust amongst staff and between CNGOs and public as well as government has been significantly increased. VCS has been used as a tool to legitimize NGO's credibility.

A new NGO Code has been developed as a result of wider consultations and other participatory approaches, and was then endorsed by NGO community and NGO Code Compliance Committee (NCCC) in November 2013. Its ultimate aim is to improve the quality of the VCS system and effectively respond to demands of civil society organizations, government and development partners, and in line with national strategic development plan, and international principles such as Istanbul Principles of CSO development Effectiveness.

### **Component 2**

Capacity of CSOs in Cambodia in responding to contemporary needs of the new development trend is vital. The 3 Year National Capacity Development and Learning Agenda for CSOs in Cambodia has now been synchronized into the new GHP (2014-2018) and will be implemented from 2014 onward. 57 participants of the training courses on Governance, Professionalism and Accountability (GPA); Community Participatory Action Research (CPAR); and Applied Research in Organizations (ARO) have increased their capacity to develop materials and reform governance structure toward an organization with governance and professional practices. They were able to conduct research and produce good research reports which are more useful for their organizations and beneficial to their target beneficiaries. 4 research studies were produced and two key thematic issues were addressed which beneficial to 594 beneficiaries of the participant NGOs.

Four learning forums on human resource management (HRM), finance, monitoring and evaluation (M&E), and information communication technology (ICT) for CCC members have been successfully

conducted with 595 participants from CCC members and non members attended. Participants have used their knowledge and skills gained from the forums to improve their internal organizational practices. For instance, some of participants have prepared a set of strategies for their organization's financial sustainability, while some others have used cloud system or other new technology to communicate and store their documents with very low costs, safety and security. Besides from this, a forum for certified NGOs was also conducted and as a result they have continued complying with the minimum standards and they have strong commitment to work together to promote the VCS and joint project development, and fund raising.

### **Component 3**

During the second semester of 2013, key interventions such as a series of regional and national consultations, international conferences were successfully conducted and voices of CSOs and grassroots on beyond 2015 development agenda were widely heard and reflected into the new National Strategic Development Plan (NSDP) 2014 -2018, and new Development and Cooperation Partnership Strategies (DCPS) 2014 - 2018 of the government of Cambodia. Voices of CSOs have been consolidated into CSO's Universal Periodic Review (UPR) report and submitted to UN agencies, especially UNOHCHR, and Secretary General. CSOs are well prepared in responding to the reemerging Law on Associations and NGOs (LANGO), Cyber Law, as well as other related laws. A report of National Assessment on the Enabling Environment for CSOs in Cambodia has been produced and will be printed and launched in earlier 2014. The study focused on the legal, regulatory, and policy environment in which CSOs operate, as this is key to their ability to register, operate, access resources, and effectively engage in advocacy, all of which in turn contributes to civil society's ability to flourish and be successful.

### **Responding to emerging issues**

In order to promote democratic space, CCC has been actively involved in supporting CCC members and CSO coalitions in monitoring the 2013 election results and its process of solving election irregularities. CCC has participated with CSOs and community people to call for the government and all relevant parties to obey the laws, respect the human rights and solve the problem in a non-violence manner. Besides from being the human right observers, CCC has also involved in the first aid committee and operated these volunteer social activities in most of the public gatherings.

CCC called its members and CSOs to participate in responding to the flood that killed nearly 200 people and affecting thousand households. Some of CCC members are co-chair/facilitator of Humanitarian Response Forum (for international NGOs) and Cambodian Humanitarian Response Forum for local NGOs and they have well responded well to this crisis. Many CCC members and staff had donated, either in cash and/or kinds to hundred thousand victims, and households in 17 provinces affected by flood.

### **CCC Visibility and Partnerships**

CCC has successfully transferred new leadership, while ensuring smooth and efficient operations even though this was in a transitional period between the existing GHP and the revised GHP which will come into effect in 2014.

CCC has continued to increase its credibility and visibility of CCC at national, regional and international levels through public debates, conferences, and other interventions. Most of key interventions of CCC were well covered by media ranging from social media, printed media, radio, television and other media.

At the national level, CCC is a member of the national working for social accountability, Board of Director member of the NGO Fund on Gender Based Violence (GBV), a member of the Partnership & Harmonization Technical Working Group, and a steering group member of the Governance Resource Learning Center of MOI. At the regional level, CCC is a co-convenor of the Asian Development Alliance (ADA), focusing on the Post 2015 Development Agenda, a member of the national deliberation and Regional Coordinator for Asia of Beyond 2015, and a member of the International Federation Platform (IFP), and a member of People in Aid (PIA) - promoting accountability standards and tools. Furthermore, CCC and Transparency International Cambodia have become strategic partners to promote good governance and fight against corruption and have signed an MOU to commit to working together to achieve this goal.

During this reporting period, CCC has also built strong and strategic partnership with four provincial NGO networks, and informal groups, such as solidarity house - eight organizations. CCC started building good relationships with private sector, aiming at mobilizing resources and efforts for effective development for Cambodia.

CCC was the local host of the Asia Pacific Civil Society Regional Consultation Meeting in Phnom Penh which is funded by the United Nations Environment Programme (UNEP), and the Asian Development Bank (ADB), Satagoeri Project and Eco Mom Korea. A joint statement was produced from the consultation and submitted to UN general meeting in New York in September 2013.

### **Staffing**

As the end of 2013, CCC employed 34 staff, in which three of them are newly appointed in second half of 2013. Staff members of CCC have become stronger, more capable, and dynamic, effective and professional in responding to the demands of civil society and other stakeholders. Their commitment and competence are a great fit to the organizational culture and skills requirement of CCC and GHP.

### **Funding and In-kind Support**

In the second semester of 2013 from 01 July - 31 December, CCC has generated US\$334,828 in total out of US\$1 million annual budget or US\$369,464 second semester budget. As of December 2013, the total actual income received by CCC is US\$965,366 (including fund balance from last year) while CCC is currently in negotiation with several donors including: AusAID, DAI, SIDA, SDC, and others for their financial commitment for their support to the new GHP in 2014 and beyond. Moreover, CCC is

fortunate to have four qualified and hard working full time volunteer advisors from Australian Volunteer International (AVI) and Voluntary Service Overseas (VSO). Over 70 volunteers are joining with CCC as working group, research advisory board, short term and long term task team, board and GPP committees. They are from CCC members, NGO communities, governments, and private sectors to support the implementation of GHP and CCC is grateful for their support and dedication.

### ***Vision 2018 and the Governance Hub Program (GHP)***

In order to stay relevant, more effective, and responding to new development paradigms happening nationally and internationally, CCC has put a lot of resources and efforts to develop a new version of its Vision and GHP for 2014 - 2018 with endorsement from CCC members and approved by the Executive Committee (EXCOM). It is a result from wider consultations (interview, small group discussions, etc.) with all relevant stakeholders included CCC members, staff members, management and EXCOM, development partners, government and private sector. The new vision and GHP focus on the following:

Vision: Sustainable Development for Cambodia.

Mission: We provide high quality services to civil society and influence Cambodia's development actors.

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

In conclusion, the achievements of CCC for the second six months of 2013 can be counted in terms of both the programmatic level and institutional development level, and have benefited CCC members, civil society, development partners, government and grassroots, working towards enhancing good governance and enabling environments for all development actors in the country.

CCC's long-term objectives are on track and it reached the annual targets stated in the 2013 plan. CCC has well prepared to cope with new development challenges affecting civil society since it has finalized Governance Hub Program (GHP) and Vision 2014-2018 with key new focuses and approaches that will provide benefit the most to the civil society and Cambodians.

## II. INTRODUCTION

This single document is a six month narrative and financial report for 01 July – 31 December 2013 of CCC that presents its achievements against 2013 planned outputs and outcomes of each component of the GPP and enabling goals, challenges and proposed solutions, summary financial status, and annexes (monitoring matrix, next six month work plan, etc.). It is a tool for monitoring the progress of the set plan.

This report is the result from a monitoring system and participation from component/unit head/responsible persons who completed information on their achievements and other required information. This document is consolidated by the Head of Program with support from Head of Operations, Head of Communications and all component managers. The final report was edited by Executive Director and endorsed by the EXCOM. The format of this report has been successfully drawn from various reporting formats of CCC funding/development partners and reflected recommendations made from CCC donors. It is equally or exceedingly responding to the reporting requirements of all CCC funding partners.

This report describes significant contributions made over the second six months of 2013 toward the overall achievements of outcomes, goals, values, mission and vision of CCC. CCC's vision is for a strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

## III. KEY ACHIEVEMENTS AGAINST OUTCOME

In general, many activities committed in 2013 plan have been successfully implemented that contribute to reaching the expected outputs and outcomes of 2013.

The following part is the summary of key achievements made over the second six months of 2013 and the monitoring report can be found in Annex 2: 2013 Semester 2 Monitoring Matrix (Actual Results Vs Annual Work Plan), with the full list of major events conducted by CCC in Annex 3: 2013 Semester 2 Major Events Table.

### *I. Key Achievements at Program Levels*

#### *I.1 Component 1: Voluntary Certification*

##### **I.1.1 Overall Governance and Management**

In general, CCC Senior Management Team (SMT) and Management Team (MT) provide regular strategic and leadership support to the GPP team. The second semester of 2013, GPP increased two more staff namely Quality Assurance Specialist and Certification Officer, so as end of December GPP composed a team of eight members (4 females). The two structures below informed that some of position titles have been changed and indicated GPP has deployed adequate human resources to

support applicant NGOs in promoting good governance and professional practices within their organizations.

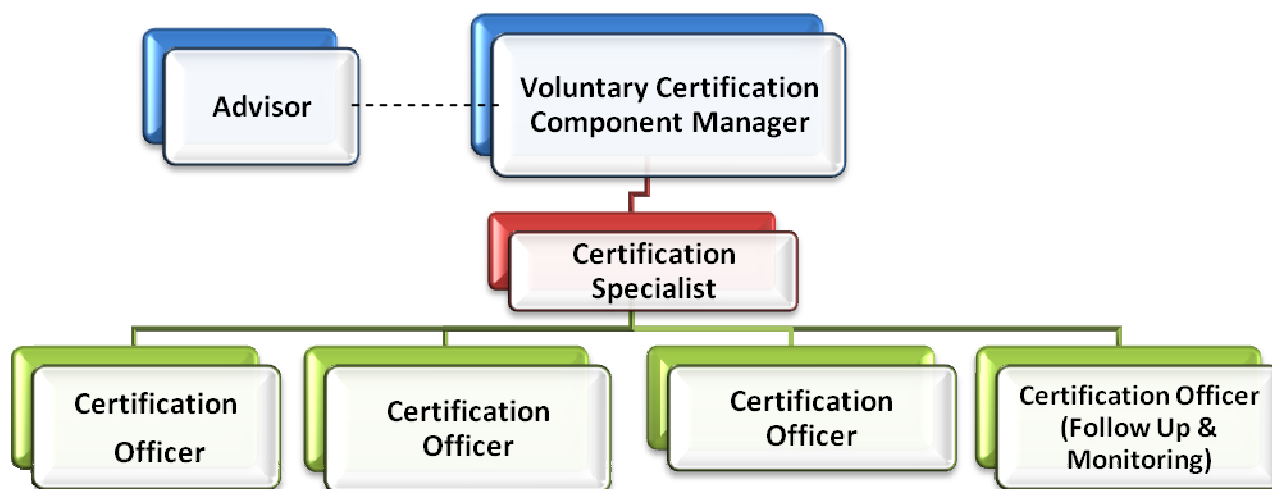


Figure 1: Component 1 structure as in the first semester of 2013



Figure 2: Component 1 structure as in the second semester of 2013

During the second half of 2013, NGO GPP continuously received strong and valuable support from 50 key volunteers from both individuals and agencies and they served different roles as follow.

15 members (six female) of them who come from certified NGOs, individuals, and representatives from government and private sector served as NGO Code Working Group (WG). The WG plays an important role in promoting quality in the application review process, providing recommendations for further review, and participating in reviewing and updating the NGO code and VCS. Nine volunteers (four female) sit on NGO Code Compliance Committee (NCCC) and come from Certified NGOs, individuals, government, and private sector representatives. The NCCC provides the final decision on whether to award the GPP certificate to the applicant NGOs, based on the results of their desk review and field assessment.

During the last quarter of 2013, two of them were from WG and NCCC so that the remaining members were 14 for WG and 8 for NCCC. GPP team has discussed with other members and planned to recruit the new members in early next year.

There were 25 Voluntary Field Assessors (VFAs) (8 females VFAs) who come from Certified NGOs and worked in partnership with the GPP team to conduct field assessment of applicant NGOs.

The GPP team has continued to develop their capacity in order to effectively and professionally respond to the demands of the NGO community. The team members have participated in various in house training and external training courses and have increased their skills in organizational development, research methodology and report writing.

### **I.1.2. Key Achievements Against Outcomes**

The Voluntary Certification System Component's outcome is that NGOs comply with minimum standards of good practice. Three key performance indicators to measure the success of this outcome, and 19 key activities to be implemented as described below.

#### **Outcome 1 NGOs complying with minimum standards of good practice**

**KPI 1.1 At least 50 applications received and 18 of which certified, including 5 recertified, through a voluntary certification process and adopting accountable, transparent and democratic management process according to the guidelines of minimum standards of good practice.**

Currently, the promotion of good governance, accountability, transparency and professional practices within NGOs remain high and most relevant to other stakeholders including development partners.

As end of December 2013, GPP received 40 applications (including 21 applications pending from 2012). Eight of them were certified and two among the eight were successfully renewed their certificates.

In semester 2, seven applications were received ( 2 new and five renewals). In addition, the other ten were from NGOs who fulfilled and submit their application after receiving the recommendation from NCCC.; However, one of the five is submitted their fulfillment after a timeframe of 12 months recommendation. A total of 14 applications were completely screened. Five of which have been awarded the certificate of good practice with a validity of three years. The other nine applicant NGOs have received a full assessment report with clear recommendations from GPP for improvements on their performance to meet all the standards. These nine NGOs will have to submit the applications after having fulfilled the NCCC recommendations within 12 Months.

Based on feedback and observations from the field assessment team (GPP and VFAs), 305 staff and 361 beneficiaries, 50 boards of directors, four government representatives, 49 donors of the processed applicant NGOs who have been engaged in the assessment process have a better understanding about good governance and the GPP system and its process, and they committed to improve governance, accountability and professional practices within the organizations and communities they work with. More importantly, most donors of the applicant NGOs have encouraged their other partners to

participate in the VCS process and dozens of NGOs are in the preparatory process of applying for the GPP certificate.

These achievements have resulted from the implementation of the following activities:

➤ **Conduct promotional campaigns of GPP and VCS**

GPP promotional leaflets, folders, and stickers, were developed, designed and distributed to the more than one hundred participants in the event of 7<sup>th</sup> certified NGOs forum, which was conducted in 05 December 2013 at Sunway Hotel and will be distributed in other events in the early of 2014.

A mass promotional campaign on NGO good governance and roles of CSOs was conducted over this reporting period. They included website, CCC social media (Facebook), radio talk via Voice of Democracy (VOD) station, FM 102 MHZ, TV broadcast of certified NGOs awarding ceremony through Cambodian News Channel (CNC), Hang Meas (HM HDTV) and other printed GPP promotional materials. The campaigns have reached to thousands of individuals and institutions nationwide.



Moreover, in August 2013, through the cooperation and partnership with the Demand for Good Governance Project based in the Ministry of Interior, Mr. Soeung Saroeun, Executive Director of CCC and as a founder of GPP project was invited to talk at the Voice Of Democracy (VOD) Radio with the topic on Good Governance for Government and CSOs sector.

Asides from these, the GPP team also provided orientation and/or presentation on the NGO Code & Voluntary Certification System to some strategic partners including:

- Presentation of the Voluntary Certification Component Manager in an international leaning event in Bangkok, Thailand, on the topic of “Can certification contribute to humanitarian effectiveness”, which organized by Humanitarian Accountability Partnership (HAP) and Steering Committee for Humanitarian Response (SCHR). The aim of the event was to share learning from on-going certification initiatives in the humanitarian sector and hear about quality assurance models in the private sector.
- The Executive Director of CCC and the Voluntary Certification Component Manager were invited to do the presentation on the effectiveness of the Board of Director for CSOs and GPP in the Good Governance workshop conducted by KHANA in Preah Sihanouk Province in July 2013. From this presentation, KHANA has shown a high commitment in encouraging its partners to maintain and apply for GPP certificate as well as to be the strategic partner with CCC and GPP in promoting the governance within CSOs sector.
- Presentation about the NGO GPP Code and Voluntary Certification System was presented by the Quality Assurance Specialist of the Component at the CCC’s training course on Governance, Professional, and Accountability (GPA) in September 2013 at KSSA building, Phnom Penh. After the presentation, it was observed that all participants committed to using the knowledge gained during the training to improve their organization's governance and professional practices. The

participants also committed to share to other NGOs whom they have working partnerships with, about the NGO Code and VCS.

- In collaboration with Component 2, one of the seven important headings of Code of Minimum Standard, Human Resource Management was presented by Certification Specialist to more than 80 participants from CCC members during the Human Resources Management Learning forum conducted in July 2013. Similarly, during the Second Finance Forum in December 2014, the newly revised Code was also presented to the more than 90 participants of CCC's member NGOs. For the immediate result, it allowed all participants to understand more clearly about what the codes are related to the topic and encourage them to be ready to apply for GPP.
- Another important presentation on "How to be ready for GPP" was presented in the Bi-monthly meeting conducted in July, 2013, to more than a hundred participants from CCC's members. As immediate result, there were few NGOs came up to express of their interest and benefit of becoming GPP certified NGOs. For instance, one of the above mentioned NGOs (KrY) submitted the application to GPP in September 2013.
- The clarification process of applying for certification was presented to 56 participants in the Plan International annual partnership meeting on September 06, 2013.
- In the second six months of 2013, GPP team also presented the code of minimum standard to many individual Interested NGOs.

➤ **Receive applications, conduct preliminary review and manage database of applicant NGOs**

To promote the convenience and cost effectiveness for the VCS, an online application system has been developed and used. At the end of December 2013, there were 16 NGOs who demonstrated their interest in applying for GPP certificate have received a username and password to submit their application online. Five of them have submitted their application online to the GPP team. The team also managed the database of applicant NGOs. The database contains information about profile, budget, target groups/beneficiaries, date of application, status of applicant NGOs, etc. which is useful for the team to track the information, measure the progress and extract into report on applicant NGOs.

➤ **Strengthening VCS Working Group and NCCC**

The VCS Working Group (WG) and NGO Code Compliance Committee (NCCC) continued to play a significant role as governance oversight and decision making bodies for the GPP.

Several meetings have been conducted separately between the WG and NCCC. However, the second joint NCCC and WG meeting was held on 01 November 2013 at Sunway Hotel with seven (four female) members (three from WG and four from NCCC) in attendance. The meeting was chaired by the CCC Executive Director and facilitated by NGO GPP component and produced active and fruitful discussion. The meeting provided WG and NCCC with a general update on the VCS, and they have built relationship and better understanding one another's role. The meeting discussed and approved the final draft report of consultant studied on impact of certification and feasibility for Community Based Organization and supported the action plan for implementing the recommendations from the

study. The revised version of the GPP Code was finalized and endorsed by the participant WG and NCCC.

➤ **Provide training, coaching and mentoring to VFAs about conducting field assessments and producing a report of the assessment**

CCC continuously promotes good governance and accountability with NGO community in Cambodia, CCC/ NGO GPP has integrated peer review system into the Voluntary Certification Process. This means that the certified NGOs (CNGOs) are encouraged to share their best practices to other NGOs in their appropriate ways. One of the collective efforts is the engagement of a representative from CNGO as a Volunteer Field Assessor (VFA).

Regular training and coaching was provided to the selected VFAs. They have developed their capacity and have actively participated with NGO PP team to conduct field assessment of applicant NGOs.

One-day refresher training to the VFAs was successfully conducted with the total 13 participants ( 2 female) in the first week of December. The VFAs have appropriate capacity and gained their confidence in conducting field assessment of the applicant NGOs with GPP team.

➤ **Work with VFAs to conduct field assessment with at least 500 staff members, 100-150 board of director members, 100 funding partners/donors, 700-1000 beneficiaries of 40-50 applicant NGOs toward certification of good governance and professional practice**

The GPP team has conducted 16 field assessments to 16 applicant NGOs. The assessment process has enhanced knowledge and understanding of 946 participants about good governance, accountability and transparency and the importance of the NGO Code and VCS. The 946 participants included: 299 NGO staff members; 56 boards of director members 40 funding partners/donors; and 456 beneficiaries of applicant NGOs.

From July to December 2013, five NGOs were approved by NCCC for awarding the certificate. They are Indigenous Community Support Organization (ICSO); Cambodia Woman Crisis Center (CCWC); The NGO Forum On Cambodia (NGOF), Child Right Foundation( CRF), Veterans International Cambodia (VIC).

➤ **Produce at least 40-50 comprehensive assessment reports**

As end of December 2013, around 50 comprehensive reports were produced. 14 of them were done in semester 2. Upon their completion and approval, these reports have been shared with the applicant NGOs. These assessment reports include key summary, process, key findings and recommendations, all of which have been gained after a series of comprehensive field assessments. The reports are very useful for applicant NGOs as they assist them to understand the current status of their organizational practices and while providing any necessary recommendations for how to improve organizational governance and professional practices. The report is also beneficial for the organization and their supporting donors and development partners to learn how they can support both technical and financial support for implementing the recommendations. The GPP team also issued a cover letter to each applicant NGO which provides an executive summary on application status and areas for improvements.

➤ **Mentoring and Coaching for NGOs who have received recommendations from NCCC**

During the second semester of 2013, there were 15 applicant NGOs received coaching and mentoring from Component 2 team. The coaching topics were: policy development, board development, setting up monitoring and evaluation systems.

One of them has successfully responded all recommendations and reapplied for certification while the rest is in the process of fulfilling the recommendations. However, some of the key concerns of NGOs were that a number of them expressed concerns about having a shortage of funds for their organization and not being able to pay for the GPP certification process.

➤ **Support Certified NGOs via field Follow-up visit**

During the second semester of 2013, there was a total of 7 Certified NGOs (including 2 in process) who received follow-up visits from the GPP team to ensure that their professional practices and compliance with the NGO GPP standards are maintained. Furthermore, these visits were also a chance for the GPP team to listen to feedback from CNGOs as they were asked to provide feedback and openly express about how the NGO code could be improved to provide positive benefits for applicant NGOs, certified NGOs, as well as the entire NGO community in Cambodia.

During the follow up visit, the GPP team met with 170 stakeholders (75 females), of which 106 (47 females) are ordinary staff, 54 (21 females) are from management team, 10 (7 females) are the board members. From the meeting, some significant changes were raised by those organizations with particular regards on the governance and management practice.

➤ **Conducted certified NGO learning forum**

With the cooperation from Component 2, the seventh certified NGO forum was successfully conducted on 05 December 2013, in Phnom Penh with the active participation of 34 certified NGOs. In the forum, the NCCC members were invited to provide key notes and opening and closing remarks. Representatives from potential and major donors such as DCA/CA and USAID were invited to share their perspectives and programs to the participants.

CNGOs agreed to have joint efforts in promoting VCS, and joint funding proposal. Three main topics to be jointly developed into program proposal were: 1) Climate Change and Social Economic development and Climate Change, 2) Social Economic and livelihood 3) Food Security and Nutrition. It is expected that these three proposals are developed and submitted to potential donors/funding partners middle next year.



DCA/CA and USAID confirmed their position to support GPP.

**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.**

- **Review and revise current standards, guidelines, and indicators of the NGO Code and VCS in order to meet their needs and to address challenges they faced**

The NGO Code and VCS is revised and finalized the end of November. The pack of which includes the revised code is printed and ready for distribution and launching in January 2014. This will be made available to the public as their guide to improve organizational good governance and professional practices. The new revision contains 25 standards, 71 indicators, and 65 guidelines. It will be printed and launched earlier 2014.

- **Apply NGO Code and VCS within NGO community in Cambodia and possibly in Lao for improving their governance, accountability and professional practices**

CCC is in the process of discussion with Laotian NGOs through Learning House for Development (LHD), and Vietnamese NGOs through VUSFO and Research Center for Management and Sustainable Development (MSD) to promote good governance, accountability, and professionalisms within CSO community in Vietnam, Lao and Cambodia. These two countries are very interested in this initiative and the memorandum of understanding (MoU) will be formalized within next year.

- **Conduct a study on certification impacts and feasibility for setting standards/guidelines for community based organizations/small organizations**

A contract has been made with a freelance consultant to conduct a study on the impacts of certification and feasibility for setting standards/guidelines for community based organizations (CBOs). This study took place from 26 August 2013 to 06 October 2013. The study focused on four key areas: First, it focused on the benefits and impacts of the Voluntary Certification System (VCS) on civil society and other development actors including applicant NGOs, certified NGOs, development partners (bi-lateral and multilateral partners), and government. Second, it focused on what obstacles prevent interested NGOs in applying the VCS. Third, the study would assess whether the GPP Code and guidelines can be simply adapted for small NGOs and/or CBOs. Finally, the study focused on strategized innovative ways to promote the VCS to allow NGOs to maintain their GPP certification.

Referring to the above objective, this study was conducted with the following research methodologies: document review, in-depth interviews, individual interviews, and focus group discussions (FGD). The 28 beneficiary respondents were primarily selected from local and international applicant NGOs, local and international certified NGOs, community based organizations (CBO), members of NCCC & Working Group, GPP staff, donors, and government representative. Key stakeholders were selected from NGO GPP staff and governing bodies, donors, and representatives involved in government good governance reforms. The study used a progressive focus approach and semi-structured key informant interviews and focus groups.

The key findings and recommendations from the study have been made that: the organizational capacity for applicant NGOs still need to be built up; the recognitions from donor and government should be convinced and more promotional campaign about GPP in the national (NGOs, Government, Private sector, University), international should be done more via events or GPP own website. Another important emphasis found from the study is that since GPP will become the independent certification center, the GPP team's capacity development should be paid more attention and supported by the international volunteers, university student volunteers, as well as from other committees (NCCC, VFAs, & WG). Moreover, the roles and responsibilities of the GPP relevant working groups including NCCC, VFA and WG should be precisely stated and understood.

To response to the above key recommendation, CCC and GPP have intergraded those assignment into the GPP action plan, CCC operational plan, and new GHP such as revised the ToR & NCCC working group, improved its promotional complain both in events and website/facebook, conducted meetings on GPP with donors, partners, and governments representative in order to convince and get more recognition, and GPP team capacity building etc. Moreover, GPP is trying to build ownership and the concepts of "Governance & Professional Practice is for all" not intentionally for GPP team, but for Certified NGOs, CBOs, and other stakeholders. The result of key findings and recommendations of this study can be referred to Annex 4.

➤ **Revise and improve and respond to the feedback and complaint mechanism**

The revised feedback and complaints mechanism has been made available at the office and uploaded on the CCC website to collect comments and feedback from public for further improvement of the GPP Voluntary Certification System. The GPP team regularly monitors any feedback or complaints provided through this online system or through other communication methods and attempts to resolve all grievances by abiding by the GPP Grievance Procedure.

**KPI 1.3 The Voluntary Certification System is recognized and endorsed by relevant Government Ministries (e.g. MoFA, MOI), Development Partners, and Private Sector**

The VCS continues to gain national and international recognition as an effective tool to promote NGO internal self-governance and accountability. It also is responsive to Principle number 5, 6 and 7 of the Istanbul Principles on CSO development effectiveness.

➤ **Carry out meetings with key leaders of target government such as MoI, MoFA/IC, CoM, and CDC respectively about their recognition to VCS**

Nine newly certified NGOs (two renewals) were awarded certificate at the Awarding on 27 September 2013 witnessed by 120 representatives from government, development partners, media, and CSOs. Those included BUDDHISM FOR SOCIAL DEVELOPMENT ACTION (BSDA), Cambodian HIV/AIDS Education and Care (CHEC), VSO CAMBODIA, ALLIANCE ACTION FOR RURAL RESTORATION (AARR), CHILD RIGHTS FOUNDATION (CRF), MY VILLAGE (MVI), ASIAN OUTREACH CAMBODIA (AOC), and other two are recertified (SUPPORT ORGANIZATION FOR RURAL FARMERS (SORF) and the NGO Forum on Cambodia(NGOF).

During the Awarding Ceremony to the above certified NGOs, Mr. Buth Chik, the project Manager of Demand for Good Governance (DFGG) in Ministry of Interior, and H.E Yi Veasna, a Government Advisor and Executive Director of National Centre for Disaster Preparedness (NCDP) were invited to attend round table discussion and closing remarks. They strongly recognized the VCS system to support the transparency and accountability in CSOs. In addition, Ms. Janelle Plummer, Senior Governance Specialist of World Bank Cambodia also contributed in the round table discussion by sharing the idea of responses of VCS to aid effectiveness, governance and partner assessment of development partners.



➤ **Hold meetings with development partners to discuss the possibility to promote VCS in their call for proposal**

Number of development partners including AusAID, GIZ, AECID continue to cite the GPP certification as a criteria for their grants scheme. Several meetings with development partners and INGOs such as SIDA and SDC, Plan International, Oxfam Novib, FELM, and DanMission have also been made to advocate them to put “certification” as one of the funding criteria and use VCS as capacity development assessment tool. As a result, many of them have expressed their interest and have committed to support their NGO partners to participate in the VCS process while the others will continue to discuss for their support beyond the certification but financial support to GPP and CCC.

➤ **Organize consultation workshops with governments and development partners for gaining support for VCS to gain recognition, improve the Code and introduce idea of development of new code for CBOs**

CCC through its Component 1 organized a consultation workshop with different stakeholders on NGO code and VCS in September 2013 (the detail of this activity was described in KPI 1.1.2). The NGO Code and VCS have been reviewed and endorsed by the WG and NCCC. Besides from this, and as informed by the feasibility study for the VCS to be applied for grass root organizations, CCC is now in the process of contracting external consultant to assess the possibility of creating a new code for CBOs.

➤ **Conduct a feasibility study with participation from interested certified NGOs and develop joint activities/funding proposals, etc.**

Based on the result of certified NGOs (CNGOs) learning forum, it was informed that most of the CNGOs are interested in working together for to generate better changes and bigger impacts. CCC is in the process of discussion with the interested CNGOs to develop a joint proposal to be submitted to

ADB and other key relevant donors for financial support. It is ideas that motivate CNGOs to work together and to promote effective use of aid.

➤ **Conduct regular monitoring and evaluation on progress and impacts, and produce reports of the Component**

A consultant was hired to conduct an evaluation of the NGO Code and VCS on the CSO effectiveness and development of Cambodia and to look at possibility to develop a set of guideline to support CBOs and other grassroots organizations. Moreover, a set of practical recommendations with the action plan were made and put in the 4 year plan of GHP implementation.

The GPP team itself has continuously improved monitoring system and conducted regular visits to certified and applicant NGOs. The progress, most significant changes, and challenges of each CNGO and applicant NGO has been documented and shared.

It is noticeable that every activity which is conducted by GPP has always come with the pre and post and/or feedback so that the component performance can be evaluated with a system and can be used for improvement and for meeting the contemporary needs of NGO community and other stakeholders.

## ***1.2 Component 2: Capacity Development and Learning***

### **1.2.1 Overall Governance and Management**

Among three component of CCC, the component 2 is implementing capacity development and learning to respond to the four outcomes of GHP program with follow up by four key performance indicators. This component is structured into Component Manager who has been on board since July 2013, Development and Outreach Unit (DoU) and Learning Unit (LU).

The DoU is managed and implemented by one specialist and one officer whose works focus on materials development and documentation, training delivery, mentoring and coaching and workshop organizing. This Unit is also working closely with the Working Group on the National Capacity Development and Learning (NCDL) whose main role is to oversight the overall capacity development and learning activities for CSO in the country.

The LU is managed and implemented by one specialist and one officer whose are responsible in facilitating and conducting trainings, learning forums, workshops and other event related to capacity development and working closely with four working groups on Information and Communication Technology (ICT), Financial management (FM), Monitoring and Evaluation (M&E) and Human Resource (HR) to ensure the effectiveness of the learning forums delivery to the members and non-members of CCC. Moreover, this Unit is supporting the component 1 to make sure the CNGOs are still compliance with the GPP minimum standards and the applicants NGO are met to the minimum standards through mentoring and coaching and forums.

The component manager is a member of the CCC management team to provide the overall leadership direction and daily management to the DoU and LU to reach the outcomes and key performance indicators of the component. Moreover, this component is implementing their works with technical support from a research specialist and research officer of the Component 3, and with advice from the head of GHP, and knowledgeable management advisor. In general, component 2 is one of the dynamic team of CCC where staff has diverse skills, background and capacity to effectively perform the tasks. The component has produced remarkable results over the second six months of 2013 as follows:

## **I.2.2 Key Achievements Against Outcomes**

### **Outcome 2 NGOs build their capacity to participate in and contribute to the development of Cambodia**

The provision of the capacity development and learning services by CCC has contributed to improve the capacity of NGOs both the member and non-member organizations. The services provided consist of learning forums, training courses, workshops, mentoring and coaching, and other capacity development related mechanism. These efforts have increased organizational effectiveness and governance practices within organization where the participant come from. Also, they have significantly contributed debates and strategic discussion on development issues including health, education, technology, and environmental protection.

In order to ensure the quality service delivered by CCC, the in house capacity development is fundamental activity which needs to take into account. In the second semester of 2013 the training course on quantitative data analysis was conducted on 22-23 October 2013 with 12 staff (5 women) of CCC from component 1, 2, 3. The training course focused on the research design and data analysis by using the SPSS. The knowledge from this training course, the Capacity Development and Learning component team has used it to improve the mentoring and coaching service to ARO participants in developing the research proposal, joint conduct field data collection, data analysis and report. After got the service from CCC team the training participants have understood more clearly on how to apply the action research in their organization.

#### **KPI 2.1 A Working Group consists of representatives of various capacity development providers is established and well functioned for providing oversight of the capacity development processes within the sector.**

##### **➤ Bi-monthly meeting with NCDL**

The Working Group on National Capacity Development and Learning (NCDL) remained well-functioning since it was established in July last year. The two main objectives of the NCDL are to: promote effective and inclusive capacity development and learning initiatives and efforts within civil society for their effectiveness and effective development of Cambodia; and obtain mutual accountability between demand and supply sides of capacity development. During the second semester of 2013, three meetings were conducted among NCDL members on a bi-monthly basis. The agenda of the meeting were related to capacity development of CSOs, progress of capacity development and

learning agenda implementation and fund raising activities. More than that, all of NCDL members are committed to participate in the resource mobilization activities such as meeting with development partners such as DCA, FCA and also to involve in developing relevant concept notes. Since the national agenda for CSO capacity development and learning has been integrated into GHP successfully, it is now in a discussion on the continuation of NCDL.

**KPI 2.2 Capacity development needs of the NGO sectors in practicing good governance are being regularly assessed, prioritized and addressed jointly by various capacity development institutions/ organizations in the country.**

In general, there are two main activities including 1) support certifies NGOs to continue to compliance with minimum standard and support applicants NGOs to meet the GPP minimum standard and 2) delivery of training courses.

➤ **Support Certified and Applicant NGOs**

To promote the organization development of applicants NGOs to meet the minimum standards of GPP, the mentoring and coaching services were delivered to 15 applicant NGOs. Based on the evaluation, those applicant NGOs reported to get more support and understanding on minimum standards of NGO GPP as well as on how to fulfill the recommendations of NCCC. As the outcome from this activity, six applicant NGOs have revised their policies, TOR of board members and bylaws and resubmitted them to NGO GPP and they are in the process of reviewing. One (CRF) out of six applicant NGOs has been approved by NCCC to attaining the certification.

As mentioned under component 1 above, to maintain full compliance with the minimum standards of GPP within the certified NGO and continue promoting VCS, the component 2 in collaboration with component 1 organized the 7<sup>th</sup> forum for 36 valid certified NGOs.

➤ **Delivery of Training Courses**

During the second semester of 2013, three training courses were successfully conducted with 53 participants from 41 organizations. The courses included 1) back to classroom course on Community Participatory Action Research (CPAR), 2) training course on Governance Professionalism and Accountability (GPA) and 3) back to classroom course on Applied Research in Organization (ARO). As mentoring and coaching services were supposed to provide additionally to course participants, CPAR back to classroom course was completed in August and GPA course completed in September, while back to classroom of ARO course was completed in November.

**CPAR back to classroom**

Follow the completion the CPAR training course and series of mentoring and coaching, the back to classroom of CPAR was conducted to assure that participants have learnt and applied the best of the theories and back into practices with their communities. This course was conducted with 15 Participants (7 women) from seven NGOs. As result of the training course, seven research reports have been conducted by respective NGO participants in their own fields to address the emerging issues in a participatory way. Those seven researches and reports which focused on education, health, sanitation,

land and natural resources, and livelihood improvements has been compiled and can be referred to Annex 5.

Participants were working on different topics as listed in table below.

Table 1: Participants and their topics on CPAR course

No	NGO Name	Target Provinces	Topic of CPAR Research Focus
1	NAS	Kampong Cham	Community Participation to Promote Primary Health Care
2	CCD	Kampong Chhnang	Community Participation to Protect the Forest
3	RDA	Battambang	Community Participation To Promote Primary School Education
4	BSDA	Kampong Cham	Community Participation to Promote Primary Health Care
5	AK	Pursat	Farming Improvement through System of Rice Intensification
6	DDSP	Pursat	Mobilizing Community for Health-Sanitation
7	HA-I	Battambang	Community Participation to Promote Safe Migration

A lot of positive outcomes have been recognized by most participants regarding the application of CPAR. From the back to class evaluation, most participants responded that there have been changes in their organization, community, and themselves after learning and applying the knowledge from the training course. A high proportion of participants believed that communication has been improved within their organization while about 30% raised that some policies and guidelines have been revised to get these aligned with the practical situation and almost 20% of the participants expressed that their colleagues have acquired better critical thinking and deep understanding on community problems and other changes such as improved relationship with their line manager, updated working style, increased individual capacity, built better team work, and were able to explore better way to solve problems.

***Ms. Men Samphorn, one of CPAR participants, Community worker of Help Age International***

Since I attended the first course, I have applied most of the knowledge gained from training course to conduct action research on "Safe Migration" in which the main purpose is to promote awareness of community people on safe migration. Moreover, I have shared the knowledge to head of help age association for them to be able to advocate for fund raising to develop their communities because they are the one who work and meet every month with commune council. Besides this, I have shared this knowledge to members of Provincial Planning Investment Division for them be able to write the proposal for submitting to commune council. As a result from training course I can write the proposal and report and this give me the basic concept for empowering the community people. After training course was finished my team still follow-up the existing action plan,"



### *Mentoring and coaching on ARO participants:*

After in class training course on ARO which was conducted in June, the series of mentoring and coaching for supporting 9 ARO participants were conducted two times per NGO (the first time help them to development the research proposal and second time help them to gathering the information in their target areas). After that the training course on data processing and analysis was also provided to the trained participants for them be able to analyze the data and produce a quality report. The result from this activity the participants has increased their knowledge and skill and they have produced a good report of their research to apply for their organization.

### **ARO Back to Classroom**

The back to classroom training course on Applied Research in Organization (ARO) was conducted on 16 December for 11 participants (4 women) from 4 NGOs to assure that participants have learnt and applied the theories into practices with their communities. The participants has gained the knowledge related to how to make good presentation, learnt from different research in different location and they expressed that after in class training they have apply most of the knowledge to develop research proposal, field data collection, analysis and report. Those four researches reports focused on social safety net, livelihood and education. Below is the research topic:

Table 2: Participants and their topics on ARO course

No	Organization	Province	Research topic
1	AFD	Kampong Thom	Impact of saving group lead to change the livelihood to adapt to the disaster
2	BSDA	Kampong Cham	Student drop the school
3	EPDO	Pursat	Funding support for livelihood performance
4	HAI	Battambang	Social safety net support to elder

### Second training course on GPA

To promote the Governance, Professionalism and Accountability (GPA) of both CCC's members and nonmembers and build up their capacity and readiness to be involved in the VCS process, the second training course on GPA were provided to 29 participants (11 women) from 27 NGOs. More importantly, the courses also helped them to reflect on their internal governance and professional practice and introduced them some effective mechanisms for improvement. From this training the participants were aware on the effective Organizational Development, Organizational Management and Leadership, Organizational Strategic Planning, Effective Human Resource Management, Sound Financial Management and Monitoring and Evaluation. Based on the training course evaluation, the session on strategic planning, human resource management and leadership and management, were affirmed that it's very important while effective organizational development, monitoring and evaluation and financial management were asserted that it's important. By the way, most of the participants committed to bring all the knowledge gained from this training to reflect within their organization that lead to strengthening their organization as a whole. All of them commit to apply what they have gained from this training to improve and develop various tools to support their organization and prepare themselves to be a good practice and role model NGOs that are really matched with our training objectives. At least 11 participant NGOs have submitted their application for GPP certificate.

Participants reported that they were very enthusiastic and satisfied with the training and also we feel very proud, on behalf of an organizer, that we can enlighten the participant NGOs to the pool of good internal control and governance. In response to the participant's suggestions, more useful courses and training will be committed to provide next year.

#### Mrs. May Somphors

I join this training to gain more knowledge and use it to improve my organization to be successful in applying for GPP certificate. GPP certificate is very important for my organization which it can prove that my organization has capacity and complies with minimum standards and it helps to motivate my staff to work more transparent and accountable to get trust from donors, partners and other stakeholders. Moreover, the knowledge from this training course has two important parts 1) for my job, I will bring this knowledge to share with my colleagues to promote their professional practice and 2) for myself, I will use this information to improve my thesis, and in the future I want to be an Executive Director.



**KPI 2.3 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**

To achieve this indicator, the followed up of the partnership agreement with NGOs who participated in the ARO training course has been conducted regularly during the mentoring and coaching sessions. Moreover, the results of research which have been conducted by the training participants were used to conduct the issue briefing workshop.

➤ **The issue briefing workshop**

A one day Issue Briefing Workshop on “**Promote Local Engagement for Development Effectiveness**” was conducted in Siem Reap with 83 participants (22 women) from multi development actors including former training’s participants (CPAR and ARO courses), NGOs representatives, community based organization (CBO), government authorities and other development stakeholders from nine provinces of Cambodia (BTB, SR, PS, BMC, Kratie, KCHH, ODM, KPC and KTH). The workshop aimed to share the results of research studies of the course participants and also to discuss and consolidate successful approaches including Participatory Action Research (PAR), Participatory Project Cycle Management (PPCM), Commune Investment Plan (CIP) and Farmer Field School (FFS) that enable development actors and other stakeholders to effective responses to emerging and long term development issues at local level. Materials for the workshop which summarizes the features and process of each approach has been compiled and distributed to participants (Annex 6). The workshop was considered as a powerful way to share and bring participation attention on different approaches used for participatory community development and inclusive partnership. In general the participants showed their commitment to apply the successful approaches to improve their organization performance and promote the local engagement for effective development.

**KPI 2.4 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.**

From July to December 2013, the Component 2 team has facilitated four learning forums on Human Resource (HR); Information Community Technology (ICT), Monitoring and Evaluation (M&E) and Finance Management (FM) for 298 participants (136 female) from 233 CCC member and non-members organizations as well as practitioners from development partners.

Table 3: Learning forum conducted in semester 2, 2013

No	Learning Forum	Summary Output and Outcomes
1	Learning Forum on HR	<ul style="list-style-type: none"> <li>- To promote the good governance and professional practice of the members and non-members organization, the learning forum on HR is a key approach that can contribute to this achievement</li> <li>- The HR learning forum was conducted at ICF/KSSA building, Phnom Penh for</li> </ul>

		<p>90 participants (44 women) came from 75 NGOs both INGO and LNGOs participated in the learning forum.</p> <ul style="list-style-type: none"> <li>- The participants were updated on inflation salary, family benefits, retirement, and merit increase. They have shared knowledge and experience and expand their learning insight related to these topics. The more importantly they have built a strong HR practitioner network.</li> <li>- This learning forum provided a great opportunity for participants to build a more awareness on compensation and benefit and other things that under the roles and responsible of human resource management. Moreover, it is a good chance to strengthen the network and build more good relationship among HRM practitioners.</li> </ul>
2	<b>Learning Forum on ICT</b>	<ul style="list-style-type: none"> <li>- To update on relevant ICT tools and practices to CCC's member and non-member organizations, the second ICT learning forum was held on 23 August 2013 at ICF/KSSA building, Phnom Penh for 52 participants (15 women) from 43 NGOs both INGO and LNGOs participated. The participants gained knowledge and experience on ICT for development, advance face book, Google translation and E-forum.</li> <li>- The ICT learning forum aimed to 1) stimulate action learning to transform knowledge; skills and experiences of individual and organizations into a community of practices for a betterment of NGO community in Cambodia in the field of ICT and 2) build a strong network among ICT practitioners and professionals for ongoing learning on ICT matters and issues related and 3) Develop programming for facilitating NGO works related such as financial management, human resource management, and evaluation.</li> <li>- Participants have a better understanding and discussed in deep on advance Facebook, Google Khmer Translation and online learning and sharing forum and they have widely understood the advantages of using ICT for development (ICT4D) in their organizations</li> <li>- The participants from previous learning forum enhanced network of ICT/IT practitioners and professionals to strengthen ongoing learning on ICT matters and related issues.</li> </ul>
3	<b>Learning Forum on M&amp;E</b>	<ul style="list-style-type: none"> <li>- To promote the M&amp;E system and performance of the member and non-member organizations the second M&amp;E learning forum was held on 25 Sep 2013 at ICF/KSSA building, Phnom Penh for 70 participants (19 women) from 59 NGOs both INGO and LNGOs participated.</li> <li>- The participants shared and discussed on monitoring process and the use of important tools for monitoring and evaluation for program and project. They were actively involved in class activity and shared knowledge and experience related to the monitoring and evaluation. Moreover, they have built up more</li> </ul>

		<p>networking among participants and expand their learning insight among M&amp;E practitioners.</p> <ul style="list-style-type: none"> <li>- The participants from previous forum raised that the knowledge and experience got from the previous learning forum is used to improve the qualitative report writing and monitoring and evaluation of the program and project of their organization.</li> <li>- One participant attended in the previous form said that he remembered the effective monitoring tool such LQAS and success story. He shared the process on how to write short story to their staff as well. He brought this knowledge to set up the M&amp;E policy for his organization by used M&amp;E guideline from CCC as supporting document. The success story has been shared with other staff during the workshop. His management team understood more about the benefits of M&amp;E; and prepares to create M&amp;E framework and integrate into the real practice for 2014.</li> </ul>
4	<b>Learning Forum on Finance</b>	<ul style="list-style-type: none"> <li>- To improve the capacity of the members and non-members organization for them be able to improve the financial management in their organization, the second learning forum on financial management was conducted in Dec 2013 at ICF/KSSA building, Phnom Penh for around 80 participants from CCC members and non-members organizations.</li> <li>- The forum aimed at sharing the use and benefits of financial practical guideline and discussing on experience of budget management and building more networks among finance practitioners and professionals for ongoing learning on finance matters and related issues.</li> <li>- The participants shared and discussed more detail on benefits of financial practical guideline which can improve their financial management in their organization and they have built greater networking and relationship for ongoing learning on the financial matters among financial management practitioners.</li> <li>- This forum provided a great opportunity for CCC members and non-members organizations to share their knowledge, experience, concerns and reflecting their organization or themselves towards to compliance with minimum standard to GPP.</li> </ul>



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

#### **I.3.1 Overall Governance and Management**

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 (ARLU); and Applied Research Unit (ARU). Component 3 is supervised by the Knowledge Management, Advice, Referral and Linkages Manager recruited in November 2012. The MSU is directly managed and implemented by one coordinator, one officer, one assistant, one knowledge management advisor. RALU is managed and implemented by one specialist, one applied research officer. These two specialists were recruited internally and they are new to the post. Applied research officer and Knowledge Management, Advice, Referral and Linkages Component Manager were recruited from external through CCC's recruitment process.

#### **Outcome 3 NGOs collaborating to effectively contribute to the development of Cambodia**

CCC intended to make CSOs' voices be heard at both national and global level. So that CCC did our best to engage and knock many doors to make sure that citizen needs and concerns are heard and these will be transformed into action by the state and other accountable bodies. CCC noted that CSO voice was considered by UN country team through their report including key policy asks or CSO perspective for Post-2015 Cambodia development agenda. CSOs' voice, more or less, would reach many development partners such EU delegation, ADB, WB... and the RGC for their consideration to include those voices in their strategic development plan for beyond 2015.



Through our community of practice (COP), at least 200 participants from around 150 institutions in 14 provinces of Cambodia start to sharpen its key focus, role, and working approach of CSO in 2014-2018 and beyond. This happened after we introduced them about development trends and challenges at both national and global level. In real commitment, eight provincial NGO coordination networks, and groups of 6 informal groups started to cooperate with CCC to organize two days reflection workshop to develop CSO joint strategic commitment at their territory province. They came to discuss and define common interests (most common priorities issues by their urgency and by sectors; and the goal, objective, strategies, activities and intended results from the partnership) to address together in 2014-2018 and beyond.

**KPI 3.1      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**

With a great effort in providing high quality information as food for CSOs for their use in any purpose, CCC has developed an online database, NGO database, as well as has shared any updated information and provided many referral service to NGO community. The achievements coming from this effort are: 90% of online database has been developed and pilot hosted. Comment and feedback on publication for the finalization of NGO online database were collected for improving the quality of database to be useable for multi-users within CCC, NGO community log in for self-updating information, multi-search options and publications generated. From the pilot, it was confirmed that this online database was successfully developed. It is now in the process of integrating relevant information into database. Moreover, relevant staff and CCC members have been trained on the maintenance and online update of the NGO information. About 10 provincial NGO networks are able to use online NGO database to update their information and search for NGO information in Cambodia after introduction.

The Component has also continuously updated information from members, non-members, donors, development's partners, and provincial network into database. Several members, partners, and new coming donors such as WV, FV, SC, Intervida, NEP etc. have also requested the NGO contact list from CCC. The contact list is commonly related to their sectorial based information including Climate Change NGOs, Land Management NGO, Education Sectorial Group, Child Welfare, Disability Group, Culture and Arts, Water and Sanitation etc.



Asides from this, the existing NGO database is being upgraded to become more user friendly online database for staff and all development actors and to ensure that the database can be accessible by many users at the same time. As the result, about 90% of multi-Users Online database is developed.

The number of bounced emails when sending out are reduced and the information of NGO sectoral group, DP, member/non-member, and other categories are easily accessed by CCC staff. Moreover, over 100 announcements from donors, members, and nonmembers are distributed/circulated among development actors through NGO mailboxes, information board, website, and mailing list at CCC. Last but not least, the NGO sectoral Group and Networking Directory have been printed out and widely distributed to members and relate stakeholders.

**KPI 3.2 Relevant development actors are accessing and receiving appropriate advice and referral support through appropriate and easy to use mechanisms for providing support**

More than 110 visitors have been shared information and advised through phone call, email and face to face discussion about CSO issues in Cambodia and other issues such as volunteer works, training and capacity building opportunity, establishing new NGOs, seeking partnership with other NGOs, asking for NGO contact list based on sectoral groups, volunteer opportunity, fundraising, lawyer, MOU registration, consultancy etc. The requests have been made from different backgrounds including students, donors, members, and other development actors.

**KPI 3.3 Membership has expanded by 40% and are actively involved in various activities of the program**

As end of December 2013, CCC has got 160 members of which 96 are INGOs and 64 are LNGOs. However, 15 of them were at merged status and not active and potentially to be withdrawn from the member list. Three Bi Monthly Member Meetings were organized. Members received the update information and discussed on how to address different development challenges an information including: formulation of the National Strategic Development Plan (NSDP) 2014-2018, the national and international framework on beyond 2015 development agenda; the effect of current political situation of Cambodia on CSOs project implementation, the role of CSOs in responding to the disaster/flooding in Cambodia; registration of work permit for expatriate and Cambodian staff in Cambodia by Department of Labor and Vocational Training; CCC and member meeting with MoI; National Election and the solving of its irregularities; inputs for CCC on its refocused Governance Hub Program (GHP) 2014 -2018; Database of IDPoor from Ministry of Planning; and Memorandum of Understanding (MoU) registration between NGO and Ministry of Social Affairs Veterans & Youth Rehabilitation (MoSAVY). Beyond updating information to member, the team also conducted meeting with members at their project location to understand their current situation, challenges, and suggestion for CCC to improves its intervention.



Through different field trips to meet members at their project location, CCC team has learnt that there still have many activities that CCC should take action in response to their plan. Those learning are:

CCC should seek and share the information related to grants/fund to all members regularly; CCC should conduct the regional forum/meeting that might be able for members who are based in the province to participate; CCC should organize exchange visit between member and member organizations; and CCC should update profile from all organizations and assist to coordinate NGO network in the provinces.

Asides from these, there the Membership Unit has also involved in coordinating the responses to the emerging issues happened in the country such as post-election and flooding issues.

Cambodia held its fifth National Election on 28 July 2013 when the first election organizes by UNTAC in 1993. The 2013 elections served as an important test of the country's ability to address historic of its electoral process. The international and local observers are important of the electoral process, in particular monitoring election administration, voter registration, media coverage, and the use of state resources and the role of the security forces.

In order to promote democratic space, CCC has been actively involved in monitoring the 2013 election results and its process of solving election irregularities. Since one month before the election, CCC has participated with other CSOs and community activities to call for the government and all relevant parties to obey the laws, respect the human rights and solve the problem in a non-violence manner. Aside from being the human rights observers, CCC has also been involved in the first aid committee in most of the public gatherings.

In late September 2013, flooding spread across 17 provinces of Cambodia. According to the National Committee for Disaster Management (NCDM) in Cambodia, these floods killed over 200 people and damaged or destroyed roads, households and rice fields, following similar damage in the 2011 floods.

In response to the immediate needs of the most vulnerable, CCC called for donation from its staff, member, other CSOs and generous people to contribute to those victimized families. CCC worked with its member organization Life With Dignity (LWD) and other members to provide humanitarian assistance and evacuation to almost one thousand households as the most affected population.

**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**

Documentation and relevant information to CSOs have been shared regularly. Those information including minutes of event and some research reports such as the report on CSO Contribution to the Development of Cambodia which was finalized by the first semester of 2013 and the report on Enabling Environment for CSOs in Cambodia (EENA) which was finalized by December 2013.

The EENA report is part of the Civic Space Initiative program initiated by **CIVICUS** and the **International Centre for Not-for-Profit Law (ICNL)**, in partnership with ARTICLE19, and the World Movement for Democracy, and with support from the Swedish International Development Agency.



CCC selected seven dimensions of the enabling environment for this assessment: (1) formation, (2) operation, (3) access to resources, (4) expression, (5) peaceful assembly, (6) government-civil society relations, and (7) CSO cooperation. The research was intended to identify:

- Laws, regulations and the policy environment affect the ability of CSO to function
- Key problems, weaknesses and challenges arising from laws and policies
- How best to overcome challenges and promote increased democratic space.

The report concluded that dozens challenges were founded with conclusion that the enabling environment for CSOs in Cambodia have significant rooms for improvements. The report will be used as springboard for all stakeholders including government, development partners and CSOs to improve the legal and enabling environments for CSOs, strengthen CSO-government relations, and empower CSOs to successfully exercise their rights in contributing to sustainable and equitable development of Cambodia.

A set of communication and advocacy strategies for improving enabling environment for CSOs in Cambodia will be developed earlier 2014.

Please refer to Annex 7 for more findings and information of the study.

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

The activity has been pending since it was integrated into the new GHP 2014-2018 and will be implemented as indicated in this new strategic paper.

**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**

During the second six months of 2013, the Component 3 conducted two meetings with two provincial networks of Kampong Thom and Siem Reap to discuss the issue that effected to government, communities and development plans. Each network has continued to strengthen their network and strengthen the collaboration with CCC.

The Component also organized several regional learning forums in the Southwest, Northwest, and Northeast provinces of the country. This is the way



that CCC intended CSOs in Cambodia to sharpen its key focuses, roles and approaches of work in 2014-2018 and beyond by equipping them to capture information broadly with regard to development trends, challenges, and gaps which have occurred at both national and global levels.

CCC has learnt that informal groups would play a great role and potentially can make a better change in Cambodia if they work closely in cooperation with other development actors. Hence, the workshop on the efficient and effective cooperation and collaboration among informal groups[(Independent Democracy of Informal Economy Association (IDEA), Cambodia Youth Network (CYN), Coalition for Integrity and Social Accountability (CISA), Coalition of Cambodia Farmer Community (CCFC), Cambodian Food and Service Workers' Federation (CFSWF), Building Worker Trade Union Cambodia (BWTUC), Cambodia Peace Network (CPN)]. This was considered as a productive workshop. In general, the objectives of the workshop were nearly reached and common interests were able to be identified (top prioritized issues, goals, objective, strategies, activities) on how NGO and informal groups should work to complement each other during 2014-2018 and beyond to make citizen got equal opportunity in the society.

It has also been learnt that DPs and UN country team are also the potential actors in Cambodia development. They are the important audiences who can help ensure that CSO's voice be included in any development plan, policies, mechanisms, and legal framework. Therefore, CCC convenes a meeting on 17 September 2013. Through this meeting, we built initial mutual understanding of what and how DPs, UN country, and CSOs can play their potential roles to foster the state to practice their obligation effectively in response to citizen's concerns and needs.



It was noted that the present ways of working of CSOs look like competing among each other rather than work to complement each other and the most common reason for that was seen as the limited availability of resources. So that, CCC have mobilized many national coalitions to sharpen the ways that national coalitions should work more productively in 2014-2018 and beyond. From this effort, at least 2-3 national coalition networks were interested and showed their willingness to strengthen the level of cooperation and collaboration

### **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**

At least five key activities were led, facilitated and co-organized by CCC. The main objectives of those activities to build collective voice to advocate with Royal Government of Cambodia to ensure that-development plan, policy, legal, and mechanism proposed by RGC are really committed and responsive to address citizen needs and concerns. Those activities included Facilitated CSO perspectives on NSDP 2014-2018, Co-organized CSO perspective workshop on NSDP 2014-2018,

Conducted a meeting with situation room member to discuss the issue related to NGOs and produced a joint statement responding to a letter from Ministry of Interior. As the result, the CSO Perspective on NSDP 2014-2018 was finalized, launched and shared to government, CSOs and other development actors.

**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**

CCC has facilitated and taken a central role in being a part of these channels of communication between all development actors as described in KPI 3.1.

## **II. Key Achievements at Enabling Goal Level**

CCC's Enabling Goals (EGs) contain a total of 8 Outcomes and 21 Key Performance Indicators (KPIs) for the entire 5-year period 2011-15.

### **II.1 Communications Division**

**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**

From July to December, Communication Team tried to bring up new creative way to keep the flow of communication between and among internal staff and CCC members and other stakeholders by various strategies and activities such as:

To keep CCC staff understand well on GHP and what CCC plans to achieve in 2018 and the role of management team, Communication team took part on planning and coordinating in staff reflection in July and staff retreat in November. Besides these, we also wanted to use these events to express the sincere thank from management team to our staff for their commitment for the whole year. The overall rating for the staff retreat is 4/5 so it means staff really enjoy and appreciated these events.

Initiated and produced the short video "One Team One Dream" to capture the working activities and commitment of CCC's staff to archive the big goal of CCC. This video was screened to CCC's staff during staff retreat and uploaded to CCC Youtube and sever.

CCC's management team and staff need to deliver many meetings and workshops every year so to be able to provide the stunning and informative presentation with the clear message to our audience is one of the most important skills that we need. Communication team understands this demand that is why we had provided two in house training for staff and MT on: "How to create and produce the interesting and attractive presentation" and "Messages Making".

Communications team also monitor on-going implementation and compliance of style guide for messaging to stakeholders proved increase in consistent messaging sent to stakeholders.

**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**

Communications team has also produced a significant amount of other visual communications materials to further enhance CCC's image as a professional, progressive and contemporary organization. Many publications were produced during the last six months such as: Capacity Development and Learning Agenda for Civil Society Organizations, Vision 2018 and GHP, Operational Plan 2014, Summary Report on Community Participatory Action Research (CPAR) Course, GPP leaflet and folder, etc.

There are 6 video clips regarding training such as Governance, Professionalism and Accountability (GPA) training, others learning forums, GPP awarding ceremony and around 10 news coverage of CCC events on various TV channels were uploaded on CCC Youtube channel and Facebook which increase the visibility of CCC and our achievement.

And because of our regular update and being active, by the end of November 2013 CCC Facebook's fans had reached to 1060 fans which is 880 increased if compare to last six month.

On the process of recruiting CCC EXCOM, Communication team has assisted CCC SMT to announce our recruitment on the website for EXCOM tenure 2014-2015. The professional bios of the nominees were posted on CCC's website and invited CCC member organizations to cast their vote electronically through e-voting form.

**KPI 4.1.2 External communications and reporting reinforce key priorities and messages**

Throughout July - December 2013 the ICT has helped to keep our members and wider civil society updated on the latest news affecting the sector, including uploading approximately 20 training opportunities and 185 job vacancies.

Other downloadable directory such as CSO contribution report 2012 was uploaded on website. Certified NGOs who got the GPP certification were promoted on certified NGO profile and uploaded. The total number of visitors to CCC's website from July - November 2013 was 12,198.

We engaged with the senior management team and program/head of department, to develop the visual aspects of two crucial documents, GHP and Operational Plan of 2014 which will inform and guide the future direction of CCC.

Beside that communication team working on the design and work closely with operation team on the production of many material with the printing of CCC logo on them such as: T-Shirt, cover letter, envelop, pen, note book, sticker.

These materials will be used as the channel to raise awareness about CCC's image and brand to our members, stakeholders and donors.

**KPI 4.1.3 Positive media coverage on CCC and on its program achievements is generated**

Since communication manager been in place, the positive media coverage on CCC and its program are increased significantly. From July to November 2013 we had receive many invitation to CCC's ED and SMT to talk on TV and Radio on varies topic such as:

6 TV interview: Pre election's situation, post-election crisis, flood aid response (CNC TV). Beside that 3 of CCC's female managers were invited to interview in the popular program of CTN TV which host by Ms.Yok Chenda called, "Women's Idea program".

3 radio interview: Good governance, Clean organization (VOD) and post-election crisis (WMC)

Beside that 3 main events, CCC also organized and hosted other related media contents on many news channel in Cambodia such as: CNC TV, Hang Meas TV, SEATV, TVK, Bayon, VOD, VOA, RFI, WMC, Phnom Penh post, Cambodia Daily, Rasmey Kampuchea newspaper, CEN news, DAP...

There are around 25 news coverage of these 3 events : Multi stakeholder meeting: GPP, Issue briefing in SR, Enabling Environment.

**KPI 4.1.4 Awareness and involvement of targeted groups and individuals on the Voluntary Certification System and on using other CCC information services is increased**

Communications team worked closely with GPP team to prepare and coordinate on the production of 2 Radio call in shows to promote and raise awareness of GPP to public. These radio calls in shows were broadcast on a popular radio channel, WMC. We got many callers interacted during our shows.

A testimonial video mentioned about benefit of GPP was produced with the interview of 3 representative leaders from certified NGOs during GPP award ceremony. This video was uploaded to CCC's Youtube and Facebook and for screening during GPP event.

CCC members, stakeholders are keeping informed about CCC activities and achievements such as trainings (CPAR, ARO, APARO, GPA), learning forums (HR, Finance, ICT, M&E), bi-monthly meetings, special meetings, upcoming events, new publications, jobs and other emerging issues via CCC website, email and social media.

As another way to enhance CCC's profile, we have closely monitored the use of and engagement with our existing social media.

Facebook [www.facebook.com/CCCsince1990](http://www.facebook.com/CCCsince1990)

Twitter [www.twitter.com/CCC\\_Cambodia](http://www.twitter.com/CCC_Cambodia)

YouTube [www.youtube.com/CCCambodia](http://www.youtube.com/CCCambodia)

## **II.2 Operations Division**

**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 million during 2013**

After having gone through the resource mobilization and commitment from donors within the first six-month of 2013, as of January 2013, CCC EXCOM had approved the revised annual budget plan from US\$1.9 million down to US\$1 million for the entire 2013. As of December 2013, CCC has raised a total of **US\$965,366** consisting of grants supported by (donors): AusAID, EED/BfdW, Oxfam America, Oxfam Novib, Action Aid International, DCA/CA, NPA, Alliance 2015, Concord, Plan International Cambodia, CRS, Trocaire, CIVICUS and Kepa and income generated by CCC itself including reserve from 2012, management oversight, sales, services, membership and application fee. CCC has worked with volunteers from individuals and organizations (AVI and VSO) to provide technical supports by being a member of learning forum working groups, GPP working group and NGO Code Compliance Committee (NCCC), Voluntary Field Assessors, National Working Group for CSO Capacity Development and Learning (NCDL), Research Advisory Board (RAB), and many others.

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

**KPI 1.1.1 By 2013, staff and EXCOM will have a ratio of: (all staff - 38) 40% female and 60% male; (MT) 30% female and 70% male; (EXCOM) 20% female and 80% male**

CCC is considered as a gender friendly organization. As of December 2013, total staff were 34 in which 17 were female (50%). The management team consisted of 7 staff in which 3 were female (43%) and EXCOM consisted of 7 members in which 5 were female (71%). Moreover, there were 4 advisors (1 was female) and 1 female short-term operations assistant.

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

Within this year, every effort was made to mainstream the recruitment of people with disabilities in either policy or practice. This KPI has yet to be met as CCC currently has only one female staff with disabilities.

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

This KPI was successfully achieved within this year. The new positions of (Quality Assurance Specialist and M&E Officer) and some vacant positions were fulfilled.

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

The first season of staff performance appraisal informed that 50% of staff performed their tasks at exceeded expectation level and 3% of staff at outstanding level.

**KPI 1.1.5 Maintain staff retention at 96 percent**

To uphold the working environment, CCC has done its best to value, respect options/ideas of senior management team members, management team members and staff, and to promote team work horizontally and vertically through daily work performance, meetings, communication and leadership. All this has enabled staff and management to meet up to reflect, share lessons and jointly addressed the challenges encountered as well as doing joint planning and effort; commitment and ownership has been built within CCC. Moreover, CCC has maintained internal good governance and ensured consistency in organizational practices (principles and policies).

However, during this reporting period, market competition had led one staff member resigned from his position Certification Officer, but after attended with other organization for couple months this staff has returned to CCC with the new position M&E officer.

**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**

Personnel policy (Annex 8) and procedure manual and its nine annexed policies were revised and developed completely, including 1). Anti-corruption policy, 2). Child protection and relationship with children policy, 3). Conflict of Interest policy, 4). Disability policy, 5). Disciplinary policy, 6). Discrimination and harassment policy, 7). Environmental policy, 8). Gender policy, and 9). HIV/AIDS policy. Moreover, CCC by-law, financial policy and travelling policy were revised in draft and will be completed first quarter of 2014.

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

Newly recruited staff were properly inducted to CCC through professional orientation and through daily job performance monitoring. Existing staff and new staff have been regularly given refresher sessions during ad-hoc, staff meetings and staff retreat. All staff were also involved during the personnel policy revision.

**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 vision and mission and the GHP are in place and operational**

GHP and Vision 2014-2018 including a new organizational structure were completely developed and will be fully implemented in 2014 onwards. During this reporting period, the current GHP planned staffing portfolio has been achieved, some staff were recruited to fulfill the gaps of staff turnover such as Head of Program, ICT Assistant, Certification Officer, short-term Operations Assistant (during maternity leave of the permanent staff), Quality Assurance Specialist and M&E Officer. In addition a Communication Officer for new GHP 2014-2018 was recruited to being in January 2014. Moreover, a Consultant for a study on Enabling Environment National Assembly (EENA) was contracted. Notably, job descriptions were revised and developed to match the new GHP and Vision and staff will be recruited during the first quarter 2014 to fulfill the new positions of the new GHP.

**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**

Head of Program, ICT Assistant, Certification Officer and Quality Assurance Specialist were internally recruited. Beside this, M&E Officer (former CCC staff) and Communications Officer were externally recruited.

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

Long-service staff, with fast and rich institutional memory, are well cared for and further capacitated as well as being morally nurtured as being assets of the organization; the second-liner positions were identified and recruited through competitive process. As a result, four staff were recruited from internal even the positions were opened both internally and externally (see KPI 2.3.1).

**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 been under way of reviewing and updating the existing M&E tools and procedures. CCC has many procedures manuals and internal mechanisms which were used consistently. CCC has sent some staff to join the workshop on outcome and impact orientation conducted by CORD Cambodia to strengthen staff capacity on how to plan, monitor and evaluate the project funded by BfdW and to improve quality proposal to be complied with framework and procedures of BfdW. Moreover, CCC has contracted an external consultant to provide M&E training to all staff on Training on Outcome Monitoring and Reporting; from this training staff will know how to monitor and report outcomes and how to develop M&E framework focusing on outcomes.

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

CCC has tried all the best to be a good model organization and stuck itself to GPP standards. As a result, the report of following up and monitoring on NGO codes and minimum standards conducted by the external GPP committee in October 2013 concluded that CCC has been still complying with the minimum standards, especially those ten highlighted in the follow up outline.

#### IV. CHALLENGES AND PROPOSED SOLUTIONS

In overall, CCC has faced some challenges which might derive from both the internal and external factors. However, most of the challenges were successfully addressed or adapted to, based good collaboration between the staff and management of CCC and its EXCOM. The challenges are in normal text and the solutions are in italic texts as below:

- Since CCC has undergone leadership changes and new things have been developed to make CCC become more relevant and unique. However, the management of changes required both time and resources to reach that destination.

*At first, CCC will have to make sure that all staff is bought in the new GHP and Vision 2018. Staff have to have clear picture in mind on how the new strategic plan is meant and how all activities are linked to each other and most important, how they will add value to the plan. This will help them to have a sense of ownership and to successfully contribute their efforts in mobilizing resources, using resources and maximizing the impact of CCC. CCC will also have to maintain good relationship with its members, donors, government and other development actors to rest assure that its roles and partnership for sustainable development of Cambodia can't be neglected.*

- Financial commitment from some existing and potential donors to accomplish the new Vision 2018 and GHP for 2014 and beyond is still not clear.

*The management team of CCC has produced a plan for resource mobilization in which some existing and potential donors have been contacted for personal meeting where the presentation about the Vision 2018 and new GHP can be made to draw their attention. The recruitment of a fund raising specialist in early 2014 will also help addressing the issue to some extent. A long term commitment to have a CSO building remains a good intention for CCC for financial sustainability and better quality services to its customers.*

- Political environment today is so confused so that it, most of the time, makes CCC in a difficult situation to operate its core activities and to facilitate members to have collective actions.

*CCC is now in the process of finalizing its Partnership, Advocacy and Communications Strategy (PACS) which is believed to help improving the relationship between CCC and other development actors. Since the political environment remains a high risk for CCC and other CSOs to operate their activities, it made the civil societies cannot work effectively to achieve their goal. The partnership and advocacy strategy needs to be developed as soon as possible and made into practice.*

More specific challenges, relevant solutions and lessons learnt are described in each unit/component as follow:

Table 4: Challenges and proposed solutions

Challenges	Proposed Solutions
<b>Component 1</b>	
Some complains have been made regarding the charging scheme of the GPP certification system since they have to pay two fees, one for the application and one for the annual.	<p><i>This informed about the need to have further edition on the fee charging policy.</i></p> <p><i>It is proposed that for the first year, all certified NGOs should only be charged the application fee.</i></p>
The new initiatives of joint proposal & joint visibility for certified NGOs were introduced with the purpose of fundraising and promotion of working together within the Certified NGOs and the result were seem taught to get them to participate in as the concept of working together was not yet well recognized and widely belief by those CNGOs.	<p><i>Started with interested NGOs and by the pilot project of the joint proposal and join visibility for certified NGOs are in the process. The progress of this pilot projects will be update in every certified NGOs forum.</i></p>
The new revision of the code, standards and indicators are really strict and cannot apply for the CBOs and limited resource local NGOs.	<p><i>The new revision of the NGO Code in order to ensure appropriate coverage of both the common and unique situation of NGOs operating in Cambodia are now finalized and we plan to have a launching ceremony in the first quarter of 2014. GPP, in 2014, will develop a set of practical guidelines for organizational development of small and grassroots based organizations in Cambodia.</i></p>
<b>Component 2</b>	
The component staff finds out that it is hard to produce common standardized training materials since resource persons are changed from year to year and they prefer to use their own slides/version.	<p><i>Staff from the Development and Outreach Unit will follow up with the resource person. Staff from the Development and Outreach Unit will make sure that all materials of each training course is stored properly so that they can be easily retrieved in the future. Moreover, the standardized materials should be updated regularly and always sent out to resource person for their basic reference.</i></p>
There is a challenge in applying charge for the capacity development and learning services provided by CCC since most of the organizations in demand, especially provincial based NGOs or small NGOs were not given sufficient budget allocation for internal capacity development, and they attend CCC's training	<p><i>The issue to be brought as one of the agenda for MT meeting. As a matter of fact, the charging policy for capacity development and service of CCC needs to be revised to respond to the new intervention scheme of CCC's GHP from 2014.</i></p>

courses under scholarship.	
Some of the working group members were not very active and some have been concerned about the conflict of interest.	<i>Approach interested resource persons, develop clear strategic plan, and share interest (gift and certificate)</i>
<b>Component 3</b>	
It was noticed that the component needed more staff and a better synergy to bring staff to work well together to manage the key emerging issues affected to democratic space, NGO governance issues, global development trend which need CSOs in Cambodia to well harmonize and innovation its program to feed in the context of movement.	<i>One of the effective means to improve these is to run the regular reflection meeting within the component to ensure the proper management of resources, team building and commitment among team members which are the critical success factors for the component. Inclusive partnership with other stakeholders is the best choice to address this challenge.</i>
There are many national and global development trends which need all development partners to pay special attention on them. Somehow, the space for CSOs to be involved in the formulation, implementation and M&E on these initiatives has shrunken.	<i>It is believed that this needs CSOs to build collective voice and enhance cooperation among them while also ensure well connection between the voice from grassroots to the sub-national level and link to national level.</i>
It is observed that the competition for fund among CSOs is increasing rather than having better collaboration or giving complementation to each other. Hence, this becomes a common pitfall of CSOs as seen by other development actors and this affects the development process as a whole.	<i>CSOs needs to have a strong harmonization by defining clear roles, key focuses, working approaches at all level of coordination. Appropriate and sufficient mechanisms need to be formed to ensure that CSOs are holding strong voice to influence and advocate with the government, development partners, and private sector.</i>
There is poor partnership among all development actors including the government, development partners, CSOs, private sector and community. Their roles contributing to the development are not clearly defined or used improperly. So far, there is no mechanisms that can help ensure regular consultation and/or reflection among those actors to ensure harmonization in the development process even though each of them have shown high commitment in the Busan and Accra agreement.	<i>Commitment and paper works need to be translated into actions in a timely manner. Good cooperation and engagement from the CSOs with the government and other sectors shall be seen as the value added for greater impact of the development efforts.</i>
<b>Communications Division</b>	
There is ambiguity among staff, management	<i>The Communication Strategy of CCC has been</i>

and ExCom members about to what extent they can use their roles to represent CCC and to communicate with the public.	<i>developed and ready for use from 2014 along with the new Vision GHP 2014-2018. The strategic communication functions have been clearly stated for the internal and external news media communication. (See Annex 9 for the draft Communication Strategy for CCC)</i>
The communication and promotional materials and systems of CCC have not yet been sufficiently produced to increase the credibility and visibility of CCC.	<i>The Communications Team has taken led in producing relevant promotional materials and systems for CCC such as Communication Strategy, style guide, CCC video spot, GPP video clip, CCC T-shirt, notebook, logo sticker, website, Facebook, twitter etc. The will be available by early 2014.</i>
<b>Operations Division</b>	
To avoid conflict of interest in the staff recruitment process, we engaged external committee to involve in the interview process but it was hard since some of them had other commitments, so it was difficult to accommodate the schedule for all of them.	<i>Well plan, long notice and strong commitment from EXCOM members are necessary.</i>
As stated in the Personnel Policy of CCC, the performance appraisal of CCC is conducted twice a year. This took much of staff time while they were busy with other commitments.	<i>The updated personnel policy stipulates that from 2014 onward staff appraisal is done only once per year. All managers/supervisors should consider performance appraisal is one of the crucial things they need to prioritize among others.</i>
Funds remitted from donors were mostly made close to the yearend which caused CCC being hard to implement the activities in time since there were many activities to be completed during this period and we could not accrual any expenses.	<i>It is sufficient if donors remit their funds at the beginning of the year.</i>

## V. IMPACTS AND SUSTAINABILITY

### **Component 1: Voluntary Certification**

It is important to have a certification of good governance and professional practice as at today corruption scandal has been happening in every sector. A few cases on corruption or misuse of funds have been reported on English printed media, which is very bad for the sector. The certification can protect NGOs from unethical behavior, misused of resources, and to promote trust, quality of organizational development and program delivery.

The certified NGOs can be protected and gain all of these good things. Many emerging funding partners and development partners (bilateral and multilateral donors) have been increased their interests in supporting the NGO code and VCS so that certified NGOs have more changes to become good partnership with them and have enough resources to continue their mandates within the challenging situation. The certified NGOs may also have good opportunity to work with government and other stakeholders as the trends toward a society with integrity and dignity.

It is our believe that the governance, accountability and transparency of the applicant NGOs are up to the standards required for GPP certification to allow them to be accredited as good role model organizations with good governance and professional practice. It is viewed by many funding partners that this arrangement is one of the best modality as it is beneficial not just for individual NGOs but also the CSO community and development partners, especially in terms of using a fewer resources (staff and financial) which can contribute to the organization's sustainability. More importantly, communities of the target partners have received true services and real aid through the certified NGOs. The long term sustainability to promote good governance and accountability NGO, GPP wish to become independent center for CSOs in Cambodia as whole, as committed plan of GHP, GPP will became independent center for CSOs in 2017.

### ***Component 2: Capacity Development and Learning***

In the second semester of 2013, the component 2 has delivered the series of learning forums with support from active working group, training courses, workshop, mentoring and coaching which contribute to the program outcome: for stronger shared voices of NGOs and influencing the thinking and practice of Cambodia's development actors and NGOs compliance with minimum standards of GPP. These activities have made direct impact to the target NGOs and indirect impact to the target communities of NGOs.

The results of training course on CPAR and ARO there were 11 researches have been applied by training participants that respond the urgent need of the target communities around 700 households. The outcome from these training course, most of training participants shared that there have been changed in their organization, community, and themselves after leaning and applying the knowledge from the training course. A high proportion of participants believed that communication has been improved within their organization that some policies and guidelines have been revised to get these aligned with the practical situation and their colleagues have acquired better critical thinking and deep understanding on community problems and other changes such as improved relationship with their line manager, updated working style, increased individual capacity, built better team work, and were able to explore better way to solve problems.

The training course on GPA has promoted the Governance, Professionalism and Accountability (GPA) of both CCC's member and non-member organization and builds up their capacity and readiness to be involved in the GPP VCS process. The trained organization who has not yet success with GPP process they committed to reapply and they commit to apply the knowledge gained from this training to improve and develop various tools to support their organization and prepare themselves to be a good practice and role model NGOs.

To promote the organization development of applicants NGOs to meet the minimum standards GPP, the 15 applicant NGOs got more support and clearer understanding on minimum standards of NGO GPP for the fulfillment of the NCCC recommendations. Among 15 applicant NGOs, there were 6 applicant NGOs revised policies, TOR of board and bylaw and resubmitted to NGO GPP and now they are in the process of reviewing by committee. One (CRF) out of six applicant NGOs has been approved by NCCC to attaining the certification.

The learning forum provided a great opportunity for NGO representatives to build good relationship and networking among them, in which they can share their knowledge, experience, concerns, and learn from each other and reflecting their organization or themselves towards to the national and global movement and secure funds in a competitive market in NGO sectors.

### ***1.3 Component 3: Knowledge Management, Advice, Referral and Linkages***

At both sub-national and national level, CCC are on the road to harmonize CSOs to sharpen key focus, role and working approach to produce a productive effort to make people got equal opportunity in society which lead to make a better change in Cambodia. Even it is on the long ways but more or least we are on the right track to achieve this intention. So far, there are 11 networks at the provincial level, which have been started to reflect and sharpen the ways they operate and cooperate for more efficient and effective effort. These networks are the foundation for the next operation at sub-national level of CCC approach in 2014-2018 and beyond.

Besides this, CCC through the Component 3 has engaged with most of the national coalition networks, sectorial groups and selected potential NGOs, as well as from the Short Term Task Team (STTT) and Long Term Task Team (LTTT) to ensure a solid and effective established mechanisms and relationship for advocating the voices of CSOs and voiceless groups to national and international community.

## **VI. KEY PLANNED ACTIVITIES FOR SEMESTER 1, 2014**

The CCC management and staff have worked together to set clear target participants/audiences, timeframe, geographic areas, and specific issues to be addressed in 2014. This plan is a guide for the management and staff to implement, monitor and evaluate the progress against indicators and outcomes for 2014 and beyond. The table below is only summary key activities of the three components under the Programmatic Division, and the details with indicators, timeframe, responsible persons and budget can be found in the Annual Operational Plan of CCC in the Annex 10.

Table 5: Activities plan for 2014

<b>Component 1: Governance and Professional Practice (GPP)</b>	<b>Component 2: Research and Learning (R&amp;L)</b>	<b>Component 3: Coalition building, Advocacy and Network (CAN)</b>
- Facilitate and conduct organizational assessment of applicant CSOs against the GPP standards.	- Facilitate Research Advisory Board (RAB) to develop a research agenda related to CSOs and their development works	- Organize CSO congregation workshop to develop a common strategic vision for CSOs in Cambodia.

Component 1: Governance and Professional Practice (GPP)	Component 2: Research and Learning (R&L)	Component 3: Coalition building, Advocacy and Network (CAN)
<ul style="list-style-type: none"> <li>- Facilitate certified CSOs to maintain their compliance with the GPP standards (follow up visits and certified CSO forum, CNGO campaign, Joint Proposal development).</li> <li>- Facilitate the development process and use of practical guidelines for organizational development of small and grassroots based organizations in Cambodia.</li> <li>- Develop minimum standard for OD service providers and launching minimum standard.</li> <li>- Work with funding partners of GPP applicant to get their co-finance support (Organize annual consultation/forum on NGO good governance &amp; professional practices).</li> </ul>	<p>and facilitate to implement research agenda.</p> <ul style="list-style-type: none"> <li>- Collect/update research findings/reports and other related policies/strategies from CSOs/research institutions and other relevant stakeholders.</li> <li>- Work with Communication Team to develop and maintain database of research studies.</li> <li>- Conduct one research on CSO contribution and their performances index (extract information from database).</li> <li>- Provide coaching and mentoring to applicant CSOs.</li> <li>- Facilitate one seminar annually between boards and EDs of the applicant NGOs.</li> <li>- Conduct four learning forums on HR, ICT, FM and M&amp;E.</li> <li>- Develop and update materials for the revised GPA course.</li> <li>- Conduct training courses on GPA with 15-20 organization's representatives.</li> <li>- Provide ongoing support to the trained organizations to prepare them to participate in VCS process.</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct annual dialogue with all relevant development actors on CSO enabling environment include unfinished agenda of declaration(Paris, Accra, BUSAN).</li> <li>- Conduct a consultation workshop on the roles and partnership between the development partners and CSOs.</li> <li>- Conduct a multi-stakeholder dialogue on Public &amp; Private Partnership in the development of Cambodia.</li> <li>- Conduct a multi-stakeholders dialogue on social accountability framework.</li> <li>- Conduct a reflection workshop on the progress and commitment from the CSO Congregation Workshop.</li> <li>- Conduct an annual dialogue on the roles and partnership between INGO and LNGO in the development of Cambodia.</li> <li>- Monitor progress of NSDP/beyond 2015 Cambodia development agenda.</li> </ul>

## VII. FINANCIAL MANAGEMENT

The initial budget requirement of the GHP for 2013 was **US\$1.9 million**. This annual budget was revised to **US\$1 million** and it was officially approved by EXCOM on 7 December 2012.

As of 31 December 2013, CCC has sourced a total of **US\$965,366 or 97%** of **US\$1 million** annual budget in which **US\$ 754,126** is grant supported from donors and remaining fund balance from last year and

the rest is CCC own generation. CCC has spent **US\$ 707,888** (excluding in kind support from VSO and AVI) or 71% of the annual budget plan US\$ 1 million. But this actual expense reaches to 94% of the donors grant (excluding CCC own generation).

Table 6: Annual Budget Versus Fund Commitment for Jan-Dec 2013

Description	Annual Budget	Fund Commitment (Jan-Dec'13)	%
<b>1) Fund balance at the beginning of the year</b>	<b>224,204</b>	<b>224,204</b>	<b>100%</b>
<b>2) Income</b>	<b>775,798</b>	<b>741,162</b>	<b>96%</b>
CCC Own Contribution	212,549	211,240	99%
Grant Support	563,249	529,922	94%
	Expenditure Budget	Actual Expense (Jan-Dec'13)	Annual Delivery rate
<b>3)Expense</b>	<b>1,000,002</b>	<b>707,888</b>	<b>71%</b>
Program Cost	740,582	468,835	63%
Com 1	260,715	126,698	49%
Com 2	224,742	134,202	60%
Com 3	255,125	207,935	82%
Enabling goal	259,420	239,053	92%
<b>Ending balance(1+2-3)</b>	<b>-</b>	<b>257,479</b>	

Table 7: Second Six Months Budget Versus Second Six Months Fund Commitment (Jul-Dec 2013)

Description	Budget for Six Months (Jul -Dec'13)	Fund Commitment (Jul-Dec'13)	%
<b>1)Fund balance as of Jul'13</b>	<b>316,182</b>	<b>316,182</b>	<b>100%</b>
<b>2)Income</b>	<b>369,464</b>	<b>334,828</b>	<b>91%</b>
CCC Own Contribution	91,042	86,589	95%
Grant Support	278,422	248,239	89%
	<b>Expenditure Budget</b>	<b>Actual Expense (Jul-Dec'13)</b>	<b>Delivery rate (Jul-Dec'13)</b>
<b>3)Expense</b>	<b>500,001</b>	<b>393,532</b>	<b>79%</b>
Program Cost	370,291	268,773	73%
Com 1	130,358	76,724	59%
Com 2	112,371	71,326	63%
Com 3	127,563	120,723	95%
Enabling goal	129,710	124,759	96%
<b>Ending balance(1+2-3)</b>	<b>185,645</b>	<b>257,479</b>	

Table 8: Financial Status as of December 2013

Sources of Fund	2013		%
	Total Annual Budget	Fund Commitment	
Fund balance at the beginning of the year	224,204	224,204	100%
PLAN International	50,000	50,000	100%
AusAID	100,000	61,331	61%
EED	131,300	87,961	67%
DCA/CA	60,000	76,533	128%
NPA	30,000	30,000	100%
Oxfam Novib	75,000	75,000	100%
AAI	10,000		100%

		10,000	
KEPA	12,890	12,890	<b>100%</b>
Oxfam America	30,000	33,607	<b>112%</b>
BfdW 20130249G		67,950	
Targeted donors( Alliance 2015, concord, CRS, Trocaire)	118,847	24,650	<b>21%</b>
CCC Reserve /Membership fee	157,759	211,240	<b>134%</b>
In-kind Support (AVI: 3 advisors and VSO: 1 advisor)			
<b>Total</b>	<b>1,000,000</b>	<b>965,366</b>	<b>97%</b>

## VIII. CONCLUSION

In spite of having some challenges especially the one caused by the political deadlock in Cambodia, CCC, during the second six months of 2013, has produced a number of significant achievements beneficial to CCC members, civil society, development partners, government, grassroots, working towards enhancing good governance and professional practice as well as towards enabling environments for all development actors in the country. The achievements can be counted in terms of both the programmatic level and institutional development level.

Optimistically, most of the CCC's objectives are on track and they reached most of the targets stated in the 2013 operational plan. Moreover, CCC has finalized its key focuses and approaches as defined in the attached new update GHP and Vision 2014-2018. Additionally, the Operation Plan for 2014 has been finalized and submitted for endorsement from CCC's Executive Committee.

In general, during the second semester of 2013, CCC has put a significant amount of resources and effort into implementing the activities stated in the 2013 annual operational plan, participating in responding to the political deadlock after the election, facilitating assistance from CSOs for the flood victims, as well as updating and finalizing the GHP and Vision 2014-2018.

Component I with support from the Volunteer Field Assessors, Working Group and the NGO Code Compliance Committee (NCCC) has completely screened 14 applications in which five of them have been awarded the certificates in September. Moreover, full assessment reports with clear recommendations have been produced and shared with the applicant NGOs so that they can improve their performance to meet the GPP standards. Furthermore, the recommendations also helped them to be committed to improve governance, accountability and professional practices within the organizations and communities they work with. More importantly, most donors of the applicant NGOs have encouraged their other partners to participate in the VCS process and dozens of NGOs are in the preparation process of applying for the GPP certificate.

The Component II has played an important role in the providing and facilitating the capacity development and learning services by CCC to CSOs in Cambodia including members and non-member organizations. These significant contributions have been made through the forms of learning forums, training courses, workshops, mentoring and coaching, and other capacity development related mechanism. These efforts have increased organizational effectiveness and governance practices within organizations as well as equipped the CSOs staff with appropriate capacity to conduct debates and strategic discussion on diversity of development issues including health, education, technology, and environmental protection etc. These achievements could not be made possible without active support and participation from NCDL and other working groups.

The Component III has made significant efforts in mobilizing at least 200 participants from around 150 institutions in 14 provinces of Cambodia to start sharpening its key focus, roles, and working approach as well as to develop CSO joint strategic commitment for the whole CSO in 2014-2018 and beyond. The knowledge and information management system has been well developed, piloted and made ready for full functioning by 2014. Members of CCC have increased in terms of number and benefits derived from this membership scheme. Besides these, CCC has been coordinated an effective response from the CSOs to the current political situation and the flood disaster happened during this period of time in Cambodia. Having some research conducted during this time especially the research on Enabling Environment for CSOs in Cambodia has influenced the knowledge and practice of relevant development actors to invest their efforts together to realize the important roles of CSOs in the development of Cambodia.

The Communications Division of CCC has taken a leading role in developing new creative way to keep the flow of communication between and among internal staff and CCC members and other stakeholders by various strategies and activities such as press conference, TV and radio broadcasting, interviews, CCC website, video clips and other social media tools. The team has also produced a significant amount of other visual communications materials to further enhance CCC's image as a professional, progressive and contemporary organization. Remarkably, because all the information has been regularly update and activated, by the end of November 2013 CCC Facebook's fans had reached to 1060 fans which is 880 increased if compare to the last six months.

The Operations Division has played an important role in maintaining CCC to be a good model organization and being fully compliant to the GPP standards. Look at the human resources, as of December 2013, CCC has accommodated a total staff of 34 in which 50% were female. The high proportion of women in the management team (MT, SMT and ExCom) was well maintained. Asides from these key achievement, the personnel policy and procedure manual and its nine annexed policies were completely revised and ready for used by 2014. Look at the financial status, as of December 2013, CCC has raised a total of **US\$0.97 million** consisting of grants supported by (donors): AusAID, EED/BfdW, Oxfam America, Oxfam Novib, Action Aid International, DCA/CA, NPA, Alliance 2015, Concord, Plan International Cambodia, CRS, Trocaire, CIVICUS and Kepa and income generated by CCC itself including reserve from 2012, management oversight, sales, services, membership and application fee.

## IX. ANNEXES

1. Final version of GHP and Vision Updates 2014 - 2018
2. 2013 Semester 2 Actual Results Monitoring Matrix
3. 2013 Semester 2 Major Events Table
4. Study on certification impacts and feasibility for setting standards/guidelines for community based organizations/small organizations
5. Summary report on the Community Participatory Action Research (CPAR)
6. Issue Briefing Workshop Materials on Promote Local Engagement for Development Effectiveness
7. Report on Enabling Environment for CSOs in Cambodia
8. Personnel Policy of CCC
9. Communication Strategy of CCC
10. 2014 Operational Plan of CCC
11. Resource Mobilization Directory
12. Press cutting clips
13. Event Management Template
14. Staff List 2013