



CSO ROAD MAP 2020 - 2025 for CAMBODIA STUDY

Partnerships for Sustainable Development in Cambodia



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for
Cambodia Study

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FOREWORD

The CSO Road Map Study (2020-2025) is being commissioned by the Cooperation Committee for Cambodia (CCC) with the generous funding support from the European Union Delegation in Cambodia, Bread for the World and Oxfam in Cambodia.

This study was, by design, developed to be a consultative process among CSO communities and concerned stakeholders aiming at collectively gathering relevant elements needed for the elaboration of a kind CSO Road Map for the next 5 years. The exercise also reviewed and analyzed key development trends/challenges affecting CSO sector a whole while attempting to come up with broad strategies/roadmaps for Cambodia CSO/NGO sector to reflect and build on.

Though many of the findings are not completely new to us all, nonetheless, they are the basis for us to further reflect and perhaps find common grounds to build cross cutting strategies to continue our journey as third development actor in Cambodia and participate meaningfully to the development of Cambodia in a more strategic, coherent and structured way.

Soeung Saroeun

CCC Executive Director.

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Borithy Lun

Independent Consulting Resource

METHODOLOGY

As the study is attempting to come up with a sector Road Map, the study was discussed and designed in such a way to be fully participatory and inclusive involving:

- Conducting a comprehensive and extensive desk review of published and unpublished documents on recent social, political and economic changes that have taken place in Cambodia during the last 10 years. The study took a snapshot analysis to identify how these factors have affected the CSO sector in Cambodia.
- Gathering of inputs and perspectives through face-to-face meeting using structured questions with not less than 50 key informants from Government, Development Partners, CSO/NGO leaders and selected non-state actors.
- The conduct of two focus Group discussions with representatives from NGO umbrella organizations, thematic group and selected NGO provincial network representatives using similar set of questions.
- The conduct of an online survey, using similar set of questions, among 100 CCC member organizations of which 48 organizations participated (28 LNGOs and 20 FNGOs).
- Findings (or answers to the study questions) gathered were then carefully analyzed, cross-compared and consolidated with reflections, discussions and recommendations shared when issues at stake were met with differences or convergence.

The above methodology and sampling were developed and agreed upon in full consultation with CCC Management and its research advisory board. Respondents were chosen from national and subnational levels. Altogether the study heard the opinions and aspirations of 97 respondents of which 38 are women thus gender representation is 37 % females. Each surveyed result table show breakdown of respondents by sex segregation. Voices from Government representatives, Development Partners, FGD's discussants, private sector and academia are qualitatively reported but aggregated in the results shown in results charts within the report as some of the questions addressed to the CSO key informants and on online survey slightly differs from the ones asked to the latter groups of respondents.

In line with full observation of professional research protocols concerning anonymity and confidentiality were fully respected and during interviews and discussions with all key informants and in focus group discussions. All respondents expressed free and informed prior consent and joined discussions of their own free will. The detailed list of respondents (respecting anonymity) can be found in Annex 3.

ASSUMPTIONS

Analysis and recommendations may be relevant and doable based on the assumptions that:

- 1- The political situation does not continue to worsen resulting in Cambodia facing international economic sanctions (possibly full withdrawal of EBA and GSP status)
- 2- The Government is still fully committed to genuinely engage and constructively work with CSOs
- 3- Cambodia will not be involved or be part of any form of escalating military or political geopolitics domino effect.

LIMITATION

Analysis time was slightly delayed while waiting for feedback from informants due to postponement of some interviews planned for February but some were instead held in early March.

One Ministry formally invited to participate declined citing formal written response to CCC to indicate reason for declining. However, no formal letter was received by CCC at the close of the study.

One Development partner formally invited to participate, for unknown reasons, completely ignored request and repeated efforts to follow up by phone were unanswered.

STUDY QUESTIONS

1. What are the key and common challenges that CSOs have faced? These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis) – Applicable to all audiences
2. What are the key priorities for CSOs within the next 5 years, particularly in responding to the key challenges found from the 1st question? Applicable to all audiences
3. What are current resources (financial, human, structure, technical resources) that CSOs currently possess in carrying out those priorities? Applicable to NGO Leaders and Online Survey participants
4. What are the key resources that CSOs need mobilize additionally? Applicable to all audiences
5. What are the evolving roles and preparation for CSOs in responding to these priorities? Applicable to all audiences

ACRONYMS

ADB	Asian Development Bank
ASEAN	Association of South East Asian Nations
CCC	Cooperation Committee for Cambodia
CNRP	Cambodian National Rescue Party
CPP	Cambodian People Party
CSDG	Cambodian Sustainable Development Goals
CSO	Civil Society Organizations
CNRP	Cambodian National Rescue Party
CSR	Corporate Social Responsibility
EBA	Everything But Arms (But “not” or without “not”)
CSO	Civil Society Organizations
DFAT	Department for Foreign Affairs and Trade
EU	European Union
FDI	Foreign Direct Investment
FMIS	Financial Management Information System
EBA	Everything But Arms
GPP	Good Practice Project
GSP	General System of Preference
HACC	Health Action Coordinating Committee
HR	Human Right
INGO/FNGO	International/Foreign Non-government Organizations
JMI	Joint Monitoring Indicator
KI	Key Informant

KOICA	Korean International Cooperation Agency
LANGO	Law on Associations and Non-Governmental Organization
LNGO	Local Non-government Organizations
MDG	Millennium Development Goals
MFI	Micro Financial Institution
MoEF	Ministry of Economy and Finance
MOI	Ministry of Interior
MOFA	Ministry of Foreign Affairs
NEP	NGO Education Partnership
NGO	Non-government Organizations
NSDP	National Strategic Development Plan
SDG	Sustainable Development Goals
ODA	Overseas Development Assistance
PPA	Paris Peace Accord/Agreement
SAF	Social Accountability Framework
SDG	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunity and Threat
UN	United Nations
UNDP	United Nations Development Programme
US/USA	United States/United States of America
USAID	United States Agency for International Development
WBG	World Bank Group

EXECUTIVE SUMMARY

Cambodia has gone through enormous challenging times over the past 40 years and the country has moved from a war-torn country to be a lower-middle income economy. UNDP report cited that from 1990 to 2015, Cambodia's annual HDI growth rate of 1.84% has outpaced the average in East Asia and the Pacific, currently at 1.35%, making it among the top seven countries in the world with the fastest HDI growth rate¹.

Being a third development actor within its own rights, the Cambodia Civil Society sector have been and still is a vibrant sector that have continuously, consistently and meaningfully contributed to the overall development of Cambodia in partnership with the Development Partners and the Government of Cambodia. To maintain this important role, the sector as whole, needs to internally reflect, and perhaps critically re-define its roles, working approaches and priorities in order to continue to contribute to the development of Cambodia. This study attempts to do that exercise. At the Global level, development work is now guided by the 2030 Agenda for Sustainable Development in which seventeen Sustainable Development Goals (SDGs)² are agreed and endorsed by all countries, including Cambodia. The Study on CSO Road Map resonates well with Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (partnerships for the goals: strengthen the means of implementation and revitalize the global partnership for sustainable development).

Against a backdrop of fast evolving and a rather uncertain geopolitical state of flux, the development paradigm in Cambodia is also evolving. As a result, roles and priorities of the civil society sector, a necessary enzyme between the people and other development actors, may need to be re-adjusted to best align itself with this fast changing social political and economic landscape. While the full report reveals numerous interesting findings with rich discussions and sometimes unanswered questions for the sector to continue to search and reflect, the below summary captures key findings with specific recommendations for each category of stakeholders. Given the overwhelmingly

¹ <http://www.kh.undp.org/content/cambodia/en/home/presscenter/pressreleases/2017/03/22/cambodia-has-region-s-fastest-growth-rate-in-human-development.html>

² <https://sustainabledevelopment.un.org/sdgs>

uncertainty, and somehow unpredictable evolvement of the social political environment in which the CSO/NGO sector will co-exist over the next 18 months, the study cannot, and should not, be considered as being a *prescribed systematic and time-bound road map* as originally desired. Nonetheless, the study highlights some general trends, issues of common concerns and success stories. The findings certainly can be used as building blocks to initiate a sector wide reflection so that the sector can strategically adapt itself (structurally and programmatically) to fit within a fast changing operating environment in Cambodia and continue its role as third development actor for the well-being of Cambodia and Cambodians.

Key Finding # 1: *Despite fast changing internal and external social political dimensions beyond its control, the NGO/CSO sector is still recognized by all stakeholders as the third essential pillar of development for Cambodia, nevertheless, the sector can be more effective and stay fully relevant if it addresses some areas commonly identified as weaknesses such as being too competitive and lacking solidarity and representativeness.*

(This finding partly responds to the study question #1 what are the key and common challenges Cambodian CSO sector have faced? These are related to overall enabling environment for CSOs, internal and external factors – (SWOT Analysis)

Recommendations to CSO/NGO sector:

1. Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) NGOs/CSOs should make concerted efforts to work collaboratively and more closely through joint programming where beneficiaries and geographical locations are common. Essence of programming should be intertwining of social justice with social accountability themes to bring about social changes.
2. Umbrellas/Networks should make concerted efforts to work collaboratively and more closely to document and regularly share sector joint position papers and sector annual contribution to the development of Cambodia
3. Umbrellas/Networks should further reflect on the findings/recommendations of this study and concretely establish working group to articulate the sector road map in a fully consultative manner.
4. INGOs providing support to LNGOs should (as much as possible) encourage joint programming as described above and treat both Human Rights/Advocacy

NGOs/CSOs and Service Delivery (Development) as equal complementary partners.

5. Each NGO/CSO needs to ensure that plans (and a will) are in place for leadership succession to avoid personality cult building in and prevailing.

Recommendations to the Development Partners:

1. Support initiatives that promote joint programming.
2. Support triangular programming approaches that engage CSO sector to deliver in partnership with Government agencies on themes cross cutting social justice with social accountability.

Recommendations to the Royal Government of Cambodia:

1. Consider Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) as equal and complementary partners in the pursuit of national and global development goals.
2. Value and consider CSO Sector as enzyme between Government and communities to addressing existing and emerging unmet needs of vulnerable peoples.
3. Impartially listen and be prepared to find joint solutions to assist victims of social injustice
4. Take on board well justified and evidence based constructive comments/inputs to policy gaps.

Key Finding # 2: *Even limited and not fully used in an optimal manner, opportunities for CSO sector to engage (within own sector, with the Government, the DPs and the Private sector) do exist. This is a collective challenge for all parties to the dialogue mechanisms (formal and informal). All parties are therefore encouraged to dialogue with sincerity, genuine good will and commitment to achieve results based outcome on a culture of mutual trust instead of casually claiming a "ticked box" after a dialogue has actually taken place. (This finding partly responds to the study question #1 what are the key and common challenges Cambodian CSO sector have faced? These are related to overall enabling environment for CSOs, internal and external factors – (SWOT Analysis and to study question # 5 -What are the evolving roles and preparations of CSOs in responding to these priorities?)*

Recommendations to CSO/NGO sector:

1. Existing Umbrellas, Networks and informal groupings of INGOs need to be well prepared and be on “same page” for any type of dialogue mechanisms by holding pre meeting to seek consensus on key asks and to agree on spokesperson(s) by specific areas of expertise.
2. All attendees should jointly meet to reflect post-dialogue and share lesson learnt or missed opportunities and to agree on an outcome statement that can be publicly shared.
3. Umbrellas/Networks should use existing mechanisms and latest technologies or common social media platforms to inform respective constituencies in a timely manner.
4. Umbrellas/Networks should set up mechanisms to follow up on promises or action points of dialogues.

Recommendations to the Development Partners:

1. DPs carry strong leverage and have dedicated fund to support Multi stakeholder or bilateral dialogues as such DPs interventions as co-convener or sponsor of dialogues are strongly encouraged.
2. DPs have easy and more frequent access to high-level Government officials. They should share and update CSO sector on matters that concern the sector or affect the sector.

Recommendations to the Royal Government of Cambodia:

1. When and where possible, give reasonable notice time, prior to major dialogue events so that the sector can be prepared both in contents and in representational aspects.
2. Ensure that nominated contacts person as focal point for responses to certain unanswered technical questions take their role and responsibilities seriously.

Key Finding # 3: *Among a multitude of challenges and threats, top aggregated challenging threats are funding limitation, compliance to LANGO and other recent/existing laws affecting CSO/NGOs (Labor law, Taxation law etc...) and continued disruption of activities at sub-national level. The NGO/CSO sector should materialize the below remedial actions to ensure least funding vulnerability, better compliance to NGO/CSO related legislations and assure non disruption of core activities.*

This finding collectively responds to one aspect of the study question #1 what are the key and common challenges Cambodian CSO sector have faced? These are related to overall enabling environment for CSOs, internal and external factors – (SWOT Analysis), 2 aspects of study question # 3 – what are the priorities for the sectors for the next 5 years and also partly to study question # 4 –what are the key resources that CSO need to mobilize additionally?)

Recommendations to CSO/NGO sector:

1. On funding vulnerability: Umbrellas, Networks and informal groups of INGOs need to meet up as a matter of urgency to discuss ways to identify the segment of the sector who financially vulnerable and to come up with strategies to ensure that the sector have at the very least a financial sustainability of 3 years. The piloted CSO Trust Fund created by CCC needs to be scaled up and further subscribed by like-minded other donors.
2. On legislation compliance: Umbrellas, Networks and informal groups of INGOs need to commission LAC (currently contracted by CCC) and DF DL (currently advising INGOs) to work together to come up with clear and concise guidelines for NGO Sector to be fully aware of the scope of all laws affecting the sector with clear not on consequential non-compliance.
3. On the activity disruption: Umbrellas, Networks and informal groups of INGOs and individually affected NGO need to have a centralized social platform to have full inventory of these disruptions. Such system would allow data collection as evidence to share to the MOI for remedial action.
4. Umbrellas/Networks need to find approachable “champions” in Government agencies to relay constructive comments to Government at both national and sub national levels.

Recommendations to the Development Partners:

1. On funding vulnerability: Through existing funds or pooled fund, used data received from Umbrellas, Networks and informal groups of INGOs, DPs can discuss a rescue plan for most vulnerable NGOs/CSOs that are truly in need of bridging fund.
2. On legislation compliance: The costs of developing clear and concise guidelines for NGO Sector to be fully aware of the scope of all laws affecting the sector may be very costly and unplanned by the sector so a specific injection of funding support under the theme of fostering CSO enabling environment would be much welcome.
3. On the activity disruption: DPs through their embassies or aid agencies often provide direct small grant to NGOs. If there is a political will to help CSO sector gathering concrete evidence, a simple step can be taken to help the CSO sector. Embassies or aid agencies only need to issue a special written request to all their grantees to report unjustified activity disruptions for further sharing to NGO body responsible for documenting and aggregation.

Recommendations to the Royal Government of Cambodia:

1. On funding vulnerability: Many Ministries, Government agencies deliver program activities jointly with NGO/CSOs (particularly in development and service delivery sub-sectors), such partnership help accelerate society changes. Therefore, as special measures to help mitigate funding vulnerability of small but transparently run and effective LNGOs there is a need for Ministries and Government agencies to scale up and strike new partnership where and when possible in localities where beneficiaries suffered most.
2. On legislation compliance: Concerned Ministries, initiators of the new laws deemed to affect the functioning should be open for regular consultation to LAC and DFDL during the elaboration of the CSO guidelines so that written guidance (and practical interpretation) are not contradicting original intend.
3. On the activity disruption: the MOI and MOFA should take concrete steps to appoint reliable focal person(s) with fully vested authority to review and act upon allegation of unjustified activity disruption which are well substantiated with evidence directly with concerned local authorities.

Key Finding # 4: *Aggregated results on the sector and sub-sector priorities for the next 5 years centered around the entire sector striking a fair balance and justified balance between responding the people's needs and demand in close alignment with national reform agenda within the norm of global development goals. Consequently, each sub-sector is expected to deliver (perform) some specific priorities to contribute to the above common but interlinked set of priorities. Aspired programming priorities can only reach desired social impact outcome when DPs and Government genuinely provide supportive and explicit enabling environment in a consistent and responsive manners.*

This finding responds to one aspect of the study question #1 what are the key and common challenges Cambodian CSO sector have faced? These are related to overall enabling environment for CSOs, internal and external factors – (SWOT Analysis), and to study question # 2 – what are the priorities for the sectors for the next 5 years?

Recommendations for the CSO/NGO sector:

1. Umbrellas and networks must align their work with broader global and national agendas to achieve more effective and result-based outcomes, which are verifiable and yielding concrete social changes. They should increase their level of competence to meet or exceed their client's (Government, the donor community, the membership and the grassroots) expectations in terms of quality, pro-activeness, coherence and relevance.
2. Umbrellas and networks are strongly urge to produce on regular basis documents/publications (e-publications on website as alternative) which reflect the core work and achievements of CSO/NGO sectors for example annual NGO/CSO contributions to Development or NGO/CSO thematic analytical position Papers.
3. Umbrellas/Networks should reflect and decide on whether or not to conduct a feasibility study to fully review the pros and cons of having a CSO national Council.
4. Umbrellas and networks senior management are strongly urged to cost share and make time to meet up in a 2-3 day sector wide style retreat to deeply, and seriously reflect together this study findings, recommendations and perhaps collective agree on the Road Map.
5. INGOs are encouraged to hold similar process and reflect on its evolving roles given this new development paradigm where stronger country ownership is considered as being of critical importance.

6. INGOs are encouraged, where possible, to review and reduce parallel meeting system to the ones hosted by the main umbrellas.
7. INGOs are encouraged to support the sector drive on Good Governance and to model Zero tolerance internally and with their grantees.
8. The entire sector (Umbrellas, Networks, INGOs, LNGOs, CSOs and CBOs) must continue to observe and practice high principles of Good Governance. Mostly particularly CCC's Good Practice Project (GPP) self-certification system must be fully reviewed in such a way that it is accessible to a much wider audience. The ultimate aim is for the sector to aspire for strong adherence to and practice of Good Governance is well enshrined in the sector modus operandi mindset and institutional behavior.

Recommendations to the Development Partners:

1. As explicitly expressed in the EU Road Map for Engagement with Civil Society, 3 priorities are cited "1) To enhance efforts to promote an enabling environment for CSOs in partner countries; 2) To promote a meaningful and structured participation of CSOs in domestic policies of partner countries, in the European programming cycle and in international processes; and 3) To increase local CSOs' capacity to perform their roles as independent development actors more effectively". These priorities must continue to prevail and further strengthen and need to be further extended beyond the EU group. The EU can in fact help amplify and bridge CSOs to other development actors such as USAID, DFAT, KOICA, and China Aid etc...
2. DPs should, when possible, use their leverage to invite and fully integrate CSO's voice in multi-stakeholder processes and initiatives into their country assistance frameworks, strategic plans, and provide technical as well as financial assistance to CSOs in implementing inclusive and meaningful processes.
3. DPs should when possible, support the sector drive on Good Governance and perhaps use the GPP certification standards as one of the selection criteria when evaluating grant applications.
4. There is a trend at the EU to favor LNGOs as lead partner (with INGO as co-lead or secondary partners) in responding for call for proposals. This practice is a step in the right direction and well in line with the principle of building country ownership.

This modality is a good practice, where possible and practical, should be inspired and applied by other Development Partners.

Recommendations to the Royal Government of Cambodia:

1. As explicitly expressed in the Rectangular Strategy and the Development Cooperation and Partnerships Strategy (2019-2023), CSO/NGOs are deeply valued and recognized for their continued and active contribution in supporting national development. NGOs play an important role in terms of mobilizing resources and local partnerships for supporting service provision, especially in social sectors. Formal arrangements (bi-annual interfaces) for holding consultations with the NGO community have been established with the objective to promote mutual trust, transparency and accountability as well as effective information sharing especially on development progress. As such, the spirit of mutual trust, transparency and accountability should be fully and mutually respected.
2. Until such a time a council is formally created (if there is a sector consensus to create such a Council), it is respectfully urged that the related Government Ministries use existing umbrellas/Networks as representative voice of the sector.
3. Although formally the MOFA deals with INGOs and the MOI deals with LNGOs, because membership of existing umbrellas comprises mixed origin membership (INGOs and LNGOs), invitations to bi-annual meetings of both MOFA and MOI shall include leaders of umbrellas and networks.
4. As the NGO/CSO sector are actively engaged (and participating as sub-grantees of some Government run project: PFM, D&D. The sector strongly but respectfully encourages Government implementing agencies to either give easy access to progress reports or publicly share these reports on related Ministerial websites.

Key Finding # 5: *Among ten probed broad programming areas, a trend emerging from aggregated opinions gave top priorities to programming areas participating and monitoring national reform agenda (securing social justice through social accountability interventions) with a strong desire to use creative digital technologies creatively and innovatively in delivering activities. Other future programming areas strongly envisaged were programming activities on gender and social Inclusion, a desire to empower the sector to be more resilient and compliant to all legislations affecting CSO/NGO sectors. Lastly, the sector is also deeply faithful continued promotion of democracy and human rights, fostering enabling environment and the further enhancement of Good Governance.*

This finding responds mostly to the study question # 2 – what are the priorities for the sectors for the next 5 years? and the study question # 5-What are the evolving roles and preparations of CSOs in responding to these priorities?)

Recommendations for the CSO/NGO sector:

1. Umbrellas and networks should exercise their coordination role by convening technical meetings among sub sectors to further discuss and agree on a sub sector thematic plan. The typical questions to be asked and answered are: who does what? with who? and where? These consultative and planning sessions are necessary to help reduce competition and duplication while forging solidarity among NGOs/CSOs working on similar program areas/themes.
2. Where possible FNGOs and LNGOs should include an element of citizen empowerment (active citizenry) so that they are better equipped and fully informed to collectively and constructively monitor Reform agendas.
3. The Buddhist clergy and youth, collectively represent a significant percentage of Cambodian population with full voting rights. It is therefore very important for the CSO sector to engage with both these two social groups so that they can responsibly and accountably contribute towards the shaping up of and the future development of Cambodia in a more informed manner.
4. Umbrellas and Networks should try their best to bridge HR/Advocacy NGOs to Service Delivery/Development NGOs to bridge the sector divide to pave the way for context relevant and politically smart programming approaches where both camps can work together for the common best interest and benefits of the beneficiaries.

5. HR and advocacy NGOs wanting to voice justified concerns on reform agenda going off track should diplomatically and directly with concerned ministry leadership rather than directly sharing these concerns to the press or to the embassies or back donors.

Recommendations for the Development Partners:

1. DPs should take note of the new CSO inspired program directions and where possible, align their call for proposals to these aspirations or when reviewing criteria of grant allocations.
2. Innovative and creative use of technologies are costly and required specialized skills, DPs should take note of that fact and allow flexibility in funding uses.

Recommendations for the Royal Government of Cambodia:

1. The Government should take note of the new CSO inspired program directions and where possible, create more frequent and meaningful “space” for engagement to discuss joint programming at technical level.
2. As the development paradigm is shifting toward the 2030 development Agenda, perhaps there is a need to review and re-align the existing TWGs composition and substance against national reform agenda and the SDGs.
3. Last but not least, as one key informant rightly pointed out, this study should set motion for more actions to follow instead of being another publication of CCC that is gathering dust on a shelf, as such few sets of priorities are highly recommended for CCC, NGO Forum and other networks to get the ball rolling:

<p>Priority 1:</p> <p>1.1. To research and develop draft CSO Council by laws and election modalities in relation to existing legislations to further research on social cost and benefits of CSO council</p> <p>1.2. To share study report to CSO sector, Government and DPs</p>
<p>Suggested timeline: Q2 2019</p>
<p>Who by: LAC and DFDL – External consultants on 1.1</p> <p>Who by: CCC on 1.2.</p>
<p>Intended outcomes</p> <p>Essential documents are in place for umbrellas/Network leaders reflective retreat</p>

Feedback are received and analyzed in readiness for umbrella/Network leader Retreat
Priority 2: Hold a reflection among umbrella and network leaders to discuss Road Map findings/recommendations and deepen visioning exercise on CSO Council formation
Suggested timeline: Q3 2019
Who by: All senior management of umbrella/networks
<p>Intended outcomes</p> <p>A consensus is reached on formation (or otherwise) of the CSO Council and agreements are reached on action plan to address study recommendations.</p> <p>A segregation of duties/responsibilities is agreed among umbrella/networks</p> <p>A detailed and time-bound road map 2020-2025 is agreed and endorsed</p>
Priority 3: Umbrella and network leaders to present Road Map 2020-2025 to DPs and to Government
Suggested timeline: Q1 2020
Who by: All senior management of umbrella/networks
<p>Intended outcomes</p> <p>DPs and Government informed about CSO Road Map 2020-2025</p> <p>CSO wide road map ownership is respected and fully inclusive</p>
Priority 4: Annual review of year 1 Road Map
Suggested timeline: Q1 2021
Who by: All senior management of umbrella/networks
<p>Intended outcomes</p> <p>CSO Road Map 2020-2025 progress review conducted</p> <p>Remedial action plans are agreed for 2022.</p>

Note: All subsequent years will be reviewed and adjusted based on evolving social political and economic context of Cambodia.

1. BACKGROUND & INTRODUCTION

Two decades of economic growth have helped make Cambodia a global leader in reducing poverty. The success story means one of the South East Asian Nations (ASEAN), namely Cambodia, has overcome a vicious civil war now is classified as a lower-middle income economy by the World Bank Group (WBG)³. Most visible evidence is the robust economic growth averaging 7.6 percent per year in the past two decades has transformed Cambodia from one of the world's poorest countries to a lower middle-income country today. Read more details of recent economic developments. Similarly, Cambodia is cited by the Asian Development Bank (ADB) as being the tiger of Asia – "*Cambodia, which was once a country synonymous with conflict and poverty, now has one of the fastest growing economies in Asia. The country's gross domestic product has grown by 7 percent or more each year since 2011 and is expected to keep up that pace through 2017, according to the Asian Development Bank's Asian Development Outlook 2016*"⁴. A recent Study on Multi Stakeholder Initiatives cited that "*Cambodia is an early achiever in many Millennium Development Goal (MDG) areas, particularly in reducing income poverty, increasing primary enrolment, and fighting HIV and tuberculosis*". Furthermore, a UNDP report cited that such robust economic growth has significantly contributed to poverty reduction. Poverty rate declined from around 53 percent in 2004 to less than 20 percent now⁵.

It goes without saying that 2017 and 2018 were busy and eventful years for Cambodia. The heightened political heat and drama were backdated to the results of the 2013 national elections where the CPP, for the very first time only won 68 seats while the CNRP claimed 55 seats. It was the biggest blow to the CPP and the largest seat loss by the ruling party to date and their lowest share of seats since 1998⁶. Despite ongoing efforts to weaken the CNRP for 3 years (2014 to 2017), the polls of the communal elections still closed with similar results patterns in which CPP only won a smaller majority against larger gains by the CNRP (50.76% for CPP and 43.83% for CNRP)⁷. Faced with such a serious and unprecedented threat, there was no other alternative but to find ways to take the CNRP off the electoral race at all costs. The decisive moment took place on 3/9/17 with the arrest of

³ <http://blogs.worldbank.org/eastasiapacific/cambodia-is-now-a-lower-middle-income-economy-what-does-this-mean>

⁴ <https://www.adb.org/news/features/here-comes-cambodia-asia-s-new-tiger-economy>

⁵ <http://www.kh.undp.org/content/cambodia/en/home/library/poverty.html>

⁶ https://en.wikipedia.org/wiki/Cambodian_general_election,_2013

⁷ https://en.wikipedia.org/wiki/Cambodian_communal_elections,_2017#cite_note-5

Mr. Kem Sokha then leader of the CNRP on charge for treason. Roughly, 2 months later, the CNRP was declared illegal and banned from conducting political activities by order of the Supreme Court on 17/11/17⁸.

Cambodians and many western democracies saw these last two events as being extremely dangerous U-turn on Democracy in Cambodia and a breach of the Paris Peace Agreement (PPA). From that point onward, the CPP has succeeded, against all the odds, to comfortably sail through and win the 2018 national elections to form a single party government. Only China and a small number of countries (with similar style of Governance as Cambodia) have officially recognized the current Government while the US, and the EU (excluding Germany and France) strongly questioned the national elections results, the marginalization of the CNRP and the legitimacy of such government.

Cambodia and China's political "rapprochement" visibly started as far back as 2012 when Cambodia was the revolving chair of ASEAN summit. Since then China and Cambodia have been helping each other politically and economically perhaps a useful strategy to contain pressure and demand from the West and the US for Cambodia to course its development path based on the premises of respect for human rights and minimum standard of democratic norms and principles. That has led to the withdrawal of elections funding support by the EU and the US but immediately China Aid stepped in to fill the vacuum so the national elections went as planned.

Nonetheless, it is frighteningly chilling to imagine the resulting scale and scope of the political and social costs to Cambodia and Cambodians given the lessons learnt (or our case here – lessons never learnt) some 40 years ago when China was openly pledging military and political support to the Khmer Rouges to topple the Khmer Republic. The legacy of the Genocide unfairly and unjustly took away 1.7 M Cambodian lives left long lasting traumatic social and political scars up until today.

To put it metaphorically, it looks as if China is conveniently harvesting "ripe fruits" which are tangible social economic outcomes of 30 years of development assistance invested and painfully nurtured by the West through the Paris Peace Accord (PPA) in 1991. PPA was catalyst to end the civil war and the trigger of massive development assistance to Cambodia that eventually led to a gradual return to peace for Cambodia. PPA also engendered some aspects of societal democratization that has led to today's relative economic development growth.

⁸<https://www.phnompenhpost.com/national-post-depth-politics/death-democracy-cnrp-dissolved-supreme-court-ruling>

2. THE SOCIAL POLITICAL CONTEXT

Although Peace and strong economic growth are important for Cambodia's development, such development needs to be inclusive, sustainable and fair, Cambodia, as a nation shall ensure proper state of Governance with full respect for human rights and a clear and genuine separation of powers between the legislature, the executive and the judiciary. A commitment that Cambodia has signed up to in the PPA and as signatory to many Human Right based treaties. Political rivalries over the last 30 years have partly engender a kind of benign neglect on Good Governance and Human rights as essential and genuine drivers of Cambodia's democratization and development processes. If anything, peace dividend and costs of economic growth bear heavy and escalating negative impact on Cambodia's poor and vulnerable groups. " *Sophal Ear, an associate professor of diplomacy and world affairs at Occidental College in Los Angeles, says only those at the top of the pyramid truly benefit from Cambodia's rapid growth. There is a very strong top of the economy that is benefiting from its access to the political power, ability to create a monopoly, and control of trade.*"⁹, similar analysis were substantively investigated and reported by Global Witness in 2016¹⁰.

The EU and the US, key signatories of the PPA were deeply displeased with the current political status quo and the increasing political and economic influence of China in Cambodia, demand a return to a multi-party democracy against lifting of sanctions already in place and more to come¹¹¹² and a reconsideration of the Everything But Arm (EBA) status¹³. Both the sanctions and EBA could costs Cambodia very dearly, 2016 statistics indicated that combined exports to the US and EU were USD 7.3 billion worth of products while China was the largest foreign investor, for 30% of all investment and 36% of bilateral aid¹⁴. Furthermore, one fourth of 392 Garment factories in Cambodia are mainland Chinese owned¹⁵ and a high proportion of raw materials are from China meaning that the impact

⁹<https://www.voacambodia.com/a/cambodians-continue-to-feel-the-pain-of-economic-growth-inequality/4499181.html>

¹⁰ <https://www.globalwitness.org/en/reports/hostile-takeover/>

¹¹ https://www.washingtonpost.com/news/worldviews/wp/2018/06/13/as-cambodian-democracy-weakens-u-s-sanctions-a-high-ranking-cambodian-official/?utm_term=.9de095e6923c

¹² <https://www.rfa.org/english/news/cambodia/lawmakers-07262018144119.html>

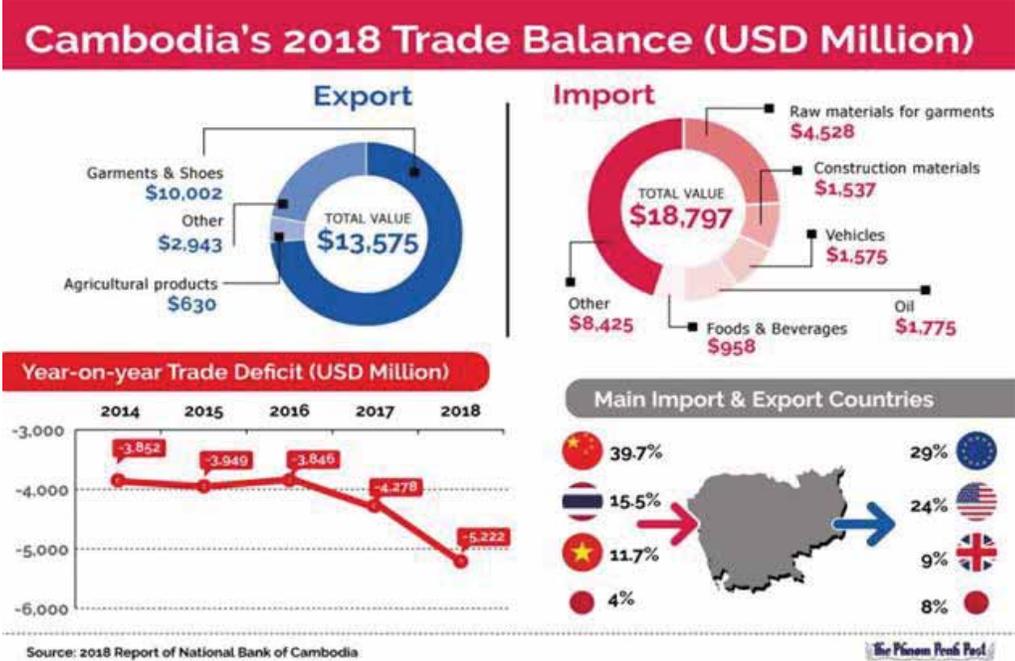
¹³ <https://www.reuters.com/article/us-myanmar-rohingya-eu/eu-to-hit-cambodia-with-trade-sanctions-says-myanmar-may-follow-idUSKCN1MF1BP>

¹⁴ <https://ihsmarkit.com/research-analysis/political-outlook-for-cambodia.html>

¹⁵ <https://www.phnompenhpost.com/post-plus/china-factories-relocate-cambodia>

of sanctions and EBA would also severely and equally affect Chinese business's investments.

More discussions on impact of EBA's withdrawal can be cross-referred in a recent article of the Globe Asia¹⁶ and the below Cambodia's 2018 Trade Balance re-confirmed which countries or which investors are more affected by the sanctions¹⁷.



Although the impact will be painful and very damaging for Cambodian's economic growth, legally and practically speaking both instruments take time to come into effect, the EBA withdrawal timeline is 18 months¹⁸ while actual wording of the Cambodia Democracy Act of 2018 were vague enough to allow the Government of Cambodia enough room and flexibility to escape these sanctions. Besides, the act doesn't indicate a timeline either. For example: sanctions can only be suspended if Cambodia is judged to be making meaningful progress toward: *Ending government efforts to undermine democracy; Ending human-rights*

¹⁶ <http://sea-globe.com/cambodia-economy-under-fire-from-possible-eba-loss/>
¹⁷ <http://www.phnompenhpost.com/business/trade-deficit-grows-once-more>
¹⁸ <https://www.phnompenhpost.com/national/eu-officials-ending-eba-18-month-procedure>

violations associated with undermining democracy; Conducting free and fair elections which allow for the active participation of credible opposition candidates”¹⁹.

With already nearly 1.2 M Cambodians²⁰ already out as migrants' workers and a minimum of 300,000 students²¹ entering the labor market annually, Cambodia just cannot afford to find immediate substitute employment for 600,00 to 800,000 garment/footwear workers²² if factories are to be closed resulting from EBA and sanctions. Apart from the policy impact, the social impact on the workers and their families will be equally devastating. In the event that no employment opportunities do come up in a timely manner to absorb the spare workforce laid off as a result of EBA and sanctions, the spilt over back of the female active workforce could drift into the entertainment sector. If such situation arises, then serious social problems such as prostitution, human trafficking, gender violence, forced labor migration will increase or even multiply accordingly. Behind the façade of some appearance of better living standards in Cambodia now there is somehow, hidden behind, a risky poverty trap that is “camouflaged” by heavy reliance on micro financing loans. Such phenomenon induced a large proportion of Cambodians to live far beyond their real financial means and once employment is lost or suspended, they immediately become heavily burdened with unpaid accumulated debts. If lasting for long period, their assets or any other securities (put down as loan collateral) are very likely to be appropriated or auctioned by lending institutions. *“Microfinance has been expanding to poor people in more remote areas and specifically women. Approximately 80% of MFI clients live in rural areas and 81% of clients are women with the repayment rate from clients almost up to 98% before the financial crisis in 2008. MFIs in Cambodia have been shown to empower women as the head of the family who often have good cash management skills. And Research has estimated that the provision of financial services has impacted 3,878,618 Cambodian people²³”.* These fragile target beneficiaries could easily fall back into poverty once they cannot afford to pay back loan due to unemployment.

¹⁹ <http://www.atimes.com/what-is-the-end-goal-of-americas-sanctions-on-cambodia/>

²⁰ <https://www.khmertimeskh.com/113661/spike-in-migrant-worker-numbers/>

²¹ http://ilo.org/wcmsp5/groups/public/--asia/--ro-bangkok/documents/publication/wcms_550169.pdf

²² <https://betterwork.org/dev/wp-content/uploads/2018/01/Cambodia-Annual-Report.pdf>

²³ <https://www.cma-network.org/en/microfinance-in-cambodia>

Another study which took an in-depth analysis at multi-stakeholder initiatives and the enabling environment for civil society in Cambodia²⁴ also concurred that the socio-political, economic, cultural, and technological landscape is rapidly changing. Of particular importance are the ongoing efforts at political reform, the outcome of the recent elections, the uptick in non-conventional foreign direct investment (FDI), the corresponding decline in overseas development assistance (ODA)²⁵, and the evolving geopolitical context. In addition, the development paradigm is also shifting, and the traditional roles of civil society, government, and private sector actors are evolving with the changing context. There is an urgent and pressing need for all development actors in Cambodia, CSO/NGO sector included, to carefully internally reflect and perhaps redefine their role in this changing landscape and to develop appropriate strategies to respond and adapt to the current climate in a relevant and coherent way.

3. CIVIL SOCIETY CURRENT CONTEXTUAL STATUS QUO

For the purpose of this study, CSO and NGO words are used interchangeably, a common practice that is used widely by scholars and researchers in Cambodia²⁶.

A study commissioned by Oxfam Cambodia on the Future role of INGOs in Cambodia prepared by Carol Mortensen cited the existence of 3,492 registered NGOs and associations with an estimated 1,350 being active²⁷; of these around 450 are INGO; NGOs contribute an annual expenditure of USD 600-700 million²⁸ comparable to Government expenditure on social services²⁹. There are also a fairly large but not easily confirmable number of small unregistered Cambodian associations working informally at the grass-roots level who do not register their presence with authorities³⁰. INGOs working in Cambodia are diverse and multi-faceted, and the scope of their work is as broad as their interests and operations may be local, national, regional, or global depending on their size. INGOs may focus upon

²⁴ MSIs in Cambodia- A look at multi-stakeholder initiatives and the enabling environment for civil society in Cambodia

²⁵ http://www.cdc-crdb.gov.kh/cdc/aid_management/DCPR_2016.pdf

²⁶ <https://cdri.org.kh/wp-content/uploads/wp84e.pdf>

²⁷ <http://www.icnl.org/research/monitor/cambodia.html> updated 25 October 2014

²⁸ Cooperation Committee for Cambodia 2012: CSO Contributions to the Development of Cambodia

²⁹ Cooperation Committee for Cambodia 2013, "Assessment of the Enabling Environment for Civil Society – Country Report - Cambodia

³⁰ Cord Cambodia 2011, Busan and Beyond: Accountability and an enabling environment for civil society in Cambodia
Cooperation Committee for Cambodia, NGO Forum on Cambodia and Medlcam Phnom Penh, Cambodia

issues, be task-oriented or driven by ideology: some have a broad public-interest perspective, others a private and narrow focus, budgets vary and INGOs may operate individually, form networks or fund partners³¹.

The majority of CSOs concentrate their work on service delivery and other forms of development; only 7 percent of CSOs focus on advocacy, human rights, and democracy—and these are the organizations that are most frequently targeted by the government’s restrictions. In 2015, the Law on Associations and NGOs (LANGO) was passed by Parliaments, the LANGO impose mandatory registration of all NGOs and require all NGOs and associations to strictly respect “political neutrality”³². Given the political landscape as described above, the existence of LANGO, it is clear that the civic playing field is indeed changing rapidly and the democratic space not just for the CSO/NGO sector is getting further and further restricted. Perhaps the “hay days” of CSO sector enjoying full and unrestricted freedom of speech, freedom of association and freedom of assembly are nearing a sad end. Unless the sector manages to successfully and strategically adapt and re-invent itself, it faces enormous risks of losing its purposes and relevance as third development actor within its own rights.

³¹ Commission on Global Governance, Our Global Neighbourhood 1995

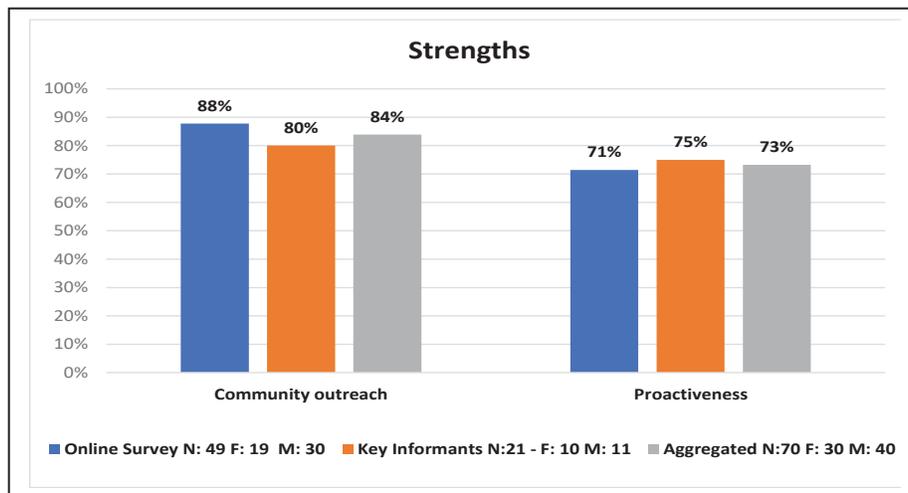
³² https://cambodia.ohchr.org/~cambodiaohchr/sites/default/files/Unofficial_Translation_of_5th_LANGO_ENG.pdf

4. SNAPSHOT SWOT AND ANALYSIS OF CSO SECTOR

Given the aforementioned social political context, it is important and useful for the sector to internally soul search to re-evaluate itself by conducting a multi stakeholder SWOT analysis.

The study of the SWOT and key findings are summarized, discussed and consolidated as below:

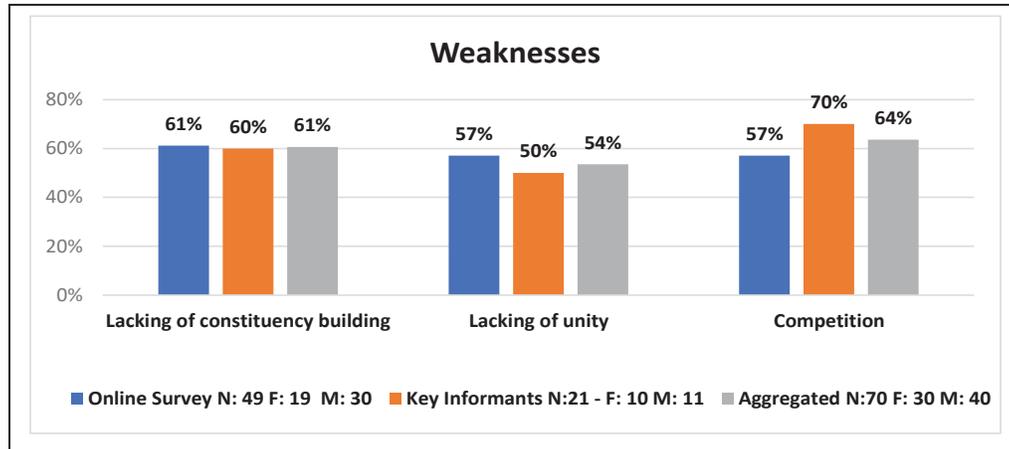
Strengths as opined by:					
	KI and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Community outreach	✓	✓	✓	✓	✓
Pro-activeness	✓	✓	✓	✓	✓
Working for the best interest of people in society		✓			
Spirit of Solidarity	✓	✓	✓		
Initiative taker on emergency issues		✓		✓	
Strong self-determination and highly resilient		✓	✓		✓
Result oriented, accountable and transparent	✓	✓	✓		✓
Able to deliver beyond normal public services			✓		✓
Neutral					✓
Open to partnership				✓	✓
Effective social need gap filler and effective watchdog				✓	



71% of surveyed CCC member organizations agreed that the sector’s key strengths are its high pro-activeness to serve the people and its ability while 88% claimed that community outreach is top strength. Similar trend is observed by KIs and in aggregated percentage. Other surveyed organizations added that other strengths come from good spirit of partnership, initiative to react in timely manner to emergency. The majority of KIs concurred that CSO/NGO sector’s key strengths are indeed its pro-activeness to serve the people and its ability to work closely with the community.

Other KIs added that its long history of engagement and numerous success stories equate the sector as a key player and a true complementary change agent to the government reform agenda and country development so far while advocacy/HR sector stay resilient and relevant to their cause in social justice and social accountability issues. All Development Partners interviewed recognized that CSO/NGO sector is a very dynamic, diverse and consistently active sector that has contributed immensely to the overall development of Cambodia during the last 3 decades. Despite recent upheavals and new regulatory framework, the sector has shown resilient and kept up its momentum well. Interviewed Government officials agreed that NGO sector has long history of engagement and has made meaningful contribution to social, political and economic development in Cambodia and have collectively and actively participated in implementation of NSDP and SDP and other Government reform agendas. Many NGOs work directly with vulnerable people. Some NGOs regularly contribute ideas and inputs in development plans and policies and monitor the implementation of these plans and policies.

Weaknesses as opined by					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Too competitive	✓	✓			✓
Lacking solidarity	✓	✓		✓	
Lacking constituency building	✓	✓			✓
Lacking inter sector trust	✓	✓			
Distancing from Communities (for fear of being labeled as being part of a color revolution)	✓	✓			
Lacking innovation and creativity	✓				
Diminishing inter sector trust (Berlin wall image dividing HR/Advocacy and Service delivery CSO/NGOs)	✓				
Poor sector own data consolidation report (Sector wide position papers- Sector performance records)	✓		✓	✓	
Lack synergy/cross coordination		✓			
Poor internal Governance			✓		✓
Use of wrong channel/medium to voice concerns				✓	
Less bias and be more constructive				✓	
Use of Low tech capacity					✓
Commercializing charity/humanitarian work (social enterprise in disguise)					✓



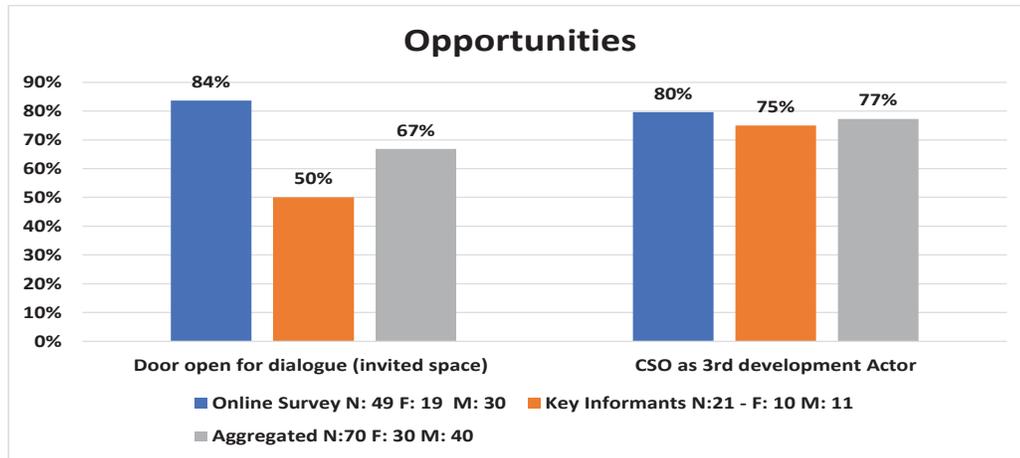
Regardless of sources, the key weaknesses of the sector are the following: Lacking unity, being too competitive and lacking constituency building. The KIs however felt that competition is the weakest point of the sector. Other KIs questioned the capacity and role of umbrella organizations/thematic networks to play the effective bridging role and reduced internal trust level within the sector – A few NGOs were seen as distancing themselves from Communities (for fear of being labeled as being part of a color revolution) while some others refer to a lack of creativity and innovation as source of weaknesses –

Views from Government Officials are mixed and differing on CSO/NGOs weaknesses. One informant cited some NGOs have hidden agenda or different agenda (mostly being too critical of poor performance of duty bearers) so this create friction and is sometimes counter-productive in partnership building efforts. Another informant was referring to sub-national local authorities over implementing rules and regulations imposed from central level. Such act creates a culture of misunderstanding with NGOs implementing activities on the grounds with local civil servants. A classic case being directive from the MOI no longer asks (or never requires) NGO/CSO to explicitly seek written endorsement by provincial or district chiefs to hold meeting/workshop but the former still insists on having their green light as otherwise activities will be not allowed³³. Similar pattern is also re-emerging in the section on challenges and threats further below.

³³ <https://www.phnompenhpost.com/national/ngos-may-operate-without-restriction>

A few development partners cited that CSO/NGOs are good at doing but not very good at collectively documenting the sector success stories in a systematic and cohesive manner (Sector NGO/CSO position papers – NGO Contributions to Development report)

Opportunities as opined by:					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
3 rd development actor for development	✓	✓	✓	✓	
Door open for dialogue (invited space)	✓	✓	✓	✓	
Changing political context creates new opportunity to engage	✓				
Emerging issues such as SDGs and CSDGs	✓			✓	
Transitioning into social enterprise	✓				
Though smaller than before donor assistance is still available for NGO/CSOs			✓		✓
Partnership being one of the RS priorities				✓	
Both communities and Government considers NGO/CSO sector as essential necessary enzyme for effective development formula					✓
Policy gaps are still enormous					✓
Needs of vulnerable groups are still hugely unmet					✓



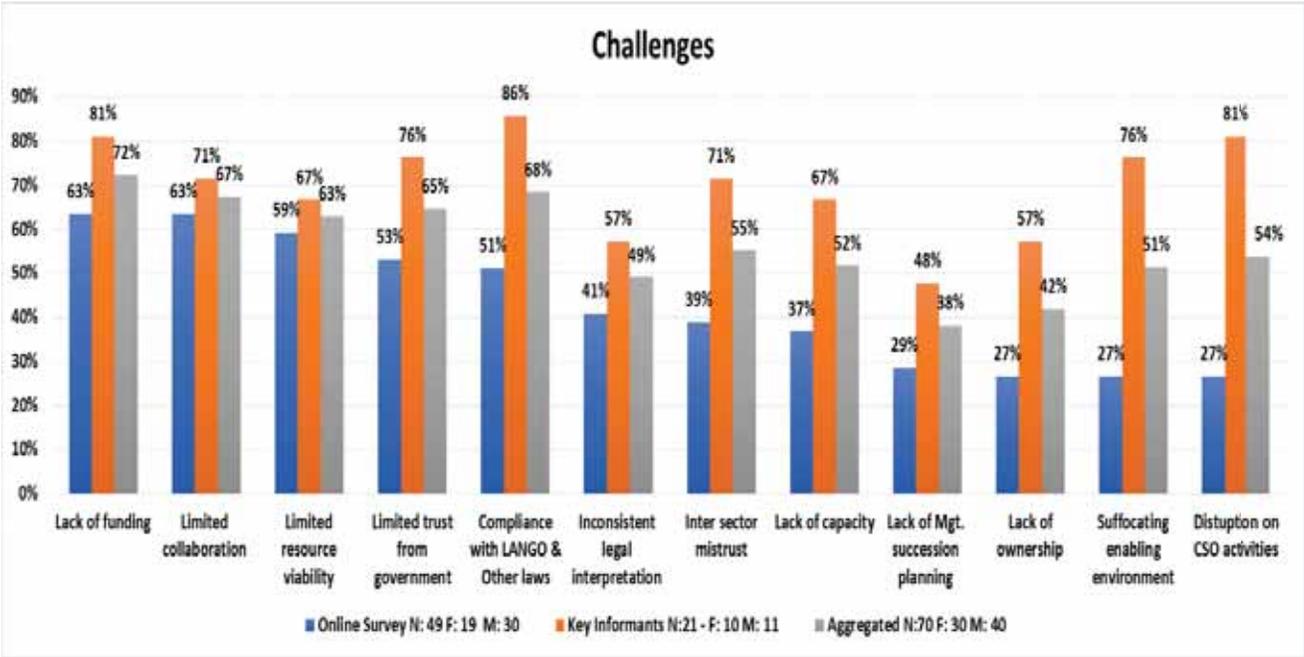
Aggregated voices confirmed the sector is still a strong and relevant 3rd development actor for development with reasonable opportunities to engage with all development actors such as the donor community and government counterparts. CCC member organizations claimed highly (84% and 80% respectively) on these opportunities. . A key informant cited that participation to invited space however needs careful analysis and balancing to avoid the situation of engaging for the sake of engaging as such act could be interpreted as to "legitimize" a process in which outcome may be contradicting to engagement motive of all parties involved. Recent formal meetings between CSOs and MOI and MOFA took place but lack concrete substance and tangible expected outcomes – two informants (one from FNGO) and the other from a provincial Network) cited that contacts persons given to reach for solutions/follow up on key issues were either unreachable or not interested to answer. Dialogue with DPs and Government need to be more result based as otherwise maximum output from invited space not fully beneficial to CSO/NGO.

Furthermore, NGO/CSOs shall need to stay true to the sector core values i.e. serving the people instead of self-preservation. One KI jokingly questions whether the sector should be working toward achieving sustainable development outcome instead of assuring the sustainability of the organization or its leadership employment with a strong ego. Evolving social political context generates new social problems/solutions for communities which require CSO/NGO interventions to support or advocate for social justice or social accountability so those are the kind of programming activities the sector should be considering.

Government informants as part of the recent pledge to improve democratization sets agenda to meet 2 times/year with both LNGOs and FNGOs so it is up to the CSO/NGOs communities to best utilize these opportunities. The Rectangular strategy “claim” partnership as being one of its priorities.

Development partners still strongly believe in the CSO/NGO sector occupying the 3rd pillar of development – some even mentioned of pooling fund to make the sector more sustainable while a few echo the need to further consolidate the governance of the sector and to push the GPP self-certification to reach a wider audience within the sector.

Two non-state actor Informants identify opportunities for the NGO/CSO sector to be multiple and rich ranging from being consistent and continuous fund recipient of donors to being necessary enzyme between Government and communities to addressing still unmet needs of vulnerable peoples victims of social injustice and providing constructive comments to policy gaps.



Threats (and challenges) as opined by:					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Difficulties to manage compliance to LANGO and other recent/existing laws affecting CSO/NGOs (Labour law, Taxation law etc...)	✓	✓	✓	✓	✓
limited collaboration within the sector as being top threatening challenges	✓	✓	✓		✓
Inter/intra sector distrust	✓	✓	✓		✓
Limited trust from Government	✓	✓	✓		✓
limited Capacity	✓	✓			
Lack of Ownership	✓	✓	✓		✓
Lack of planning for succession management plan	✓	✓	✓		✓
Differing and double standardization legal framework or actual law interpretation	✓	✓	✓		
Suffocating Enabling environment	✓	✓			
Limited inter/intra cross-sector/thematic collaboration	✓	✓	✓		✓
funding sustainability (limited funding pipeline)	✓	✓			
Lengthy and tedious MOU renewal process		✓			
Donor reporting requirements/tedious bureaucracy		✓	✓		
Limited capacity/skills of umbrella/network to give professional referral services (legal aid for example)		✓	✓	✓	✓
Conflicting Dilemmas/choice on serving interests of donor/government/people.				✓	
Differing understanding of development strategies and priorities				✓	

Top aggregated challenging threats are funding limitation compliance to LANGO and other recent/existing laws affecting CSO/NGOs (Labour law, Taxation law etc...) KIs however ranked very high on two other issues suffocating enabling environment and disruption of activities.

One informant cited that perhaps due to limited efficiency in coordination between umbrellas and networks, unlike Government and the private sector who can react/respond to issues through spokespersons in timely and substantive manner, CSO/NGO's voice and responses to burning hot issues has been slower or of unilateral manner on matters where opinion or views were sought by the media on the positioning of the sector. Threat to personnel and institutional security is also expressed by some KIs. Law enforcement is problematic both for the duty bearers and the right holders as verdict is sometimes influenced by politics and power. Example: recent enforcement of the recently promulgated *lèse majesté law*³⁴ affected only normal citizens but not certain politicians.

Impressions and views felt among some development partners echoed challenges in areas of tightening regulatory legal framework and in some cases selective law enforcement on CSO/NGO sector as being heavy handed. They also concurred that the sector needs to find more balanced ways to engage with the Government by being more coordinated and consultative internally prior to moving to higher level engagement either with the donor community or with Government counterparts. One development partner confided that for umbrellas need to be more effective convener or coordinator among members and non-members, there is a need to have stronger and more solid internal capacity to advise tangibly on issues of concern or to have sound referral points that member organizations can trust or rely upon. A few informants among FNGOs cited the existence of parallel technical grouping or thematic group among a few like-minded FNGOs to discuss similar issues on the regular learning forums or thematic meetings of CCC and NGO Forums. When questioned on the rationale and the need to have such parallel system, reasons given were that small groups meeting are more effective and result based. This raises 2 main questions, does such parallel system models good practice and cost effectiveness and effective time management? What can and should FNGOs do help umbrellas live up to their quality and outcome expectations?

³⁴ <https://www.phnompenhpost.com/national/third-violator-lese-majeste-law-arrested>

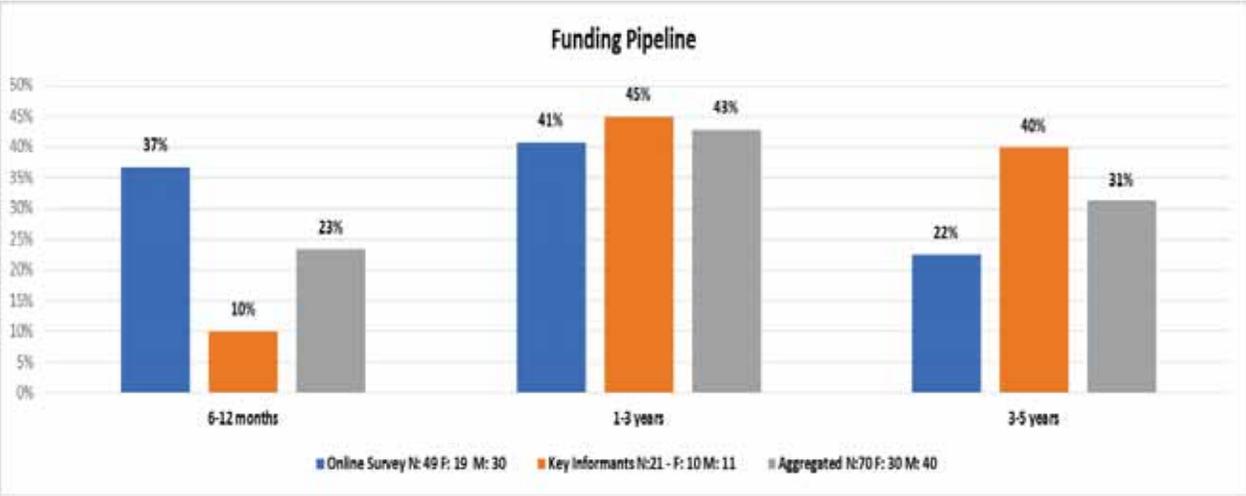
Interviewed Government officials concurred that enforcing LANGO and other legislations affecting the NGO/CSO sector is challenging for both sides. Just to cite a cynical example, the Government wants to know how much and where the sector is getting funded from but it has yet to develop capacity to rigidly and consistently monitor the reporting of NGO/CSOs against what they have actually done. To get around the loophole and be compliant to the LANGO, the sector currently comes with 2 reporting systems (one for the donor demonstrating outcomes) and one for the Government listing just minimum activities and minimum expenditures.

Opinions from non-state actors expressed concurrence on key challenges of the sector being internal struggle with compliance to LANGO and other recent/existing laws affecting CSO/NGOs and triangular trust concerns (within its own sector, with government and with the private sector). Two of them cited that many NGOs do not take leadership succession planning seriously and concretely.

Lastly, more 50% of the informants from provincial agreed with challenges as revealed by KIs and answers to online surveys and a few of them added that volatile and unpredictable political environment create confusion at the sub-national level with frequent incidences of over implementation (with patterns of inconsistency and contradiction to the directives from central level) One informant cited some NGOs were under constant surveillance in case of gathering communities of significant number for meeting purposes.

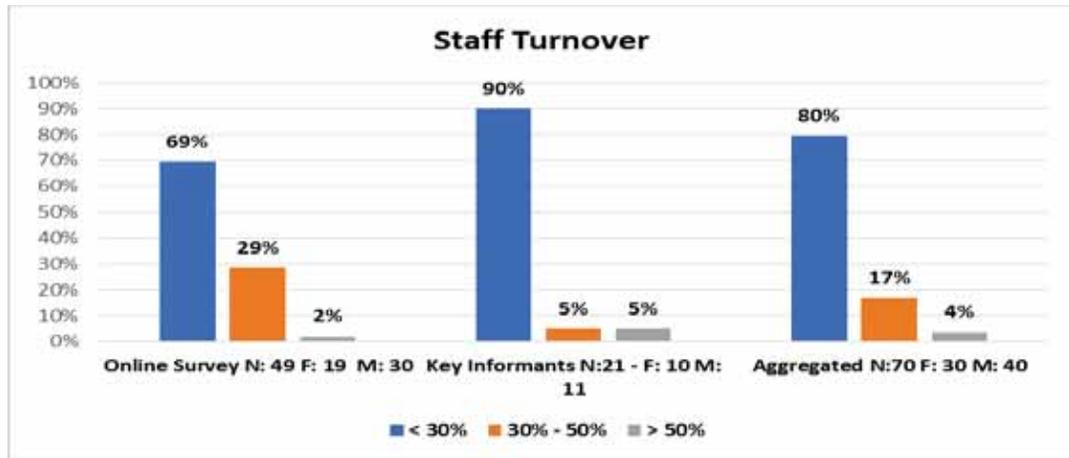
5. CSO SECTION OWN PERCEPTION OF CURRENT RESOURCES

Funding level, staff Turnover rate, staff qualification, institutional memory gauge and Governance benchmarks:

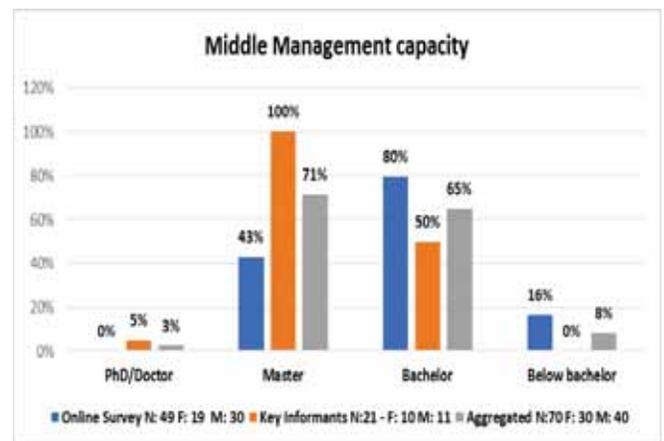
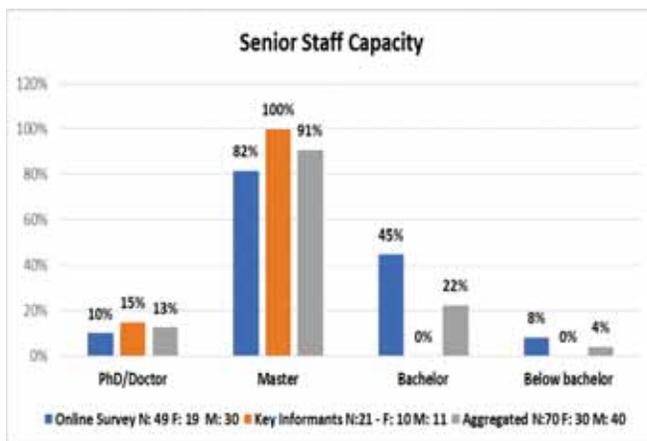


41% of surveyed CCC member organizations claimed that their pipeline funding is secured for up to 3 years while 37% claimed to have only up to 1 year of pipeline funding and 22% claimed that a pipeline of 3 to 5 years.

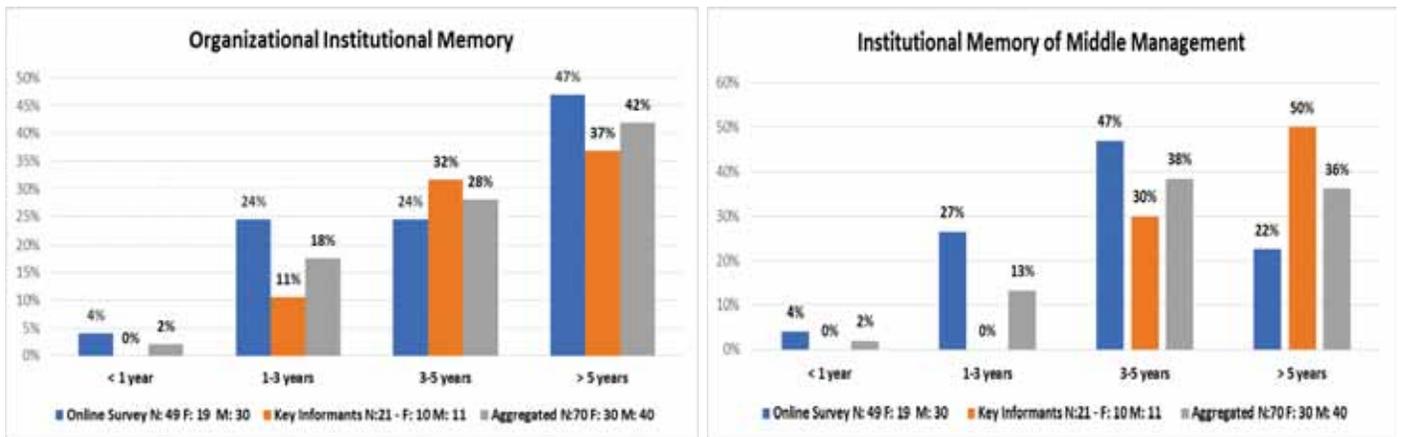
The picture looks a bit healthier among KIs 45% claiming even better sustainability threshold of 1 to 3 years and 40% claimed to be financially sustainable between 3 to 5 years. Aggregated data showed 43% having a pipeline funding of 43% while only 31% are secured for 3 to 5 years. To be able to feel financially secure and have enough programming flexible, especially in changing context like Cambodia, the sector as a whole should aim for a minimum of secured financial pipeline of 3 years. With the exception of project staff (of which employment is limited by project duration) less than 30% Staff turnover rate is claimed by KIs and similar turnover rate is expressed by online respondents so the section is reasonable stable in terms of man power.



100% of KI claimed that Senior and middle Management hold Master qualifications, a slighter lower percentage were claimed by online respondents but still high at 82% for senior management. Aggregated percentage revealed that more than the majority of both Senior and Middle Management hold master qualifications. This means that even with a pattern of steady brain-drain into the public and private sector for power based function or more lucrative benefits, the CSO/NGO sector is still lead by reasonably well qualified middle and senior management.



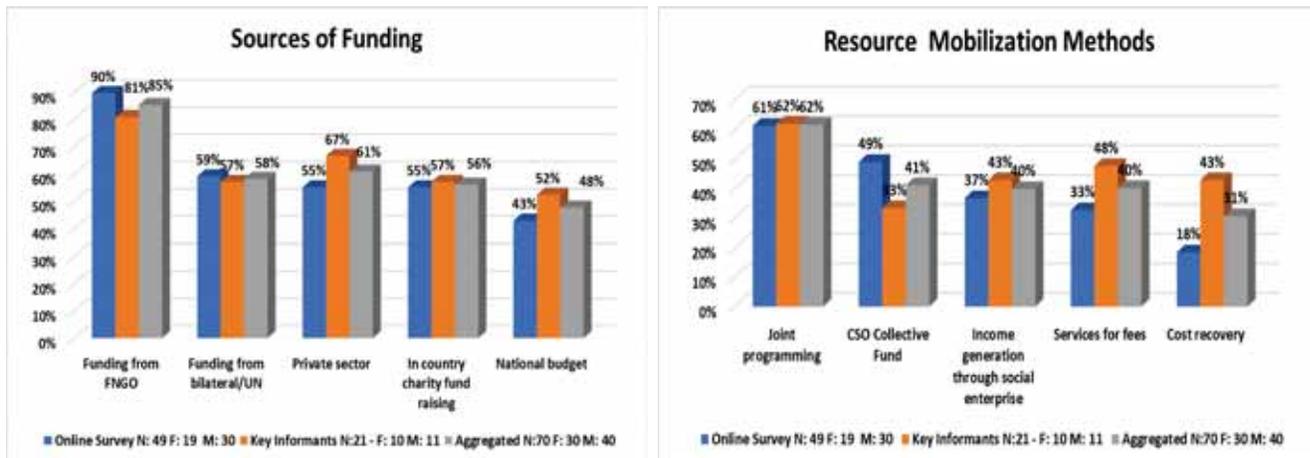
To cross validate staff turnover claims, the study also asked questions about lengths of institutional memory at organizational level and among middle management and the below answers confirmed that institutional memory retention within the sector stood below average when percentages are aggregated for the 3-5 year and above 5 year ranges.



Two key Governance benchmarks were validated with KI and in online survey (whether each institution regularly conducts its annual global audit and whether it has a strategic plan to guide their activities). All (100%) fully meet these benchmarks while 40/49 or 85% of organizations (online survey) claimed to have their accounts being globally audited annually and 90% of them 44/49 do have organization strategic plan. However, claims from many provincial network representatives generally shared that the 4 dimensions of resource levels at the sub-national level are not as healthy as at the central level and funding level is indeed a major issue for many small NGOs which in some cases have reduced them to a level of institutional dormancy while waiting for new funding support to arrive through sub-granting work with bigger organizations or with FNGOs.

Consequently, taking the 4 institutional measurements aggregated findings from both KIs and from the online survey, it can be concluded that the sector faces some funding risks (short funding pipeline) however its institutional capacity is still robust.

6. FUTURE SOURCES AND RESOURCE MOBILIZATION PLANS



The study went further to ask a few questions how where and how the sector would source its resources to support their organizations and programming activities within the next few years. As expected, there is a high expectation to secure future support primarily from FNGOs, bilateral donors and the UN system but the sector is well aware that they need to tap on new sources of funding such as the private sector, in country charity fund raising and from the national budget. One informant was even referring to an untapped source, the Cambodian diaspora abroad which is currently doing direct humanitarian donation to small LNGOs or supporting political parties or political events overseas or in Cambodia. Volume of and areas of support of Cambodian diaspora has never been properly researched or well documented.

On methods to resource mobilize, perhaps to address a series of reasons from trying to address recognized collective weaknesses to trying to remain relevant and strong 3rd development actor, respondents claim to favour new methods such as doing joint programming (top priority)- Joint programming is not new but not often applied within the sector due to differing approaches used by human right/advocacy NGOs compared to the softer more engaging approaches (with Government partners) used by the development or service delivery NGOs. As the funds are become less abundant and confrontational advocacy is becoming too risky to use, joint programming looks set to be perhaps a new way to work together between the 2 camps and also such programming approaches are highly recommended by major donors such as the EU, the World Bank and the ADB. The new vocabulary of empowering right holders to demand quality of service

delivery while holding duty bearers to account are described by informants as combining social accountability programmes with social justice interventions as a suite of mixed programmes.

Informant's aggregated opinions strongly desire the establishment of a CSO fund (2nd priority).

CSO Fund here refers to a pool of funds subscribed by a group of donors put at the disposal of an independent Board to assist NGO/CSO in emergency situation similar to the The Lifeline Fund for Embattled CSO Assistance Fund provides emergency financial assistance to civil society organizations (CSOs) under threat or attack and advocacy support responding to broader threats to civil society³⁵. CSO collective trust fund is another new source of fund envisaged, currently CCC is piloting such a scheme funded by the EU and is about to start disbursing grants to small NGOs in the provinces³⁶. One informant agreed that it is a good initiative but urge CCC to ensure full transparency and that the trust fund is managed by an independent board of trustees with no direct affiliation with CCC management to ensure no conflict of interest issue. The structure and Governing model of the Lifeline Fund as mentioned above could be used as template to further reflect among other umbrellas and Networks³⁷.

Other methods of generating funds thought of were through Social Enterprise initiatives, considering charging fees for services and levy some cost recovery through smart budget management. Though, it may seem fashionable to generate funds through self-initiated NGO type of social enterprise by which the NGO is selling products or services to the general public for profit purposes using the existing charity status, there is a need for the entire sector to fully understand and be compliant with the related legislations in force i.e. taxation law and company law and the LANGO when contemplating "mixing charity and business" and using "charity to make money" using program beneficiaries as commercial staff. A classic example a case of an NGO training marginalized beneficiaries to run restaurant or to make and sell handicrafts. It is indeed very important to understand that "the law stipulates that charitable activities and charity-linked activities are tax-exempt. In theory, an NGO can have commercial activities without paying taxes, provided that, these

³⁵ <https://freedomhouse.org/program/lifeline#.VbpSXPIVikr>

³⁶ <http://www.ccc-cambodia.org/en/what-we-do/civil-society-fundfinancial-sustainability/cso-fund>

³⁷ <https://www.csolifeline.org/>

activities are directly linked with its mission (such as a restaurant focusing on F&B vocational training might be granted a tax-exempt status). The closer the activity is to the core mission of the NGO, the more likely it is to be tax-exempt in theory but in practice, it depends on how the ministry officials of the tax department interpret this law”³⁸.

Views from Government officials, DPs and academia are dispersed on whether or not a portion of the National Budget should be dedicated for the CSO sector and allocated to the CSO fund as they feel that this is the remit of the Ministry of Economy and Finance and perhaps an issue that need top level political commitment. Nonetheless, many respondents of these categories wish to see more NGOs/NGOs (especially the service delivery sector) with proven experience on delivering work with quality, accountability and cost efficiency securing small grants from Government ministries who are project owners of multiyear durations funded by major donors directly to Government. One caveat to watch for is also how the Government wishes to address oversight of the budget allocated to CSO fund if there is a decision to do so, without any doubt, the Government wishes to have a representative sitting on the board of the CSO Fund.

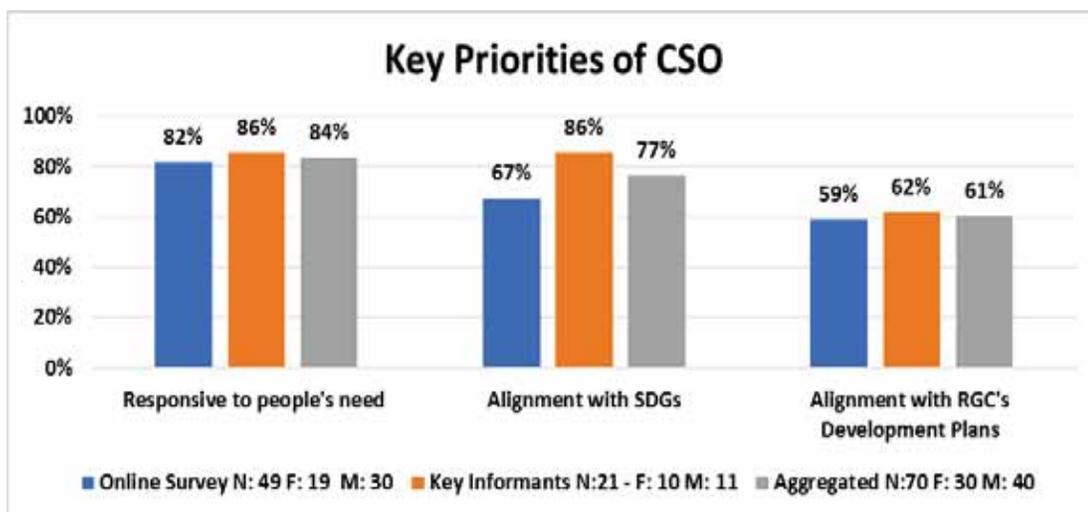
³⁸ <https://socialenterprisecambodia.org/>

7. KEY PRIORITIES FOR THE NEXT 5 YEARS

Although the sector has managed to navigate its journey forward during the past 30 years or so up to now, the strategic modeling is based on both strong inspiration and some directional “copy and paste” working modalities, operational/institutional structure and programming themes from INGOs. Other strategic modeling are inspired from regional and international partners, the sector as a whole has never got together to meaningfully and genuinely reflect and construct its own sector wide master plan based on a spirit of collective ownership and mutual accountability for attainment of development outcomes based on serious joint reflections. Given this shortcoming, the study come up with a few probing questions on key areas of interventions attributing to the sector as whole and to specific segments of the sector for cross comparison analysis purposes. Findings as shown as below:

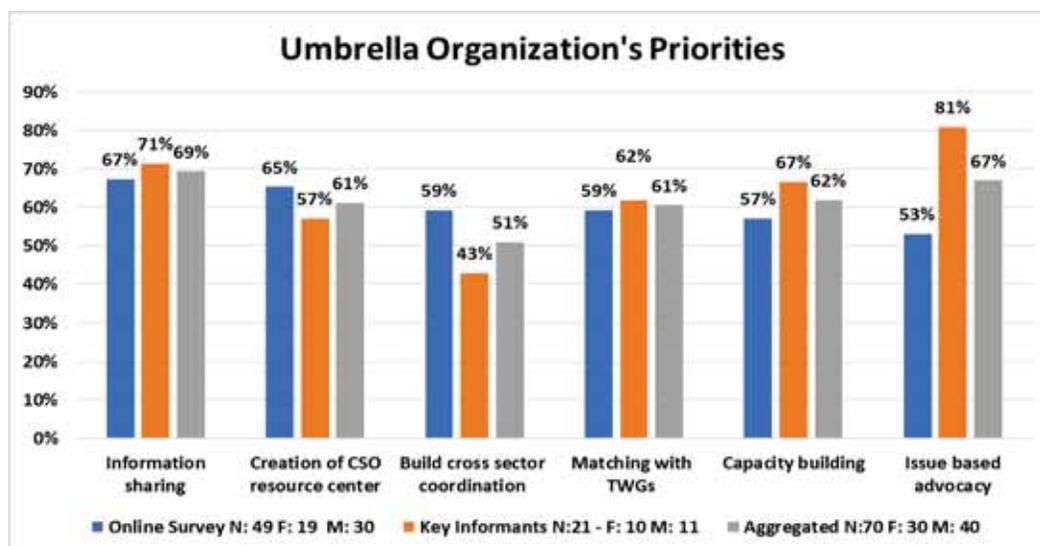
For the sector:

Aggregated results point toward the sector still wanting to be highly responsive to people’s need and demand but also work in close alignment with national reform agendas and global development goals (SDGs).



Other additional areas CSO sector should be involved are shared by					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Fostering CSO/NGO management into formal tertiary education	✓				
Continuing to promote active citizenship philosophy	✓	✓			✓
Accelerating and multiplying social justice and social accountability initiatives	✓	✓	✓		
Multi stake holders Partnership building initiatives national and subnational levels (capacity building and monitoring outcomes)	✓	✓	✓	✓	✓
Striking a fair and just balance between legal compliance, social demand and donor's agenda				✓	

For umbrellas:



Although the aggregated results expressed a high ranking on information sharing and coordination functions, based on the richness and multitude of inputs received from all the respondents, views and opinions shared seem to ask for a major overhaul and considerable restructuring among umbrellas and networks. Such review will enable them to better fit into the current social, economic and political evolution of Cambodian context and the changing global agenda of the CSO movement and mandate. Perhaps issue based and institutional advocacies may need to be better aligned with broader global and national agendas to achieve more effective and result-based outcomes, which are verifiable and yielding concrete social changes. Mundane core functions such as evidence based research to inform policy engagement, critical and relevant information dissemination may need to be delegated (outsourced to experts) while more powerful role like Representation, Capacity Building, Consultation and Coordination may need to be deeply reflected in order that tasks and role can be clearly segregated and delivered with new innovative ways/channels. Expectations from Government, the donor community, the membership and the grassroots are more demanding in terms of quality, pro-activeness, coherence and relevance so there is a need to define new ways of working that can meet or exceed stakeholder's expectations.

Many NGO leaders and development partners wish to see CCC and NGO Forum producing on regular basis documents which reflect the core work and achievements of CSO/NGO sectors, such documents are but not limited to regular and updated publications such as NGO/CSO contributions to Development³⁹ or NGO Sector position Papers which collective express the overall scope of work of the sector and its demands/recommendations to the Government and the Development Partner's community, right now it is reduced to short comments on Joint Monitoring Indicators (JMIs)⁴⁰.

The second highest wish (61%) is for the umbrellas/Networks to seriously consider the possibility of creating a CSO centre or common premises so that individual NGO/CSO can be accommodated or housed together for cost saving purpose and for tenancy security purpose. On this topic, CCC has already moved a step into that direction and has

³⁹ <http://www.ccc-cambodia.org/en/resources/ccc-publications-and-reports/publications/cso-contributions-to-the-development-of-cambodia-2012>

⁴⁰ <http://ngoforum.org.kh/files/7e67221d71039fabde4576edd1b1a7ba-CSOcomments-on--JMIs--2014---2018-final.pdf>

commissioned a full feasibility study on constructing costs of such facilities. CCC is currently bulk fund raising for USD 3.5 M to embark on a plan to acquire its own property thereby promoting solidarity and effectiveness in the use of its resources as well as promoting income generation via its facilities and resources. The plan is to move towards zero dependence from external funding and towards effectively setting up its trust fund. According to the business plan, the capital investments will be fully recovered in 4 years from premises rental. However, one informant source said that housing many organizations under one roof may sound to be a good idea in theory but practically speaking, it is very difficult to realize that dream for example the UN house project took years of study with huge investigative costs to bring all UN agencies under roof but eventually it literally failed to bring all parties together under one roof.

A study commissioned by CCC on CSO development Effectiveness in Cambodia revealed that “There is a demand from development partners for greater coordination between Civil Society Organizations (CSO) and by implication of their networks. As they (CSOs) are generally perceived as being fragmented and disjointed in approaches on issues and platforms. They (DPs) would like to and desire to have a single engagement (entry and exit point) entity to meet with and hear from. Rather than often having to deal with multiple individual organizations or small networks, which they feel represent an organization’s own interests, rather than playing a representative of a network⁴¹”. Similar comments are often heard and echoed by Government officials and the CSO/NGO sector itself. As such, their *modus operandi* may need revising, updating or refreshing to stay relevant and truly respond to new needs requiring real time reaction/solution to emerging issues.

Despite challenging political complexity and unpredictable CSO enabling environment, among the two leading umbrella organizations, aggregated views expressed by Development Partners attributed higher credentials to CCC as being more receptive to feedback and more responsive to these demanding conditions imposed upon the sector. For instance, the CCC director is officially nominated by the Ministry of Economy and Finance as co-chair of a special task Force between Tax Department and the NGO sector to discuss taxation compliance of NGO sector on a regular basis. A recent call by the Ministry of Interior to convene the 2nd bi annual meeting with the NGO sector relied upon CCC to

⁴¹ <http://www.ccc-cambodia.org/en/resources/ccc-publications-and-reports/publications/cso-networks-development-effectiveness-in-cambodia>

nominate delegates to attend the event. CCC is also in the process of working with the MOI to jointly conduct a nationwide census on NGO/CSOs so that updated real number of NGOs/CSOs is fully updated, this is important and needed as claimed total numbers of NGO/CSOs greatly differ depending on sources and authors of these claims.

Last but not least, being a long-term gate-keeper of Good Governance through the Good Governance Practice scheme for more than 15 years, CCC has gained unique credentials in this field and that work need to be built on. An ADB publication cited that *CCC currently runs an NGO Good Practice Project, which is a voluntary certification scheme. Certified NGOs are registered and have been operating for at least 3 years, and agree to be held accountable to a Code of Ethical Principles and Minimum Standards for NGOs*⁴².

DPs have strongly expressed support and explicitly mentioned it in their Road Map citing that it as being one of the EU priority to “Effectively support local civil society efforts to enhance their internal governance, transparency and accountability” with measurement benchmark as being “Number of CSOs with completed NGO GPP certification that are accessing European funds”⁴³.

Perhaps time is ripe for senior management and boards of main umbrellas and networks CCC, NGO Forum of Cambodia (NGOF), HACC, NEP, the NGO Committee on the Rights of the Child (NGOCRC), the Solidarity House (SH), the Chab Dai Coalition, Star Kampuchea, and the Cambodian NGO Committee on CEDAW, CSAF and many other thematic groupings to consider meeting up to deeply and seriously reflect together and attempt to collectively address the above described matters.

Such exercise not only will gather new generation leaders together as initial mind set ice breaking point but would constitute to a kick start a dialogue process for strategic long-range thinking and visioning for the entire CSO sector.

Of course, there is a need to put aside differences, egoism and rivalries and be guided by the values and the sector purpose as common platform to discuss these important matters openly and honestly and hopefully construct the CSO road Map together in a consultative and informed manner. There will be hard talk and hard hearing and perhaps compromises to make but the final resulting outcomes will serve the best interest of the sector as whole.

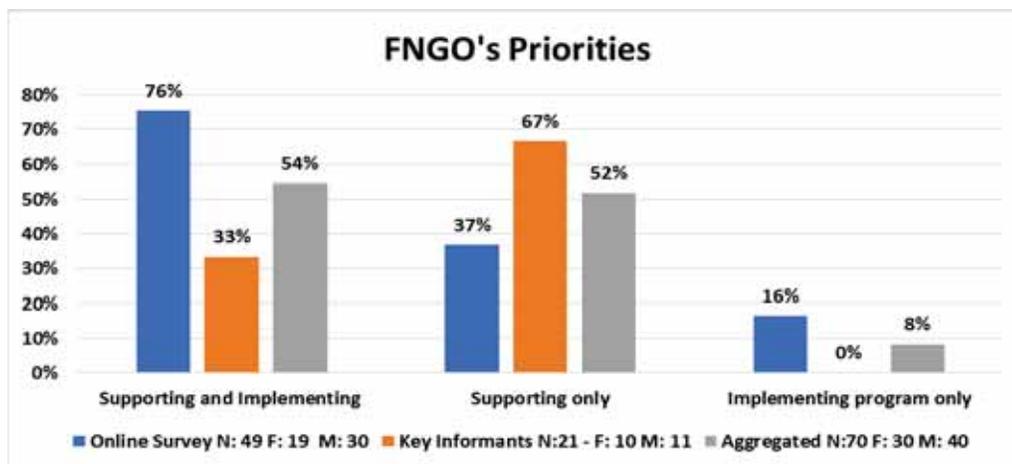
⁴² <https://www.adb.org/sites/default/files/publication/28965/csb-cam.pdf>

⁴³ http://www.eeas.europa.eu/archives/delegations/cambodia/documents/publications/2015/2014_2018_eu_roama_p_en.pdf

Finding ways and mechanisms to work together in a more harmonized and structured ways with due consideration to all the pros and cons of the formation of CSO council, CSO common funds and CSO resources/common premises should the collective mandate of umbrellas and networks.

Other additional areas Umbrella/networks should consider are listed in this table					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Playing interim role as secretariat of CSO Council and phase out when council come into full existence	✓	✓	✓		
Ensuring independence and no conflict of interest Between sustaining organization than serve the members and the sector (independent board)	✓	✓	✓		✓
Professionalizing representational role (speaking accountably for the sector not for yourself) Sector/thematic spokespersons in TWG or formal multi stakeholder dialogue	✓		✓	✓	
Compiling NGO position papers /NGO development statistics	✓	✓	✓	✓	
Finding fair and acceptable mechanisms to have affordable common membership instead overlapping membership and reach out and extend services to non-members to “buy” and built solidarity	✓	✓			
Building internal capacity to act as “think tank” or find reliable and trusted and professional experts (legal advice for example)	✓	✓			✓
Continuing to consolidate and strongly market Governance and Good Practice within the sector			✓	✓	
Assisting the sector to be law compliant	✓	✓	✓	✓	

For INGOs/FNGOs:



76% (three quarters) of the surveyed CCC members wish to see FNGOs implementing and supporting while 37% (one quarter) wish to see INGOs supporting only. Wishes of KI are nearly opposite with 67% wanting INGOs to support only and only 33% wanting INGOs to be implementing and supporting. The aggregated percentage is fairly even on these two types of roles (54% against 52%). Additional comments were that if (and only if) when local skills are missing then supporting and implementing makes sense but with an explicit and time bound commitment to coach and transfer missing skills to locals. Furthermore, another value added dimension that FNGOs can bring is the role of partnership bridging as FNGOs mostly have international network linkages and financial leverage to bring development actors together to achieve common development goals be it at national level, regional or international forums for joint or complementary advocacy purposes.

FNGOs should use their unique positioning to be more strategic at engaging with “Champions” in order further galvanize the trust level and secure strong buy-in and an open door communication with these champions on good as well as not so good issues. This will assure timely access to latest political decisions or strategic change of directions that will affect the social political context of the country. Such political intelligence is very important barometer for CSO/NGO sector to re-adjust its positioning, mitigate internal and external risks (if any) that affect its human capita as well as its program delivery capacity. Such support is extremely useful to help foster an enabling environment (democratic space) which is very much needed and necessary in the context of Cambodia. According to Civicus, an enabling environment for civil society the following dimensions

being met satisfactorily : 1) CSO-government cooperation relations, 2) CSO access to information, 3) CSO legitimacy and accountability, 4) CSO-CSO cooperation, 5) CSO Access to Resources, and 6) DP support of enabling environment⁴⁴ and that the overall social, economic and political framework premised on respect for, and upholding of, fundamental human rights that allow people to organize and participate in development.⁴⁵

Supporting an enabling environment in Cambodia requires INGO to acknowledge 35 years of aid and development assistance, capacity building efforts, increasing global role of CSO and changes in the Cambodia operating environment and thus role changing is the new game plan. There was a general consensus that INGO should step back and let the agenda be set by LNGOs. Core FNGO's efforts should be diverted to support LNGO's institutional development, create bridging opportunities between development actors' and engage with the private sector.

Where possible FNGOs should focus on fund provision only while assuring effective accountability stewardship of development cooperation finances on behalf of the taxpayers in their home country. By being fund providers only, FNGOs can exclusively hand over implementing role to LNGOs as most of them have over 20 years of field implementation, their cost of delivery is twice or three time lower than FNGOs. Besides, other unique strengths of LNGOs are their deep understanding of the socio political context as well as being more culturally sensitive, their closeness to the beneficiaries. Last but not least, empowering LNGOs is a developmental duty for FNGOs under the global concept of Aid Effectiveness and the SDG, of which FNGO' s strategic role is to capacitate LNGOs to become autonomous with accountable ownership.

Today some LNGOs are considering social enterprise models like micro-finance projects, sponsorships, livelihood development, fee-paying volunteers or research; to reduce funding vulnerability. Being less dependent on donors is positive but these initiatives make it more important for LNGOs to have strong governance structure including an active Board to ensure the highest standards of governance and corporate social responsibility (CSR) standards. FNGOs have successful models (from other countries) to share as

⁴⁴ <https://www.civicus.org/index.php/what-we-do/defend/civicus-enabling-environment>

⁴⁵ https://www.civicus.org/images/EENA_report_FINAL-CCC-CIVICUS_EN.pdf

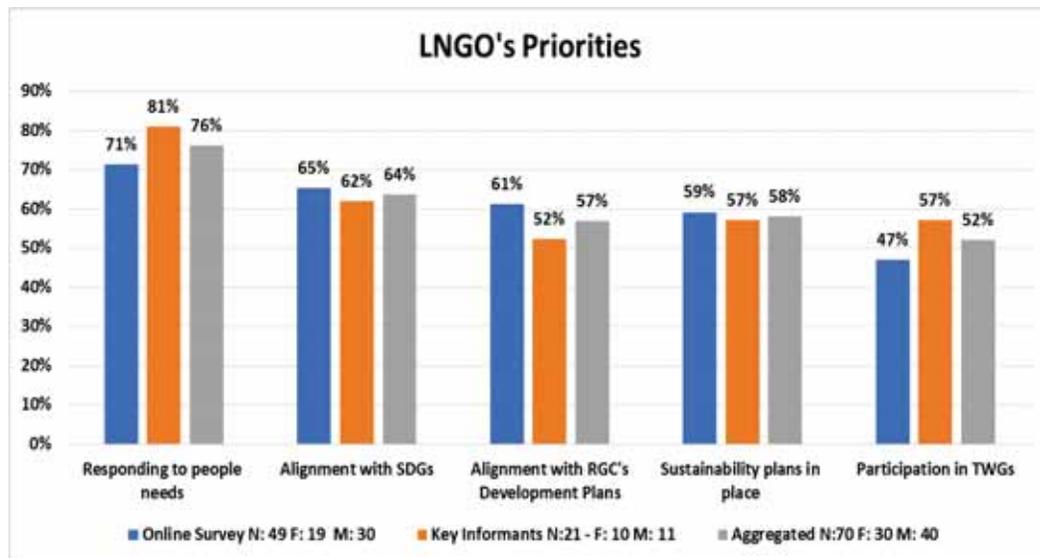
empowerment tools for LNGOs and the fund to provide as seeds money to provide so that LNGOs can innovate, re-invent and sustain themselves in today's Cambodia.

The above analysis is not new and seems to echo similarities and consistencies with findings and recommendations of a past study looking at the Future of INGOs in Cambodia " it is important for INGOs to facilitate and support an enabling environment that promotes more sustainable outcomes for Cambodia. INGO must not compete with LNGOs; they must consider handing over implementation of activities to CSO partners with a planned transition approach. INGOs who want to support service delivery functions currently being implemented by LNGO should strengthen the local entity instead of joining the same platform. There may be areas where insufficient resources exist or where services are especially weak that require INGO to provide services for a longer time before they are fully replaced Selecting appropriate partners and developing their capacity and commitment is core to good development⁴⁶".

Other additional roles INGO/FNGO should play (or should not play)					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Building capacity on non-existent development skills	✓	✓	✓	✓	✓
Carefully balancing own vision/mission with national plans and national priorities and local legislation			✓		
Observing zero tolerance practice and act as accountable tax payer gate keeper	✓		✓		✓
Supporting local initiative to promote good governance and self-certification	✓	✓	✓	✓	
Preparing concrete exit plan and gradual localization of top management (already happening in Oxfam- Care and Action Aid)			✓	✓	✓
Minimizing intervention which are self-implementing			✓	✓	✓

⁴⁶ https://cambodia.oxfam.org/policy_paper/future-role-ingos-cambodia page 3

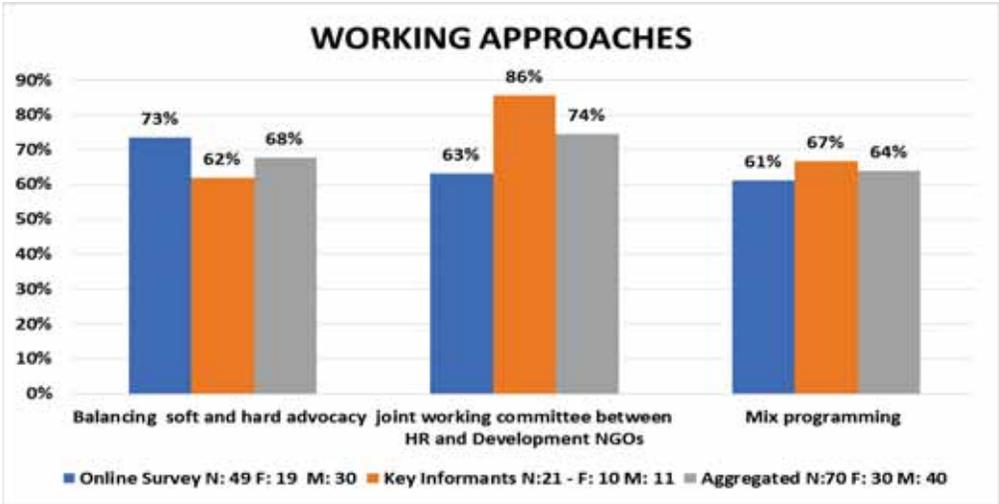
For LNGOs:



Aggregated and individual results (81%, 76% and 71%) overwhelmingly concurred that top priorities of LNGOs are to serve and respond to people's needs and demand while at the same time using the SDGs as guiding principles. It is very refreshing and reassuring to see these results as it is a reconfirmation of the true nature and purpose that LNGOs wish to perform. However, the findings of the 2017 CSO's Sustainability index in Cambodia cited that "was deterioration in all dimensions, except for organizational capacity. The government intimidated, harassed, and stigmatized CSOs accused of being part of a plot to overthrow the prime minister and shut down numerous independent media outlets. The legal environment, advocacy, and public image therefore declined as CSOs felt there was too much risk involved in public advocacy and there were fewer avenues to publicize their activities. Financial viability, service provision, and sectoral infrastructure also deteriorated as a result of a decline in foreign funding—the main source of funding in the sector" the LNGOs, according to these findings remain extremely faithful to their cause which is to keep responding to people's needs even under risky and dangerous environment.

Other additional program LNGOs should do					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Aligning own vision and mission with global (SDG) and national development goals	✓	✓	✓	✓	✓
Carefully balancing own vision/mission with national plans and national priorities and local legislation				✓	
When bidding for funding support, LNGOs should be prime and FNGOs should be secondary partners			✓		

8. FUTURE WORKING APPROACHES



Aggregated aspired opinions on future working approaches point toward a strong desire to work jointly between HR and development NGOs through joint working committee and through mix programming when beneficiaries and geographic focus are identical or overlapping. Among the KI group, two NGOs are already adopting this practice and such way of working is much appreciated by the beneficiaries. This is a best practice for both camps to replicate and co-exist in harmony.

Views from Government officials, who are mostly technocrats, are neutral on the working approaches but they welcome the need for frequent engagement and ongoing partnership building from the very beginning to have a relationship of trust. Such kind of relationship reduces misunderstandings and help reaching common goals. Many NGOs working on hot issues now reach out to line ministry first to discuss issues of concerns they have identified to allow government side to have their say or justify their actions before making their report public to the media or to the donor community. This practice helps reduce confrontation and over reaction from parties of differing (or even contradicting) opinions concerning common agenda.

9. DISCUSSIONS ON NATIONAL CSO COUNCIL

Aggregated results from both KIs and online survey strongly indicated (14/19 or 74% among KIs and 40/59 or 82% online survey) an explicit desire to see the sector considering the formation of a CSO/NGO Council. CSO/NGO Council here refers to a formal structure in which the sector is represented by a Governing Board elected by its constituencies at all levels of the sector (grassroots level, sub national level and national level). This concept is not new and has already been listed as one of the recommendations of another study, also commissioned by CCC on “Feasibility on CSO Network Development Effectiveness in Cambodia”⁴⁷. *The recommendation called for the formation of a consultative group to possibly consider advocating for establishing a National CSO Council (modeled on the experiences with the Cambodian National Council of Women⁴⁸) to provide a legally mandated engagement structure for better involvement and coordination with government entities. An alternative or interim measure could be to create a CSO partnership secretariat led by an independent facilitator to engage with and consult and facilitate CSO networks to participate and partner on issues to be identified*. Unlike the Cambodian national Council of Women which is created by Royal Decree with Her Majesty the Queen as the Honorary President of CNCW, the Prime Minister is the Honorary Vice-President, and the Minister of Women's Affairs is the President, aspirations for the creation of the CSO council will be through the form of an elected representational structure with 3 tiers system like a labor union structure⁴⁹. The top layer of the Council is the General Assembly. Membership subscription is open to all NGOs and CSOs active in Cambodia, the General Assembly is indeed the highest decision-making body. The Executive board of the council can be considered as the second layer while officers and technical committees as the third layer of the structure. Representatives and officers of the latter two tiers are elected by the General Assembly with fixed term mandate.

⁴⁷ <http://www.ccc-cambodia.org/en/resources/ccc-publications-and-reports/publications/cso-networks-development-effectiveness-in-cambodia>

⁴⁸ <http://evaw-global-database.unwomen.org/en/countries/asia/cambodia/2001/cambodian-national-council-for-women--cncw>

⁴⁹ <https://yourbusiness.azcentral.com/organizational-structure-labor-unions-12956.html>

The following table provides a summary of the debate and key arguments on this issue.

Discussions					
Pros					
	KIs and FGDs	Online survey	Development Partners	Government Officials	Non- State actors
Assure democratic representation and legitimacy of CSO/NGO sector	✓	✓	✓	✓	✓
Forge stronger solidarity among CSO/NGO		✓			
Stronger advocacy voice	✓		✓		
Non duplication of membership					
Would naturally bridge the divide between HR/Advocacy and Service Delivery/Development CSO/NGOs	✓	✓			
Cons					
Against principle of CSO/NGO being diverse vibrant and independent			✓		
Easily controlled or being co-opted	✓	✓	✓		✓
Eventual merger of all umbrellas/networks into one single master Council/Federation	✓	✓			
Dominance by NGOs/undermine non formal CSO segment	✓	✓			✓
Pre-requisites					
Not clearly within the remit of the (or compliant) LANGO				✓	
Clear by laws – internal regulations	✓	✓	✓	✓	✓

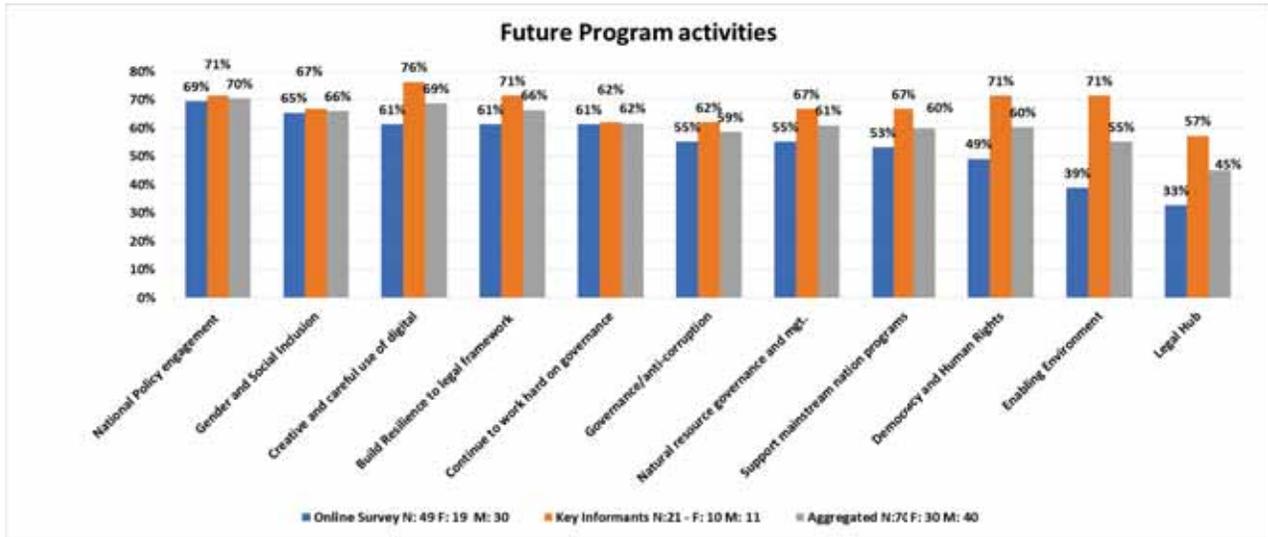
Free, fair and transparent election processes	✓	✓	✓	✓	✓
Bottom up representation (not top down)	✓	✓	✓		
Unanswered questions					
Who will fund the Council?					
Who should be on the board of the council?					
No indication of funding support from Government or from DPs					
Is such structure needed and necessary under the current social political conditions?					
Will the HR/Advocacy subscribe to the council or will they stand outside and informally form their own loose Federation					
Should there be 2 councils (council of FNGOs and council of LNGOs)					
Other suggestions					
To ensure fairness and dilute competitiveness within cross sector Chairmanship (or co-chairmanship) should be of fixed duration mandate and should be on rotation by thematic original (Modelling UN secretariat or ASEAN rotational chairmanship)					
Leading current umbrellas should be acting as interim secretariat until the council come into full existence					
The current status quo works to some extent so keep it that way and improve the quality and efficiency					

Given the complexity of the issue and the range of unanswered questions, despite a strong desire by the sector to see the creation of such Council, there is a need for the umbrellas/Networks leaders to further reflect and eventually make a collective decision on how to proceed forward. As this is an important and urgent issue needing further consultation and collective sector wide consensus, it is recommended that the below priority action plan being put into motion as soon as possible facilitated by CCC in close collaboration with NGO Forum, other leading networks.

<p>Priority 1:</p> <p>1.3. To research and develop draft CSO Council by laws and election modalities in relation to existing legislations to further research on social cost and benefits of CSO council</p> <p>1.4. To share study report to CSO sector, Government and DPs</p>
<p>Suggested timeline: Q2 2019</p>
<p>Who by: LAC and DFDL – External consultants on 1.1</p> <p>Who by: CCC on 1.2.</p>
<p>Intended outcomes</p> <p>Essential documents are in place for umbrellas/Network leaders reflective retreat</p> <p>Feedback are received and analyzed in readiness for umbrella/Network leader Retreat</p>
<p>Priority 2: Hold a reflection among umbrella and network leaders to discuss Road Map findings/recommendations and deepen visioning exercise on CSO Council formation</p>
<p>Suggested timeline: Q3 2019</p>
<p>Who by: All senior management of umbrella/networks</p>
<p>Intended outcomes</p> <p>A consensus is reached on formation (or otherwise) of the CSO Council and agreements are reached on action plan to address study recommendations.</p> <p>A segregation of duties/responsibilities is agreed among umbrella/networks</p> <p>A detailed and time-bound road map 2020-2025 is agreed and endorsed</p>
<p>Priority 3: Umbrella and network leaders to present Road Map 2020-2025 to DPs and to Government</p>
<p>Suggested timeline: Q1 2020</p>
<p>Who by: All senior management of umbrella/networks</p>
<p>Intended outcomes</p> <p>DPs and Government informed about CSO Road Map 2020-2025</p> <p>CSO wide road map ownership is respected and fully inclusive</p>
<p>Priority 4: Annual review of year 1 Road Map</p>
<p>Suggested timeline: Q1 2021</p>
<p>Who by: All senior management of umbrella/networks</p>
<p>Intended outcomes</p> <p>CSO Road Map 2020-2025 progress review conducted</p> <p>Remedial action plans are agreed for 2022.</p>

Note: All subsequent years will be reviewed and adjusted based on evolving social political and economic context of Cambodia.

10. FUTURE PROGRAMING ACTIVITIES



Aggregated opinions gave top priorities to National policy engagement and to use of creative digital technologies. Despite the unpredictable social political climate, very oddly Democracy and human rights were not considered as high priority. However, 71% of KIs interviewed attributed high priorities programming areas to use of creative digital technologies, equal weight was then attributed to assuring respect for Democracy and human rights, policy engagement with mainstream policy agenda, and fostering enabling environment. 69% of the organizations surveyed, high priorities programming areas point toward firstly on Policy Engagement, second top priority were attributed to Gender and social Inclusion and equal weight were given to adopting use of creative digital technologies, empowering the sector to be more resilient and compliant to all legislations affecting CSO/NGO sectors, and the further enhancement of Good Governance.

All the interviewed Government officials and non-state actors suggest strongly that CSO/NGO work to be closely aligned to mainstream reform agendas at national and sub national level. CSO/NGO sector should be partnering as co-implementing partners (service delivery and development NGOs) while constructive social accountability oversight is also welcome from the HR and advocacy NGOs directly with concerned ministry leadership rather than directly to the press or to the embassies or back donors.

Furthermore, FNGOs and LNGOs work must be prioritized and maximized toward citizen empowerment so that they better equipped and fully informed to collectively track

progress of key government reform programs such the Public Finance Administration reform the Decentralization and De-concentration programs. As cited by a publication by TI on Donor approaches to Anti-Corruption and Integrity of Reform in Cambodia: *“Ultimately, the success of FMIS suggests that Cambodia is on track to achieve its goal of rational public finance management, towards better service delivery, an achievement which needs to be seen as distinct from more ‘accountable’ public finances. As such, we venture that in the immediate to mid-term, the principal beneficiary of Phase Two is the central government. We suggest that FMIS not only reassures the business community that reform is proceeding apace, but it is an effective tool to extend and consolidate executive and MoEF control. By providing the political elite with the mechanisms and informational tools to assess how resources are allocated, organized and disbursed, FMIS provides the means for the executive to reassert existing neo-patrimonial power dynamics”* and *“ For donors seeking to build on the opportunities for reform presented by FMIS, understanding interests at the political centre may be critical to reorganizing a new political and bureaucratic coalition in support of further deepening of FMIS. In other plural political contexts, such a coalition would include a range of non-government actors, including civil society organizations and university think-tanks but in the Cambodian context, such actors would only likely be able to participate at the behest of the CPP”* therefore, despite its complexity both in engagement and political acceptance, there is a strong rationale to keep working on this⁵⁰. Such awareness and knowledge enable the people to participate with evidence in “watchdogging” activities and casting their votes in a more informed and non-violent manners.

There are two influential non-state actors that CSO/NGO sector should pay particular attention: the Buddhist clergy and youth because their collective voice and their collective soft power play such a very important role in Cambodia’s current politics and social day-to-day life. As such, there is need for the CSO sector to clearly reflect and design a clear programming strategy to influence how they exercise their power and influence in a more informed manner for the best interest of all Cambodian people and Cambodian society as a whole.

At a quick glance, the Buddhist clergy⁵¹⁵² counted a total of 80,000 monks residing in over 3000 pagodas nationwide, instead of contributing to foster development efforts they deeply got involved with politics either in support of the ruling party or of the opposition party.

⁵⁰ http://ticambodia.org/library/wp-content/files_mf/14374694632010_DonorApproaches_EN.pdf

⁵¹ <https://www.phnompenhpost.com/national/monks-walk-tightrope-between-peace-and-politics>

⁵² <http://www.nationmultimedia.com/detail/breakingnews/30350987>

Furthermore, we often noted increases incidences of unethical and degrading behavior by Cambodian monks in social media and print media, posing risks of undermining Buddhism and giving negatively bad social and ethical role modeling for youth. *“ In June 2016, Vong Chet, the head of a pagoda in Siem Reap’s Kralanh district, was found guilty of raping more than ten young novices and sentenced to 15 years in prison. The case was not an anomaly – two other monks were charged with raping under-aged girls and two more were jailed for drug offences in the second half of 2015 alone. Buddhist authorities have long brushed off such acts as individual transgressions, but this has failed to temper the public’s increasing disdain for monks, who are supposed to serve as exemplars of Buddhist behavior⁵³”*. With 95% of Cambodians practicing Buddhism, it is high time something should be done to ensure that influence and power of the Cambodian clergy be effectively used in a more neutral and more ethical manner for the Cambodian’s people national interest and high values of Cambodia society. Joint programming activities that directly involve the teaching institutions of the clergy or through facilitating, inter faith exchanges may help the Cambodian clergy to cross-learn best practices and success stories from other faith groups that command and practice higher ethics in apolitical manner. Other possible intervention could be to aim for developing program activities that use Buddhism principles to promote peaceful national reconciliation. This is indeed a huge and difficult task that will take time and efforts to yield social changes as the entire system is really in need of a complete overhaul.

As mentioned earlier, youth in Cambodia is not a segment of the population to be neglected, or ignored as they account for 65.3% of Cambodia's total population⁵⁴and around 3.5 million of them hold voting rights and are active workforce⁵⁵. As such, youth can be easily influenced by politics so they should be empowered in a neutral way. This is very important for them to have a proper check and balance frame of mind on how to think strategically and to reflect and act in an informed manner. Being a critical mass and it is only fair and proper for them to make their informed choice on how to responsibly and accountably contribute to the shaping up of and the future development of Cambodia. Consequently, it is very important that NGO/CSO sector should pay attention and positively nurture this influential segment of the population.

⁵³ <http://sea-globe.com/the-decline-of-buddhism-in-cambodia/>

⁵⁴ https://en.wikipedia.org/wiki/Youth_in_Cambodia

⁵⁵ <https://www.voanews.com/a/youth-showing-more-political-engagement-as-election-approaches/1699953.html>

11. CONCLUDING REMARKS, KEY FINDINGS AND RECOMMENDATIONS

The following grouped for each category of audiences. These recommendations should be considered as building blocks to kick start further debates and reflections among all concerned stakeholders to reach consensus on the elaboration of a sector road map with full ownership. A sector road map can only be a doable plan with full ownership when it is developed and jointly agreed by actors within the sector with clear milestones and verifiable indicators. This necessitates, of course, commitment in time, resource and most importantly a political will among leaders of concerned FNGOs and LNGOs to collectively agree (or otherwise) to construct such master plan. This undertaking can jointly be conceived this to be a grand master project with clear division of labor to articulate jointly agreeable milestones and measurable instruments for a defined period of time with clear commitments to review progress on a regular basis.

Key Finding # 1: *The NGO/CSO sector is still recognized by all stakeholders as the third essential pillar of development for Cambodia, nevertheless, the sector can be more effective and stay fully relevant if it address some areas commonly identified as weaknesses such being too competitive and lacking solidarity and representativeness.*

Recommendations to CSO/NGO sector:

- 1) Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) NGOs/CSOs should make concerted efforts to work collaboratively and more closely. This can be done through joint programming where beneficiaries and geographical locations are common. Essence of programming should be intertwining of social justice with social accountability themes to bring about social changes.
- 2) Umbrellas/Networks should make concerted efforts to work collaboratively and more closely to document and regularly share sector joint position papers and sector annual contribution to the development of Cambodia
- 3) Umbrellas/Networks should further reflect on the findings/recommendations of this study and concrete establish working group to articulate the sector road map in a fully consultative manner. One key important task is to continue to further jointly

reflect on the possibility to form the CSO Council/CSO fund and CSO common premises.

- 4) INGOs providing support to LNGOs should (as much as possible) encourage joint programming as described above and treat both Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) as equal complementary partners.
- 5) Each NGO/CSO needs to ensure that plans (and a will) are in place for leadership succession to avoid personality cult building in and prevailing.

Recommendations to the Development Partners:

- 1) Support initiatives that promote joint programming between Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) for both FNGOs and LNGOs.
- 2) Support triangular programming approaches that engage CSO sector to deliver in partnership with Government agencies on themes cross cutting social justice with social accountability.

Recommendations to the Royal Government of Cambodia:

- 1) To consider Human Rights/Advocacy NGOs/CSOs and Service Delivery (Development) as equal and complementary partners in the pursuit of national and global development goals.
- 2) To value and consider CSO Sector as enzyme between Government and communities to addressing existing and emerging unmet needs of vulnerable peoples.
- 3) To impartially listen and be prepared to find joint solutions to assist victims of social injustice
- 4) To take on board well justified and evidence based constructive comments/inputs to policy gaps.

Key Finding # 2: *Even limited and not fully used in an optimal manner, opportunities for CSO sector to engage (within own sector, with the Government, the DPs and the Private sector) do exist. All parties to the dialogue mechanisms (formal and informal) need to express good will and commitment to dialogue for results based on a culture of mutual trust instead of casually claiming a “ticked box” after a dialogue has actually taken place.*

Recommendations to CSO/NGO sector:

- 1) With or without existence of a fully representative Council, existing Umbrellas, Networks and informal grouping of INGOs need to be well prepared and be on “same page” for any type of dialogue mechanisms by pre meeting to seek consensus on key asks and to agree on spokesperson(s) by specific areas of expertise.
- 2) All attendees should jointly meet reflect after the dialogue and share lesson learnt or missed opportunities and to agree on an outcome statement post meeting.
- 3) Umbrellas/Networks should use existing mechanisms and latest technologies or common social media platforms to inform respective constituencies in a timely and where possible gather feedback.
- 4) Umbrellas/Networks should set up mechanisms to follow up on promises or action points.

Recommendations to the Development Partners:

- 1) Just like INGOs, DPs carry strong leverage and have dedicated fund for to support Multi stakeholder or bilateral dialogues as such DPs interventions as co-convener or sponsor of dialogues are strongly encouraged.
- 2) DPs access to high-level Government officials is also easier and more frequent so that can be also a source of informal update that be shared to CSO sector.

Recommendations to the Royal Government of Cambodia:

- 1) When and where possible, to give reasonable notice time, prior to major dialogue events so that the sector can be prepared both in contents and in representational aspects.
- 2) To ensure that nominated contacts person as focal point for responses to certain unanswered technical questions take their role and responsibilities seriously.

Key Finding # 3: *Among a multitude of challenges and threats, top aggregated challenging threats are funding limitation, compliance to LANGO and other recent/existing laws affecting CSO/NGOs (Labour law, Taxation law etc...) and continued disruption of activities at sub-national level.*

Recommendations to CSO/NGO sector:

- 1) On funding vulnerability: Umbrellas, Networks and informal groups of INGOs need to meet up as a matter of urgency to discuss ways to identify the segment of the sector who financially vulnerable and to come up with strategies to ensure that the sector have at the very least a financial sustainability of 3 years. The piloted CSO Trust Fund created by CCC needs to be scaled up and further subscribed by other like-minded donors.
- 2) On legislation compliance: Umbrellas, Networks and informal groups of INGOs need to commission LAC (currently contracted by CCC) and DF DL (currently advising INGOs) to work together to come up with clear and concise guidelines for NGO Sector to be fully aware of the scope of all laws affecting the sector with clear not on consequential non-compliance.
- 3) On the activity disruption: Umbrellas, Networks and informal groups of INGOs and individually affected NGO need to have a centralized social platform to have full inventory of these disruptions. Such system would allow data collection as evidence to share to the MOI for remedial action.
- 4) Umbrellas/Networks need to find approachable “champions” in Government agencies to relay constructive comments to Government at both national and sub national levels.

Recommendations to the Development Partners:

- 1) On funding vulnerability: Through existing funds or pooled fund, used data received from Umbrellas, Networks and informal groups of INGOs to mount a rescue plan for most vulnerable NGOs/CSOs that are truly in need of bridging fund.
- 2) On legislation compliance: The costs of developing clear and concise guidelines for NGO Sector to be fully aware of the scope of all laws affecting the sector may be very costly and unplanned by the sector so a specific injection of funding support under the theme of fostering CSO enabling environment would be much welcome.
- 3) On the activity disruption: DPs through their embassies or aid agencies often provide direct small grant to NGOs. If there is a political will to help CSO sector

gathering concrete evidence, a simple step can be taken to help the CSO sector. Embassies or aid agencies only need to issue a special written request to all their grantees to report unjustified activity disruptions for further sharing to NGO body responsible for documenting and aggregation.

Recommendations to the Royal Government of Cambodia:

- 1) On funding vulnerability: Many Ministries, Government agencies deliver program activities jointly with NGO/CSOs (particularly in development and service delivery sub-sectors), such partnership help accelerate society changes. Therefore as special measures to help mitigate funding vulnerability of small but transparently run and effective LINGOs there is a need for Ministries and Government agencies to scale up and strike new partnership where and when possible in localities where beneficiaries suffered most.
- 2) On legislation compliance: Concerned Ministries, initiators of the new laws deemed to affect the functioning should open for regular consultation to LAC and DFDL during the elaboration of the CSO guidelines so that written guidance (and practical interpretation) are not contradicting original intend.
- 3) On the activity disruption: to take concrete steps to appoint reliable focal person(s) with fully vested authority to review and act upon allegation of unjustified activity disruption which are well substantiated with evidence directly with concerned local authorities.

Key Finding # 4: *Aggregated results on the sector and sub-sector priorities for the next 5 years centered around the entire sector striking a fair balance and justified balance between responding the people's needs and demand in close alignment with national reform agenda within the norm of global development goals. Consequently, each sub-sector is expected to deliver (perform) some specific priorities to contribute to the above common but interlinked set of priorities.*

Recommendations for the CSO/NGO sector:

- 1) Umbrellas and networks who are strong at issue based and institutional advocacies must align their work with broader global and national agendas to achieve more effective and result-based outcomes, which are verifiable and yielding concrete social changes. Strengthen internal capacity in the field of Representation, Capacity Building, Consultation and Coordination so a level competence that meet or exceed

expectations from the Government, the donor community, the membership and the grassroots are more demanding in terms of quality, pro-activeness, coherence and relevance.

- 2) Umbrellas and networks are strongly urged to produce on regular basis documents/publications (e-publications on website as alternative) which reflect the core work and achievements of CSO/NGO sectors for example annual NGO/CSO contributions to Development or NGO/CSO thematic analytical position Papers with specific key asks.
- 3) These documents serve as justification for the relevance of the work of the sector.
- 4) Umbrellas/Networks should reflect and decide on whether or not to conduct a feasibility study to fully review the pros and cons of having such CSO national Council. The feasibility study should ascertain or otherwise if such council can truly, independently and legitimately represent the sector as a whole
- 5) Umbrellas and networks senior management are strongly urged to cost share and make time to meet up in a 2-3 day sector wide style retreat to deeply, and seriously reflect together this study findings, recommendations and perhaps collectively agree on the Road Map. There will be hard talk and hard hearing and perhaps compromises to make but the final resulting outcomes will serve the best interest of the sector as whole.
- 6) INGOs are encouraged to hold similar process and reflect on its evolving roles given this new development paradigm where stronger country ownership is considered as being of critical importance. Lesson learnt should be how to safely model what has happened at Oxfam, Action Aid, Diakonia and Care.
- 7) INGOs are encouraged, where possible, to review and reduce parallel meeting system to the ones hosted by the main umbrellas.
- 8) INGOs are encouraged to support the sector drive on Good Governance and to model Zero tolerance internally and with their grantees.
- 9) The entire sector (Umbrellas, Networks, INGOs, LINGOs, CSOs and CBOs) must continue to observe and practice high principles of Good Governance. Mostly particularly CCC's Good Practice Project (GPP) self-certification system must be fully reviewed in such a way that it is accessible to a much wider audience. The ultimate aim is for the sector to aspire for strong adherence to and practice of Good Governance is well enshrined in the sector modus operandi mindset and institutional behavior.

Recommendations to the Development Partners:

- 1) As explicitly expressed in the EU Road Map for Engagement with Civil Society, 3 priorities are cited “1) To enhance efforts to promote an enabling environment for CSOs in partner countries; 2) To promote a meaningful and structured participation of CSOs in domestic policies of partner countries, in the European programming cycle and in international processes; and 3) To increase local CSOs' capacity to perform their roles as independent development actors more effectively”. These priorities must continue to prevail and further strengthen and need to be further extended beyond the EU group. The EU can in fact help amplify and bridge CSOs to other development actors such as USAID, DFAT, KOICA, and China Aid etc...
- 2) Development Partners should when possible, use their leverage to invite and fully integrate CSO's voice in multi-stakeholder processes and initiatives into their country assistance frameworks, strategic plans, and provide technical as well as financial assistance to CSOs in implementing inclusive and meaningful processes.
- 3) Development Partners should when possible, support the sector drive on Good Governance and perhaps use the GPP certification as one of the selection criteria when evaluating grant applications.
- 4) There is a trend at the EU to favor LNGOs as lead partner (with INGO as co-lead or secondary partners) in responding for call for proposals. This practice is a step in the right direction and well in line with the principle of building country ownership. This modality is a good practice, where possible and practical, should be inspired and applied by other Development Partners.

Recommendations to the Royal Government of Cambodia:

- 1) As explicitly expressed in the Rectangular Strategy and the Development Cooperation and Partnerships Strategy (2019-2023), CSO/NGOs are deeply valued and recognized for their continued and active contribution in supporting national development. NGOs play an important role in terms of mobilizing resources and local partnerships for supporting service provision, especially in social sectors. Formal arrangements (bi-annual interfaces) for holding consultations with the NGO community have been established with the objective to promote mutual trust, transparency and accountability as well as effective information sharing especially on development progress. The CSO sector appreciates these invited dialogue space

but we sincere hope that the spirit of mutual trust, transparency and accountability are fully respected. Just like formal meetings between the Government and development partners, we recommend that joint preparation is done ahead of meetings and that joint follow up is done between meetings.

- 2) Until such a time a council is formally created (if there is a sector consensus to create such a Council), we urge the related Government Ministries to use existing umbrellas/Networks as representative voice of the sector.
- 3) Although formally the MOFA deals with INGOs and the MOI deals with LNGOs, because membership of existing umbrellas comprises mixed origin membership (INGOs and LNGOs), invitations to bi-annual meetings of both MOFA and MOI shall include leaders of umbrellas and networks.
- 4) As the NGO/CSO sector are actively engaged (and participating as sub-grantees) of national reform agenda (PFM, D&D and others) the sector strongly encourage Government implementing agencies to either give easy access to progress reports or publicly share these reports on related Ministerial websites.

Key Finding # 5:

Among ten probed broad programming areas, a trend emerging from aggregated opinions gave top priorities to programming areas participating and monitoring national reform agenda (securing social justice through social accountability interventions) with a strong desire to use creative digital technologies creatively and innovatively in delivering activities. Other future programming areas strongly envisaged were programming activities on gender and social Inclusion, a desire to empower the sector to be more resilient and compliant to all legislations affecting CSO/NGO sectors. Lastly, the sector is also deeply faithful continued promotion of democracy and human rights, fostering enabling environment and the further enhancement of Good Governance.

Recommendations for the CSO/NGO sector:

- 1) Given the diversity and richness of aspired programming directions, umbrellas and networks should exercise their coordination role by convening technical meetings among sub sectors to further discuss and agree on a sub sector thematic plan. The typical questions to be asked and answered are: who does what? with who? and where? These consultative and planning sessions are necessary to help reduce competition and duplication while forging solidarity among NGOs/CSOs working on similar program areas/themes.

- 2) Where possible FNGOs and LNGOs should include an element of citizen empowerment (active citizenry) so that they better equipped and fully informed to collectively track progress of key National reform programs (PFM, D & D, ISAF)
- 3) The Buddhist clergy and youth, collectively represent a significant percentage of Cambodian population with full voting rights. They also collectively hold influential soft power in Cambodia's current politics and social day-to-day life. It is therefore very important for the CSO to sector to engage with both the clergy and youth so that they can responsibly and accountably contribute towards the shaping up of and the future development of Cambodia in a more informed manner.
- 4) Umbrellas and Networks should try their best to bridge HR/Advocacy NGOs to Service Delivery/Development NGOs. The barrier between advocacy/human rights and development/ service delivery needs to be dismantled to pave the way for context relevant and politically smart programming approaches that complement each other for the common benefits of the beneficiaries.
- 5) HR and advocacy NGOs wanting to voice justified concerns on reform agenda going off track should diplomatically and directly with concerned ministry leadership rather than directly sharing these concerns to the press or to the embassies or back donors.

Recommendations for the Development Partners:

- 1) Development Partners should take note of the new CSO inspired program directions and where possible, align their call for proposals to these aspirations or when reviewing criteria of grant allocations.
- 2) Innovative and creative use of technologies are costly and required specialized skills, Development Partners should take note of that fact and allow flexibility in funding uses.

Recommendations for the Royal Government of Cambodia:

- 1) The Government should take note of the new CSO inspired program directions and where possible, create more frequent and meaningful "space" for engagement to discuss joint programming at technical level.
- 2) As the development paradigm is shifting toward the 2030 development Agenda, perhaps there is a need to review and re-align the existing TWGs composition and substance against national reform agenda and the SDGs.

ANNEXES

Annex 1: Study's statement of purpose

Statement of Purpose Study on Civil Society Road Map in Cambodia

1. Rationale and context

Since the 1990s CSOs have mushroomed in Cambodia and played important force to contribute to the development efforts in the country ranging from the basic service delivery roles to the more sensitive areas such as advocacy, human rights, democratic development, environmental protection etc. In 2018, verbal quotation from the Ministry of Interior (MoI) indicated that more than 6,000 NGOs have been registered with MoI or have Memorandum of Understanding (MoU) with MoFA, Royal Government of Cambodia. On the other hand, the grassroots organizations and community based organizations (CBOs), estimated at 25,000 are also scattering in the countryside at large. Moreover, a study conducted by the CCC in late 2017 identified at least 110 networks, at national and provincial levels, including sector and issues based networks or collaborative mechanisms and membership organizations which represent members' interests on some issues. Different forms of CSOs have significantly contributed to development of Cambodia over the last three decades.

However, during the last few years, the socio political and economic context of Cambodia have evolved considerably. While some view changes are being positive others perceived that recent trends as being not so positive. As Cambodian CSO communities co-exist within this new paradigm, the sector need to internally reflect and perhaps critically re define its roles in order to continue to contribute to the development of Cambodia.

With support from EU, Bread for the World, and Oxfam Cambodia, CCC being an NGO membership organization representing 192 domestic and foreign NGOs, is initiating a study aiming at elaborating a CSO Road Map for the next 5 years to feed in as a discussion theme into its planned Annual General Meeting (AGM) on 18th March 2019.

To ensure broad base inclusiveness and participation CCC is commissioning independent consulting resources to walk through a consultative process among CSO communities and concerned stakeholders with the aim to collectively articulate a kind of CSO Road Map for the next 5 years. The exercise will also review and analyze key development trends

affecting CSOs, what are possible strategies/roadmaps that CSOs should adapted to, what are capacity and resources that CSOs have and need to deliver the identified priorities

The consulting team will work independently but will be supported by CCC (Management and EXCOM) with additional important inputs/outputs through the CCC's Consultative Group.

2. Objectives

The aim of this study is to attempt to jointly develop a roadmap for civil society organizations in Cambodia (CCC members and non-members) in responding to development challenges in Cambodia for next five years.

3. Key Expectation

- A discussion paper containing findings that depict current SWOT analysis of CSO communities in Cambodia together with multi stakeholder expression of priorities, strategies in terms of capacity and resources needs within the next 5 years.

4. Key Research Questions

- What are the key and common challenges that CSOs have faced? These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis)?
- What should be the key priorities for CSOs within the next 3-5 years, particularly in responding to the key challenges found from the 1st question
- What are current resources (financial, human, structure, technical resources) that CSOs currently possess in carrying out those priorities?
- What are the key resources that CSOs need mobilize additionally?
- What are the evolving roles and preparation for CSOs in responding to these priorities?

5. Methodology and consulting Resources

The independent consulting resources will be led by Mr. Borithy Lun, Email: borithy56@gmail.com (Tel: 012 802 384); he has served the NGO/CSO sector during the last 24 years and was CCC's Executive Director from 2008 to 2013.

In addition to conducting a comprehensive desk review of all relevant and pertinent documents, the consulting team will also reach out to selected key informants in Government, Development Partner's communities, non-state actors and NGO/CSO leaders (CCC members and non-members.) to gather insights and perspectives.

6. Timing

February 2019

Annex 2: Survey questionnaires

Questionnaire Survey for CSO Road Map

(Online Survey)

CCC is initiating a study aiming at elaborating a discussion paper on CSO Road Map for the next 5 years to feed in as a discussion theme into its planned Annual General Meeting (AGM) on 18th March 2019. Broadly, this exercise aims to review and analyze key development trends affecting CSOs, and inputs gathered will help shaping future strategies and priorities for the sector.

Part of methodology, CCC is gathering inputs through this online survey among selected organizations of CCC members. Please spend about 20 minutes of your valuable time, and hope to get it back by 20 February 2019. Much appreciate for kind participation.

Name of organization:		
Type of organization:		1- LNGOs 2- FNGOs
Section 1: Identification of key and common issues that CSOs have faced. These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis).		
1.1.	Please identify at least 2 most important strengths of Cambodian CSO/NGO communities	1- Community outreach 2- Pro-activeness
Other comments		
1.2.	Please identify at least 2 most important weaknesses of Cambodian CSO/NGO	1- Lacking unity 2- Competition 3- Lack of constituency building
Other comments		
1.3.	Please identify at least 2 most important opportunities of Cambodian CSO/NGO communities.	1- Door open for dialogue (invited space) for CSOs 2- Still considered CSOs as third development pillar
Other comments		
1.4.	In your opinion, what are the most important challenges of Cambodian CSO/NGO communities now? <i>(circle all answer apply)</i>	1-Intersector distrust 2-Limited trust from Government 3-Lack of funding 4-Lack of Capacity 5-Difficulty to comply with LANGO and other NGO related laws

		6-Lack of Ownership 7-Lack of planning for management succession 8-Suffocating Enabling environment 9-Unambigiouse interpretation of Legal framework 10-Disruption on CSO activities 11-Limit resource viability 12-Limit collaboration within civil society sector 13-Other (specify)
Other comments		
Section 2: Key priorities for CSOs within the next 3-5 years, particularly in responding to the key challenges found from the section 1		
2.1.	Given the current social political context and perceived limitations what should be the key prioritiesfor CSO sector? <i>(circle all answers apply)</i>	1-Alignment with RGC’s Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4- Other (specify)
Other comments		
2.2.	Given the current social political context and perceived limitations, what should be Umbrella organizations priorities? <i>(circle all answers apply)</i>	1-Capacity building 2-Information sharing 3-Issue based advocacy 4-Re arrangement similar to TWGs to enhance the sector’s representation for meaningful dialogue with multi-partnership (Gov.-Private-CSO) 6-Mechanisms for connecting horizontally and vertically with networks 7-Creation of CSO Resource Center 8- Other (specify)
Other comments		
2.3.	Given the current social political context and perceived limitations, what should be FNGOs priorities? (multiple answer)	1-Implementing program only 2-Supporting and implementing 3-Supporting only
Other comments		

2.4.	Given the current social political context and perceived limitations, what should be LNGOs priorities? (<i>circle all answers apply</i>)	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4-Participation in TWGs 5-Sustainability plans in place (i.e. Resource mobilization plan,...) 6- Other (specify)
Other comments		
2.5.	Given the current social political context and perceived limitations, what should be other non-state actor organizations priorities? (<i>circle all answer apply</i>)	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4- Other (specify)
Other comments		
Section 3: Current resources (financial, human, structure, technical resources) that CSOs currently possess in carrying out those priorities.		
3.1.	Funding -What is your overall funding pipeline?	1- 6-12 months 2- 1-3 years 3- 3-5 years
3.2.	Funding - What is your resource mobilization plans? (<i>circle all answers apply</i>)	1-Income generation 2-Fee for services 3-Joint activities 4- Other (specify)
3.3.	Human resources - what is your overall staff turnover rate?	1- Less than 30% 2- 30-50% 3- More than 50%
If the question (3.3) is not applicable for you, please explain.		
3.4.	Technical staff - what is the overall higher qualifications of senior management?	1-PhD./Doctor 2-Master 3- Bachelor 4- Below bachelor
3.5.	Technical staff - what is the overall higher qualifications of middle management?	1-PhD./Doctor

		2-Master 3- Bachelor 4- Below bachelor
3.6.	Technical staff- Overall Institutional Memory level for senior management	1- Less than 1 year 2- 1-3 years 3- 3-5 years 4- More than five years
3.7.	Technical staff- Overall Institutional Memory level for middle management	1- Less than 1 year 2- 1-3 years 3- 3-5 years 4- More than five years
3.8.	Governance status:	1-Have annual global audit 2-Have Strategic Plan
Other comments		
Section 4: Key resources that CSOs need to mobilize additionally?		
4.1.	Where should NGO/CSO seek funding from? <i>(circle all answers apply)</i>	1-Funding from FNGO 2-Funding from bilateral/UN 3-Private Sector 4-In country charity fund raising 5-National Budget 5-Other (specify)
4.2.	What are your mechanism to mobilize resources for financial sustainability? <i>(circle all answers apply)</i>	1-Services for fees 2-Income generation through social enterprise 3-Cost Recovery 4-Joint programming 5-CSO Collective Fund 6-Other (specify)
4.3.	Should a dedicated trust fund or joint fund be sought from DPs to co finance the CSO road Map development project?	1-Yes 2-No
4.4.	Could CSO sector contribute from its own resource?	1-Yes 2-No
Section 5: Evolving roles and preparation for CSOs in responding to these priorities		

5.1	Working approach/modality of engagement CSO/NGO communities should adopt? <i>(circle all answers apply)</i>	1-Tone down approach 2-Joint working committees between HR/Advocacy and Service Delivery 3-Mix programing between combining direct charity, artistic expression, and local-level involvement to improve people livelihood 4-increase Soft advocacy and reduce adversarial/ confrontational approaches 5-Other (specify)
5.2	What should be the ranges of programming activities for NGO/CSO communities for next 5 years? <i>(circle all answers apply)</i>	1-Creative and careful use of digital technologies 2-Support mainstream national programs such as D&D, Public and Finance Management 3-Empower NGOs to be more resilient to LANGO 4-Continue to work hard on Governance 5-Democracy and Human Rights 6-Policy Engagement (NSDP, ISAF, D&D, CSDGs) 7-Gender and Social Inclusion 8-Legal Hub 9-Enabling Environment 10-Governance/anti-Corruption 11-Natural Resources Governance and Management 12-Other (specify)
5.3	Currently, representativeness or constituency ownership is lacking across the sector, would the idea of forming a National CSO council be supported? 5.3.1 If yes, who should engage in this platform? 5.3.2 If yes, should such Council hold congresses or Forum around the country elect representation to discuss CSO centric issues? If yes, how often should the CSO centric issues discussed? 5.3.3 If yes, should congress/forum outcomes be channeled through which organization to be fed into national debate forums such CDC forums or CSO DP forums?	1-Yes 2-No ... 1-Yes 2-No 1- Six month 2- One a year 3- One every two years 1-Yes 2-No
5.4	Do you have any recommendation?	

Much thanks! សូមអរគុណ

Questionnaire Survey for CSO Road Map

(NGO Leaders)

Name of organization:		
Type of organization:		1- LNGOs 2- FNGOs
Section 1: Identification of key and common issues that CSOs have faced. These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis).		
1.1.	Please identify at least 2 most important strengths of Cambodian CSO/NGO communities NGO/CSO	1- Community outreach 2- Pro-activeness
Other comments		
1.2.	Please identify at least 2 most important weaknesses of Cambodian CSO/NGO	1- Competition 2- Lack of constituency building
Other comments		
1.3.	Please identify at least 2 most important opportunities of Cambodian CSO/NGO communities.	1- Door open for dialogue (invited space) for CSOs 2- Still considered CSOs as third development pillar
People/community recognized contribution of CSO – more innovation		
1.4.	In your opinion, what are the most important challenges of Cambodian CSO/NGO communities now? <i>(circle all answer apply)</i>	1-Intersector distrust 2-Limited trust from Government – questions of govt on CSO contribution 3-Lack of funding 4-Lack of Capacity 5-Difficulty to comply with LANGO and other NGO related laws 6-Lack of Ownership 7-Lack of planning for management succession 8-Suffocating Enabling environment 9-Unambigiouse interpretation of Legal framework 10-Disruption on CSO activities 11-Limit resource viability

		12-Limit collaboration within civil society sector
Other comments		
Section 2: Key priorities for CSOs within the next 3-5 years, particularly in responding to the key challenges found from the section 1		
2.1.	Given the current social political context and perceived limitations what should be the key priorities for CSO sector?	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand
Other comments		
2.2.	Given the current social political context and perceived limitations, what should be Umbrella organizations priorities?	1-Capacity building 2-Information sharing 3-Issue based advocacy 4-Re arrangement similar to TWGs to enhance the sector's representation for meaningful dialogue with multi-partnership (Gov.-Private-CSO) 6-Mechanisms for connecting horizontally and vertically with networks 7-Creation of CSO Resource Center
Other comments		
2.3.	Given the current social political context and perceived limitations, what should be FNGOs priorities?	1-Implementing program only 2-Supporting and implementing 3-Supporting only
Other comments		
2.4.	Given the current social political context and perceived limitations, what should be LNGOs priorities?	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4-Participation in TWGs 5-Sustainability plans in place (i.e. Resource mobilization plan,...)
Other comments		

2.5.	Given the current social political context and perceived limitations, what should be other non-state actor organizations priorities?	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand
Other comments		
Section 3: Current resources (financial, human, structure, technical resources) that CSOs currently possess in carrying out those priorities.		
3.1.	Funding -What is your overall funding pipeline?	1- 6-12 months 2- 1-3 years 3- 3-5 years
3.2.	Funding - What is your resource mobilization plans?	1-Income generation 2-Fee for services 3-Joint activities
3.3.	Human resources - what is your overall staff turnover rate?	1- Less than 30% 2- 30-50% 3- More than 50%
Other comments		
3.4.	Technical staff - what is the overall higher qualifications of senior management?	1-PhD./Doctor 2-Master 3- Bachelor 4- Below bachelor
3.5.	Technical staff - what is the overall higher qualifications of middle management?	1-PhD./Doctor 2-Master 3- Bachelor 4- Below bachelor
3.6.	Technical staff - Overall Institutional Memory level for senior management	1- Less than 1 year 2- 1-3 years 3- 3-5 years 4- More than five years
3.7.	Technical staff - Overall Institutional Memory level for middle management	1- Less than 1 year 2- 1-3 years 3- 3-5 years 4- More than five years

Other comments		
3.8.	Governance status:	1-Have annual global audit 2-Have Strategic Plan
Other comments		
Section 4: Key resources that CSOs need to mobilize additionally?		
4.1.	Where should NGO/CSO seek funding from?	1-Funding from FNGO 2-Funding from bilateral/UN 3-Private Sector 4-In country charity fund raising 5-National Budget
Other comments		
4.2.	What are your mechanisms to mobilize resources for financial sustainability?	1-Services for fees 2-Income generation through social enterprise 3-Cost Recovery 4-Joint programming 5-CSO Collective Fund
Other comments		
4.3.	Should a dedicated trust fund or joint fund be sought from DPs to co finance the CSO road Map development project?	1-Yes 2-No
4.4.	Could CSO sector contribute from its own resource?	1-Yes 2-No
Other comments		
Section 5: Evolving roles and preparation for CSOs in responding to these priorities		
5.1	Working approach/modality of engagement CSO/NGO communities should adopt?	1-Tone down approach 2-Joint working committees between HR/Advocacy and Service Delivery

		3-Mix programming between combining direct charity, artistic expression, and local-level involvement to improve people livelihood 4-increase Soft advocacy and reduce adversarial/confrontational approaches
Other comments		
5.2	What should be the ranges of programming activities for NGO/CSO communities for next 5 years?	1-Creative and careful use of digital technologies 2-Support mainstream national programs such as D&D, Public and Finance Management 3-Empower NGOs to be more resilient to LANGO 4-Continue to work hard on Governance 5-Democracy and Human Rights 6-Policy Engagement (NSDP, ISAF, D&D, CSDGs) 7-Gender and Social Inclusion 8-Legal Hub 9-Enabling Environment 10-Governance/anti-Corruption 11-Natural Resources Governance and Management
Other comments		
5.3	Currently, representativeness or constituency ownership is lacking across the sector, would the idea of forming a National CSO council be supported?	1-Yes 2-No
	5.3.1 If yes, who should engage in this platform?	...
	5.3.2 If yes, should such Council hold congresses or Forum around the country elect representation to discuss CSO centric issues?	1-Yes 2-No
	If yes, how often should the CSO centric issues discussed?	1- Six month 2- One a year 3- One every two years
	5.3.3 If yes, should congress/forum outcomes be channeled through which organization to be fed into national debate forums such CDC forums or CSO DP forums?	1-Yes 2-No
5.4	Do you have any recommendation?	

Much thanks! សូមអរគុណ

Questionnaire Survey for CSO Road Map

(Government)

Date:		
Name of Ministry:		
Department:		
Name of respondent:		
Ranking:		
Interviewers		
Section 1: Identification of key and common issues that CSOs have faced. These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis).		
1.5.	Please identify at least 2 most important strengths of Cambodian CSO/NGO communities NGO/CSO	1- Community outreach 2- Pro-activeness
Other comments		
1.6.	Please identify at least 2 most important weaknesses of Cambodian CSO/NGO	2- Competition 3- Lack of constituency building
Other comments		
1.7.	Please identify at least 2 most important opportunities of Cambodian CSO/NGO communities.	1- Door open for dialogue (invited space) for CSOs 2- Still considered CSOs as third development pillar
Other comments		
1.8.	In your opinion, what are the most important challenges of Cambodian CSO/NGO communities now? <i>(circle all answer apply)</i>	1-Intersector distrust 2-Limited trust from Government 3-Lack of funding 4-Lack of Capacity 5-Difficulty to comply with LANGO and other NGO related laws 6-Lack of Ownership

		<p>7-Lack of planning for management succession</p> <p>8-Suffocating Enabling environment</p> <p>9-Unambigiose interpretation of Legal framework</p> <p>10-Disruption on CSO activities</p> <p>11-Limit resource viability</p> <p>12-Limit collaboration within civil society sector</p>
Other comments		
Section 2: Key priorities for CSOs within the next 3-5 years, particularly in responding to the key challenges found from the section 1		
2.6.	Given the current social political context and perceived limitations what should be the key prioritiesfor CSO sector?	<p>1-Alignment with RGC’s Development Cooperation and Partnerships Strategy (DCPS)</p> <p>2-Alignment with SDGs</p> <p>3-Responding to people demand</p>
Other comments		
2.7.	Given the current social political context and perceived limitations, what should be Umbrella organizations priorities?	<p>1-Capacity building</p> <p>2-Information sharing</p> <p>3-Issue based advocacy</p> <p>4-Re arrangement similar to TWGs to enhancethe sector’s representation for meaningful dialogue with multi-partnership (Gov.-Private-CSO)</p> <p>6-Mechanisms for connecting horizontally and vertically with networks</p> <p>7-Creation of CSO Resource Center</p>
Other comments		
2.8.	Given the current social political context and perceived limitations, what should be FNGOs priorities?	<p>1-Implementing program only</p> <p>2-Supporting and implementing</p> <p>3-Supporting only</p>
Other comments		

2.9.	Given the current social political context and perceived limitations, what should be LNGOs priorities?	1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4-Participation in TWGs 5-Sustainability plans in place (i.e. Resource mobilization plan,...)
Other comments		
Section 3: Key resources that CSOs need to mobilize additionally?		
3.1.	If CSO Road Map/CSO fund/CSO Center/CSO Council are to materialize – Would Government be prepared to support by considering allocating fund from National Budget?	1-Yes 2-No
3.2.	Would Government expect CSO sector and DPs to contribute from its own resource (those who can afford to)?	1-Yes 2-No
Other comments		
Section 3: Evolving roles and preparation for CSOs in responding to these priorities		
3.1	Working approach/modality of engagement CSO/NGO communities should adopt?	1-Tone down approach 2-Joint working committees between HR/Advocacy and Service Delivery 3-Mix programing between combining direct charity, artistic expression, and local-level involvement to improve people livelihood 4-increase Soft advocacy and reduce adversarial/confrontational approaches
Other comments		
3.2	What should be the ranges of programming activities for NGO/CSO communities for next 5 years?	1-Creative and careful use of digital technologies 2-Support mainstream national programs such as D&D, Public and Finance Management 3-Empower NGOs to be more resilient to LANGO 4-Continue to work hard on Governance- need understanding

		5-Democracy and Human Rights 6-Policy Engagement (NSDP, ISAF, D&D, CSDGs) 7-Gender and Social Inclusion 8-Legal Hub 9-Enabling Environment 10-Governance/anti-Corruption 11-Natural Resources Governance and Management
Other comments		
3.3	Currently, representativeness or constituency ownership is lacking across the sector, would the idea of forming a National CSO council be supported?	1-Yes – legitimate 2-No
	3.3.1 If yes, who should engage in this platform?	Cluster /sector ...
	3.3.2 If yes, should such Council hold congresses or Forum around the country elect representation to discuss CSO centric issues?	1-Yes 2-No
	If yes, how often should the CSO centric issues discussed?	1- Six month 2- One a year 3- One every two years
	3.3.3 If yes, should congress/forum outcomes be channeled through which organization to be fed into national debate forums such CDC forums or CSO DP forums?	1-Yes 2-No
3.4	Do you have any recommendation? Please elaborate	

Much thanks! សូមអរគុណ

Questionnaire Survey for CSO Road Map

(Development Partners)

Interviewer's name:		
Respondent's name and rank		
Name of organization:		
Type of organization :	1- Embassy 2- Aid Agency (Specify)	
Section 1: Identification of key and common issues that CSOs have faced. These are related to the overall enabling environment for CSOs, referring to both internal and external factors (SWOT Analysis).		
1.1	Please identify at least 2 most important strengths of Cambodian CSO/NGO communities	1- Community outreach 2- Pro-activeness
Other comments		
1.2	Please identify at least 2 most important weaknesses of Cambodian CSO/NGO	1- Competition 2- Lack of constituency building
Other comments		
1.3	Please identify at least 2 most important opportunities of Cambodian CSO/NGO communities.	1- Door open for dialogue (invited space) for CSOs 2- Still considered CSOs as third development pillar
1.4	In your opinion, what are the most important challenges of Cambodian CSO/NGO communities now? <i>(circle all answer apply)</i>	1- Intersector distrust 2- Limited trust from Government 3- Lack of funding 4- Lack of Capacity 5- Difficulty to comply with LANGO and other NGO related laws 6- Lack of Ownership 7- Lack of planning for management succession 8- Suffocating Enabling environment 9- Unambiguous interpretation of Legal framework 10- Disruption on CSO activities 11- Limit resource viability 12- Limit collaboration within civil society sector
Other comments		

Section 2: Key priorities for CSOs within the next 3-5 years, particularly in responding to the key challenges found from the section 1		
2.1	Given the current social political context and perceived limitations what should be the key priorities for CSO sector?	<ul style="list-style-type: none"> 1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand
Other comments		
2.2	Given the current social political context and perceived limitations, what should be Umbrella organizations priorities?	<ul style="list-style-type: none"> 1-Capacity building 2-Information sharing 3-Issue based advocacy 4-Re arrangement similar to TWGs to enhance the sector's representation for meaningful dialogue with multi-partnership (Gov.-Private-CSO) 6-Mechanisms for connecting horizontally and vertically with networks 7-Creation of CSO Resource Center
Other comments		
2.3	Given the current social political context and perceived limitations, what should be FNGOs priorities?	<ul style="list-style-type: none"> 1-Implementing program only 2-Supporting and implementing 3-Supporting only
Other comments		
2.4	Given the current social political context and perceived limitations, what should be LNGOs priorities?	<ul style="list-style-type: none"> 1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs 3-Responding to people demand 4-Participation in TWGs 5-Sustainability plans in place (i.e. Resource mobilization plan,...)
Other comments		
2.5	Given the current social political context and perceived limitations, what should	<ul style="list-style-type: none"> 1-Alignment with RGC's Development Cooperation and Partnerships Strategy (DCPS) 2-Alignment with SDGs

	be other non-state actor organizations priorities?	3-Responding to people demand
Other comments		
Section 3: Key resources that CSOs need to mobilize additionally?		
3.1	Where should NGO/CSO seek funding from?	1-Funding from FNGO 2-Funding from bilateral/UN 3-Private Sector 4-In country charity fund raising 5-National Budget
Other comments		
3.2	What are your mechanisms to mobilize resources for financial sustainability?	1-Services for fees 2-Income generation through social enterprise 3-Cost Recovery 4-Joint programming 5-CSO Collective Fund
Other comments		
3.3	Should a dedicated trust fund or joint fund are needed finance the CSO road Map development/CSO Council/ CSO Centre project- Would DP be prepared to support?	1-Yes 2-No
Other comments		
Section 4: Evolving roles and preparation for CSOs in responding to these priorities		
4.1	Working approach/modality of engagement CSO/NGO communities should adopt?	1-Tone down approach 2-Joint working committees between HR/Advocacy and Service Delivery 3-Mix programing between combining direct charity, artistic expression, and local-level involvement to improve people livelihood 4-increase Soft advocacy and reduce adversarial/confrontational approaches
Other comments		

4.2	What should be the ranges of programming activities for NGO/CSO communities for next 5 years?	1-Creative and careful use of digital technologies 2-Support mainstream national programs such as D&D, Public and Finance Management 3-Empower NGOs to be more resilient to LANGO 4-Continue to work hard on Governance 5-Democracy and Human Rights 6-Policy Engagement (NSDP, ISAF, D&D, CSDGs) 7-Gender and Social Inclusion 8-Legal Hub 9-Enabling Environment 10-Governance/anti-Corruption 11-Natural Resources Governance and Management
Other comments		
4.3	Currently, representativeness or constituency ownership is lacking across the sector, would the idea of forming a National CSO council be supported?	1-Yes 2-No
	4.3.1 If yes, who should engage in this platform?	...
	4.3.2 If yes, should such Council hold congresses or Forum around the country elect representation to discuss CSO centric issues?	1-Yes 2-No
	If yes, how often should the CSO centric issues discussed?	1- Six month 2- One a year 3- One every two years
	4.3.3 If yes, should congress/forum outcomes be channeled through which organization to be fed into national debate forums such CDC forums or CSO DP forums?	1-Yes 2-No
4.4	Do you have any recommendation?	

Much thanks! ស្នេហាអរគុណ

Annex 3: List of respondents (anonymized)

Respondents to Online Survey

#	Position	Organization/entity	Sex	Location	Type
List of Respondents for Online Survey					
01	Management	Action For Development	M	Kampong Thom	CNGO
02	Management	Alliance for Conflict Transformation	F	Phnom Penh	CNGO
03	Management	Australian Catholic Relief	M	Phnom Penh	INGO
04	Management	Banteay Srei	M	Phnom Penh	CNGO
05	Management	Buddhim for Social Development Action	M	Kampong Cham	CNGO
06	Management	Cambodia Young Men's Christian Association	M	Phnom Penh	CNGO
07	Management	Community Capacity for Development	M	Kampong Chhnang	CNGO
08	Management	Caritas Czech Republic in Cambodia	M	Phnom Penh	INGO
09	Management	Child Rights Foundation	F	Phnom Penh	CNGO
10	Management	ChildFund Cambodia	M	Phnom Penh	INGO
11	Management	CWS Cambodia	F	Phnom Penh	INGO
12	Management	DanMission	M	Phnom Penh	INGO
13	Management	Douleurs Sans Frontieres	F	Phnom Penh	INGO
14	Management	Epic Arts Cambodia	F	Kampot	INGO
15	Management	First Step Cambodia	M	Phnom Penh	CNGO
16	Management	Forum Syd	F	Phnom Penh	INGO
17	Management	Foundation for International Development/Relief	F	Phnom Penh	INGO
18	Management	Forum Ziviler Friedensdienst	F	Phnom Penh	INGO
19	Management	Genesis Community of Transformation	F	Phnom Penh	CNGO
20	Management	Good Neighbors Cambodia	M	Phnom Penh	INGO
21	Management	Great Peace Cambodia	M	Battambang	INGO
22	Management	Johanniter International Assistant	F	Phnom Penh	INGO

23	Management	Kdei Karuna	M	Phnom Penh	CNGO
24	Management	KHEMARA	M	Phnom Penh	CNGO
25	Management	Khmer Community Development	F	Phnom Penh	CNGO
26	Management	Khmer NGO for Education	M	Battambang	CNGO
27	Management	Komar Ney Kdey SangKhem	M	Pursat Province	CNGO
28	Management	Khmer Youth Association	F	Phnom Penh	CNGO
29	Management	Komar Pikar Foundation	M	Phnom Penh	CNGO
30	Management	Krousar Yoeung	M	Phnom Penh	CNGO
31	Management	KOMAR REKREAY ASSOCIATION	F	Battambang	CNGO
32	Management	Live and Learn Environment Education	M	Phnom Penh	CNGO
33	Management	Mission Alliance	M	Phnom Penh	INGO
34	Management	M'lup Russey Organization	F	Phnom Penh	CNGO
35	Management	Mothers Heart Organization	F	Phnom Penh	CNGO
36	Management	None-Timber Forest Products - Exchange Program	M	Phnom Penh	INGO
37	Management	Organization to Improve Communication and Swallowing Therapy Service in Cambodia	F	Phnom Penh	CNGO
38	Management	PEPY Empowering Youth	M	Siem Reap	CNGO
39	Management	Precious Women	F	Phnom Penh	CNGO
40	Management	Rain Water Cambodia	M	Phnom Penh	CNGO
41	Management	Samaky Organization	M	Kampong Cham	CNGO
42	Management	South East Asia Development Programme	M	Phnom Penh	INGO
43	Management	This Life Cambodia	M	Siem Reap	INGO
44	Management	Union Aid Abroad - APHEDA	M	Phnom Penh	INGO
45	Management	Voluntary Service Overseas	M	Phnom Penh	INGO
46	Management	World Education/Cambodia	M	Phnom Penh	INGO
47	Management	Women Resource Center	F	Siem Reap	CNGO
48	Management	World Renew	F	Phnom Penh	INGO

49	Management	Youth Resource Development Program	F	Phnom Penh	CNGO
List of Umbrella CSO (Phnom Penh) – Focus Group Discussion					
01	Management	Cooperation Committee for Cambodia (CCC)	M	Phnom Penh	CNGO
02	Management	NGO Education Partnership (NEP)	M	Phnom Penh	CNGO
03	Management	CCPC	M	Phnom Penh	CNGO
04	Management	NGO Forum on Cambodia	M	Phnom Penh	INGO
List of Provincial CSO Networks – Focus Group Discussion					
01	Representative	Partnership and Development for network in BTB	F	Battambang	
02	Representative	Multi	M	Takeo	
03	Representative	Provincial NGO Network-Ratanakiri	M	Rattanakiry	
04	Representative	Porsat CSO Group	M	Pursat	
05	Representative	Provincial NGO Network – Prey Venge	F	Prey Veng	
06	Representative	Kampot NGO Network	M	Kampot	
07	Representative	Provincial NGO Network-Svay Rieng	F	Svay Rieng	
08	Representative	Stoeung Treng NGO Alliance	M	Stoeung Treng	
List of CSO Leaders – Key Informant					
01	Management	Central	M	Phnom Penh	CNGO
02	Management	Licadho	F	Phnom Penh	CNGO
03	Management	CCHR	F	Phnom Penh	CNGO
04	Management	HACC	M	Phnom Penh	CNGO
05	Management	CCIM	M	Phnom Penh	CNGO
06	Management	Oxfam	F	Phnom Penh	INGO
07	Management	Pact	F	Phnom Penh	INGO
08	Management	TAF	F	Phnom Penh	INGO
09	Management	WVC	M	Phnom Penh	INGO

10	Management	DPA	M	Phnom Penh	LNGO
11	Management	DIAKONIA	F	Phnom Penh	INGO
12	Management	Heifer	M	Phnom Penh	INGO
13	Management	Save the Children	F	Phnom Penh	INGO
14	Management	CARE	M	Phnom Penh	INGO
15	Management	API	M	Phnom Penh	CNGO
16	Management	TIC	M	Phnom Penh	CNGO
List of CCC Executive Committee – Key Informant					
01	Management	VBNK	M	Phnom Penh	INGO
02	Management	AAC	F	Phnom Penh	INGO
03	Management	HAGAR	F	Phnom Penh	INGO
04	Management	AeA	M	Phnom Penh	INGO
05	Management	KHANA	M	Phnom Penh	CNGO
06	Management	DCA	F	Phnom Penh	INGO
Private Sector/Media/Other NSA					
01	Phd Candidate	Academia	F	Australia	NSA
02	Senior Partner	Lawyer	M	Phnom Penh	NSA
03	Researcher	Political Economy Analyst	M	Phnom Penh	NSA
Government					
01	Representative	Ministry of Planning	M	Phnom Penh	
02	Representative	Ministry of Education, Youth and Sport	M	Phnom Penh	
03	Representative	NCDD, Ministry of Interior	M	Phnom Penh	
04	Representative	Ministry of Interior	M	Phnom Penh	

05	Representative	Council for Development of Cambodia	M	Phnom Penh	
Development Partners					
01	Representative	EU	F/M	Phnom Penh	
02	Representative	JICA	F/M	Phnom Penh	
03	Representative	DFAT	F	Phnom Penh	
04	Representative	WB	M	Phnom Penh	
05	Representative	UNRC	F/M/M	Phnom Penh	
06	Representative	British Embassy	F	Phnom Penh	

Annex 4: Consolidated comments received during CCC AGM

As per scheduled plan, preliminary results of the study were presented and discussed at the CCC AGM on 18th March 2019 and the total allocated time for presentation and discussions was 60 minutes. The Presentation took 20 minutes and the remaining time was allocated for clarifications on the study methodology and questions related to the results of the study. The rest of the time was allocated for open plenary questions. Summary of comments are shown in the table below:

Issues raised	Action taken/suggested
Gender perspective was not evidenced or taken into consideration in the study	Both online survey and KI are now reflecting gender breakdown (explicitly shown on charts)
Many felt that time allocated to discuss such a big topic was too short – Adequate timing should be 2-3 hours	See study recommendations on next steps for umbrellas and networks
13 members explicitly expressed that CSO council is needed and they strongly support the creation of it. Many expressed need to know rationale and TOR of the CSO National Council to be able to provide more informed feedback	Additional details are added in the draft study report
Many felt group discussions should be held to further discuss key findings	See study recommendations on next steps for umbrellas and networks
10 members wanted to see the recommendations of the study being publicly shared.	Latest version of the report includes concise recommendations to the NGO sector/DPs and Government in concluding remarks and in Executive Summary.

Annex 5: List of documents, websites and publications reviewed

1. A Multi Centre for Cambodia Non Profits and Community Organizations (Feasibility study on CSO centre for Sustainable Development) – Um Rattana, Yoeung Sarath and Sario Pio-October 2014.
2. ADB Civil Society Briefs - Publication Stock No. ARM113342 November 2011
3. Business case “UN Green Common Premises in Lubowa Uganda” June 4th 2015.
4. MSIs in Cambodia- A look at multi-stakeholder initiatives and the enabling environment for civil society in Cambodia (Unpublished)
5. Feasibility Study on CSO in Cambodia “CSO Networks Development Effectiveness in Cambodia” – CCC Publication 2017 – by NEB Sinthay, KHIEU Vicheanon, and O’LEARY Declan.
6. 2017 Civil Society Organization Sustainability Index (Asia)
7. Cambodia Microfinance Association website
8. Cambodia Development Cooperation and Partnerships Strategy (2019-2023)
9. Development Cooperation and Partnership Report – CRDB Publication May 2016.
10. Better Work: Annual Report 2017: An Industry and Compliance Review – Cambodia
11. Sub-National Civil Society in Cambodia: a Gramscian Perspective
12. Cooperation Committee for Cambodia (CCC) Website.
13. Cooperation Committee for Cambodia 2012: CSO Contributions to the Development of Cambodia
14. Cord Cambodia 2011, Busan and Beyond: Accountability and an enabling environment for civil society in Cambodia
15. Commission on Global Governance, Our Global Neighbourhood 1995
16. Challenges to the effective operation of local NGOs in Cambodia -Ownership, NGO-ization, Strategy and Knowledge of local NGOs in Cambodia- Anne Van De sande 2010
17. CSO Contributions to the Development of Cambodia 2012
18. CSO sourcebook- A staff Guide to Cooperation with CSOs – ADB Publication 2008.
19. EU Road Map for engagement with CSO in Cambodia 2014-2018.
20. Future Role of INGO in Cambodia – Carole Mortensen (Oxfam Publication)

21. Assessment of Enabling Environment for CSO in Cambodia (EENA Report) - Louise Coventry, Menh Navy and Alison Hillis.
22. Dialogue dynamics, programming challenges: Donor approaches to anti-corruption and integrity reform in Cambodia, 2004 to 2009
23. "Here comes Cambodia; Asia New Tiger Economy" Asian Development Bank Publication - 10th May 2016.
24. Lesotho Council of NGO's website
25. NGO Federation in Nepal website
26. NGO Support Centre in Cyprus website
27. Royal Government of Cambodia Rectangular Strategy Phase IV Vision 2050
28. Shared Services: Lessons from the Public and Private Sector for the Non-Profit Centre – Peter Wash-Centre of Philanthropy and Non-profit Studies- Queensland University of Technology- Brisbane, Australia – August 2006
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Vision

Sustainable development for Cambodia.

Mission

As a membership based organization, CCC works in inclusive partnership for good governance, enabling environment and sustainability of civil society organizations in Cambodia.

Goal

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

Values

- Integrity
- Responsiveness
- Cooperation
- Quality
- Inclusiveness

Funded by:



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Cooperation Committee for Cambodia (CCC)

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