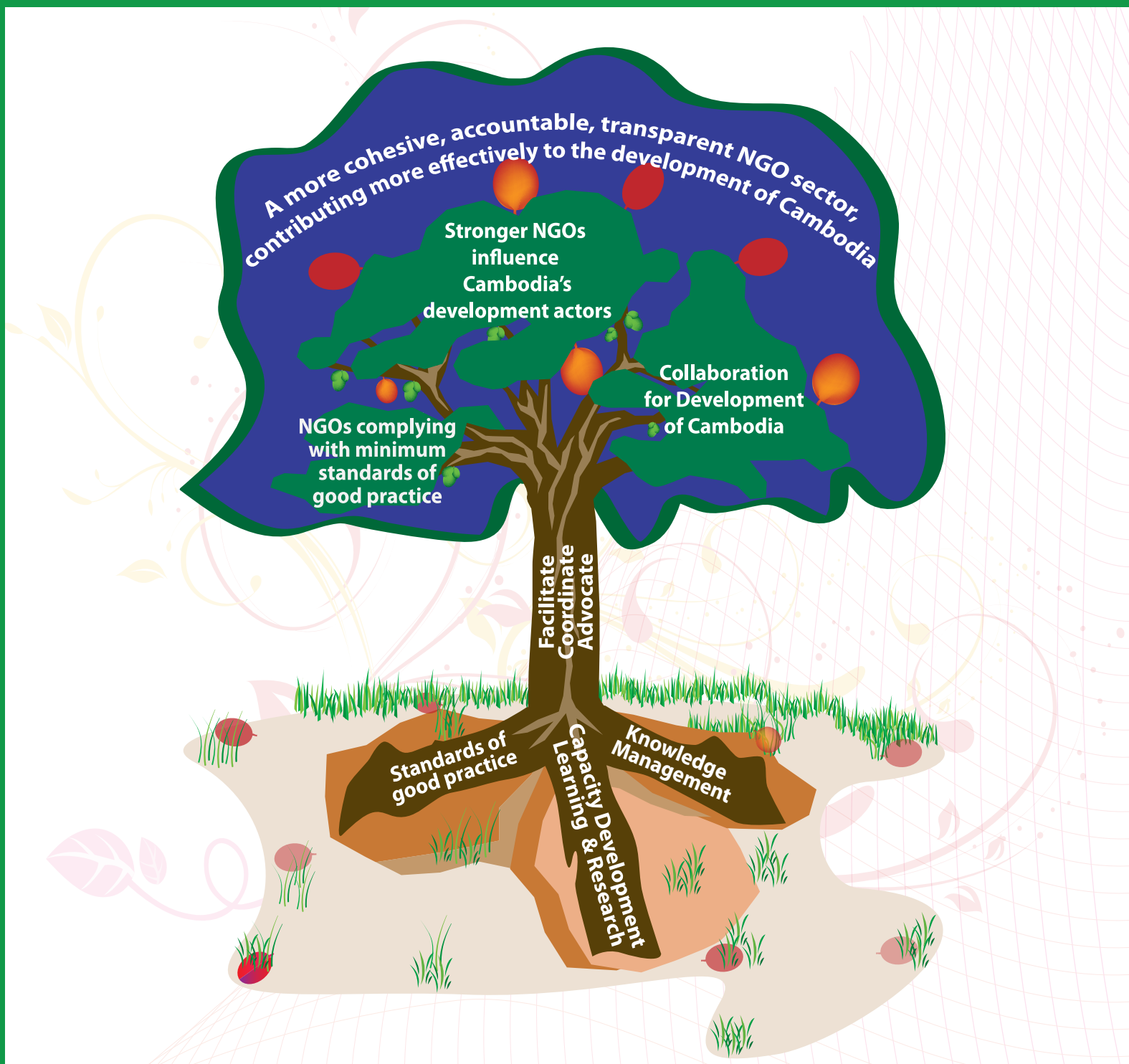
Cooperation Committee for Cambodia
Comité de Coopération Pour le Cambodge

Governance Hub Program(GHP)

Five-Year Plan 2011 - 2015



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

Host of the 2nd Global Assembly for CSO Development Effectiveness-Siem Reap 28-30 June 2011

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Governance Hub Programme

I Introduction

CCC is into the third year of implementing its five-year Strategy Plan (2009 – 2013). The Strategy Plan set out to achieve the following strategic goals:

1. Strengthening the collective voice of civil society
2. Enhancing effective cooperation across civil society
3. Influencing the thinking and practice of Cambodia's development partners
4. Delivering high quality services responsive to non-government organisations

In the first two years, various projects and activities have been initiated to deliver on these strategic goals i.e. NGO GPP, ADI, EAGER and other special projects, publications/information and referral services. These various initiatives involved:

> *Championing the collective strength of the NGO community and enhancing its status as the third pillar of society.*
>
> *Focusing on institutional advocacy which CCC understands as creating an environment which enables and supports the professional practice of all NGOs, rather than advocating for development issues as such.*
>
> *Investing in work with Cambodia's development partners and creating opportunities for member consultation and input in developing mandates for change, consistent with members' expectations for stronger leadership.*
>
> *Moving a higher proportion of communication activities online and ensuring that electronic communication continues to meet the high standards of information management long upheld by CCC*
>
> *Seeking opportunities to add extra value to information received and sent. This has required more strategic analysis of issues and increasing pro-activeness from CCC.*

This year, some assessments and project evaluations have been carried out which highlighted achievements so far, some lessons to be learnt and areas for improvement. Further, in the course of working within the NGO sector and with government, development partners and other stakeholders, CCC has identified gaps and new opportunities in advancing and strengthening its role as the largest and oldest umbrella organisation promoting co-operation towards addressing Cambodia's development challenges. During the designing period, mid-term strategy review was conducted to consolidate key achievements in the past two years; gaps and challenges during implementation; key challenges met and recommendations for action for the remaining years of the strategy.

It has been acknowledged that these various projects and initiatives are being implemented in parallel and independent of each other, diminishing potential overall impact. To consolidate these initiatives and achieve greater coherence and impact, CCC now proposes to realign all of its existing projects into an integrated and contiguous multi-year program with three closely interconnected components: voluntary certification, capacity development and learning, and knowledge management, advice and referral and linkages.

The intent is to focus on improving governance; sustainability; and effectiveness among NGOs

Glossary

AAA	Accra Agenda for Action
ADI	Analysing Development Issues
CBO	Community Based Organisation
CCC	Cooperation Committee for Cambodia
CDCF	Cambodia Development Cooperation forum
DP	Development Partners
HLF	High Level Forum
GHP	Governance Hub Programme
GPP	Good Practice Project
INGO	International Non-Governmental Organisation
LNGO	Local Non-Governmental Organisation
KPI	Key Performance Indicator
NGO	Non-Governmental Organisation
PO	People's Organisation
RBMG	Results Based Management Group
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
VCS	Voluntary Certification System
WB	World Bank

II Executive Summary

2011 is the 3rd year for CCC in implementing its current strategy (2009-13). Over the past year, several assessments, most recently a mid-term strategy review, and project evaluations have been carried out that highlighted achievements so far, some lessons to be learnt and areas for improvement. CCC has been cognizant of the need and its desire to become more effective and efficient in achieving its goals. Through internal reflections and assessments, CCC recognised, firstly, that a realignment of existing projects into an integrated programmatic approach will enable it to be both more effective and efficient as an organisation and will enable it to better support NGOs in meaningfully and strategically contributing to Cambodia's development.

Further, both from its experiences and lessons from implementing its various projects and continuing work with networks and alliances; and from assessments it has commissioned in the last year, CCC learned that governance has become one of the most critical challenges for development in Cambodia. Particularly to the NGO Sector, CCC recognises that low adherence to ethics of accountability and transparency undermines and compromises the sector's capacity to demonstrate its full potential as agents of change and as powerful development actors.

To consolidate these initiatives and achieve greater coherence and impact, CCC now proposes to realign all of its existing projects into an integrated and contiguous multi-year programme (Governance Hub Programme) with three closely interconnected components: voluntary certification, capacity development and learning, and knowledge management, advice and referral and linkages.

The programme adopts the definition of governance as ***systems and processes concerned with the overall direction, effectiveness, supervision and accountability of an organisation.*** As the programme will focus on the internal governance of the NGO sector, it also adopts the concept of good governance given by Orock Thomas Eyong [1] who describes governance more specifically for NGOs: ***"good governance means the effective management of an NGO's resources in a manner that is open, transparent, accountable, equitable and responsive to people's needs"***.

Governance Hub Programme (2011 – 2015) Summary

A. A. Strategic Programme Goals:

1. Strengthening the collective voice of civil society
2. Enhancing effective cooperation across civil society
3. Influencing the thinking and practice of Cambodia's development partners
4. Delivering high quality services responsive to non-government organizations

("A more cohesive, accountable, transparent NGO sector, contributing more effectively to the development of Cambodia")

B. B. Key Programme Components:

1. Voluntary Certification
2. Capacity Development and Learning

[1] Orock Thomas Eyong: "Promoting Good Governance in the Management of NGOs", April 2001

3. Knowledge Management, Advice and Referral and Linkages

C. Programme Outcomes:

1. Stronger shared voices of NGOs influencing the thinking and practice of Cambodia's development actors
2. NGOs complying with minimum standards of good practice
3. NGOs collaborating to effectively contribute to the development of Cambodia

D. Key Approaches:

1. NGOs model good governance
2. NGOs build their capacity to participate in and contribute to the development of Cambodia
3. NGOs generate knowledge and disseminate learning related to good governance

E. K*ey Performance Indicators (KPIs) of outcomes*

On promoting good practice through voluntary certification system and establishing an independent center: By end of 2015:

1. *At least 70 NGOs are certified through a voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice*
2. *Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice*
3. *The Voluntary Certification System is recognised and endorsed by relevant Government Ministries (e.g. MoFA, MOI) and Development Partners*
4. *An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional voluntary self-certification services to the NGO Sector*

On promoting capacity development and learning: By end of 2015:

1. *A Steering/Working Committee consists of representatives of various capacity development providers is established with clear TOR aimed at providing oversight of the capacity development processes within the sector*
2. *Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/organisations in the country*
3. *NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors*
4. *Communities of learners are formed, debating current organisational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector*

On research, providing information/advice/referral services and promoting linkages:

1. *Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing*
2. *Relevant development actors are accessing and receiving appropriate advice and*

referral support through appropriate and easy to use mechanisms for providing support

3. *Membership has expanded by 40% and are actively involved in various activities of the programme*
4. *Evidence-based studies on issues of NGO effectiveness and good governance are being produced by NGOs and are being used to inform more relevant and appropriate policy formulation, planning and implementation within the sector itself and at national and sub national level of Government decision making structures*
5. *NGO sector performance shows improvement against baseline using agreed set of indices*
6. *An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors*
7. *Shared voices and positions of the NGO sector on various issues affecting NGO effectiveness and good governance practice are consolidated and advocated for*
8. *Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used*

F. Key Areas of Intervention during the five year period: (areas of intervention refer to the main focus of work/activities to be carried out in order to achieve the outcomes)

Promote good practice through certification

1. Promotional campaigns (e.g. enlist NGOs, increase recognition by RGC and donor support)
2. Reviewing/updating systems, approaches and guidelines
3. Screening and certifying processes
4. Monitoring compliance to minimum standards and providing follow up support
5. Consolidating and disseminating lessons learnt
6. Establishing and building support based for an independent certification centre

Promote Capacity Development and Learning

1. Working with a Steering/Working Group to prioritise development and research needs
2. Facilitating support for capacity development of NGOs (e.g. critical and big picture thinking; participatory action research; downwards accountability; development of Governing Boards)
3. Facilitating learning forums among stakeholders and developing communities of learners
4. Documentation and dissemination of lessons

Knowledge Management, Provide Advice/Referral Services & Promote Linkages

1. Knowledge generation/ management and dissemination relevant to good governance and NGOs
2. Monitoring/evaluating NGO sector performance
3. Conducting surveys (e.g. salaries and benefits; client satisfaction; NGO performance; development trends) and research (e.g. practices in promoting downwards accountability; benefits for certified NGOs; models of partnership relationships) and disseminating findings to inform good governance practice
4. Providing advice and facilitating referrals
5. Consolidating positions of the sector on various issues and work with other key players in advocating for these issues

6. Facilitating linkages between NGO sector and other development actors

Cross cutting interventions:
1. Setting up and working with Steering Committees or Working Groups
2. Learning and sharing lessons
3. Alliance/coalition building

G. Targets and Partners

The Programme's primary targets are individual NGOs, networks/coalitions/alliances and the NGO sector as a whole. Secondary targets are other development actors such as community-based organisations, people's organisations, academe, Government institutions and Development Partners.

H. Indicative Five – Year Budget Summary:

Summary Per Component including support costs						
Component 1	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	314,511	487,281	518,408	508,611	567,931	2,396,742
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**409,846**	**626,120**	**671,131**	**676,607**	**752,726**	**3,136,430**
Component 2	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	290,596	484,319	531,151	518,180	584,135	2,408,381
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**385,931**	**623,158**	**683,874**	**686,176**	**768,930**	**3,148,069**
Component 3	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	258,511	448,257	491,384	522,736	583,869	2,304,757
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**353,846**	**587,096**	**644,107**	**690,732**	**768,664**	**3,044,445**
Overall Total	**1,149,623**	**1,836,374**	**1,999,112**	**2,053,515**	**2,290,320**	**9,328,944**
less planned cost recovery	**114962**	**275456**	**399822**	**513378**	**687096**	**1,990,716**
	1,034,661	**1,560,918**	**1,599,290**	**1,540,136**	**1,603,224**	**7,338,228**

III Situational Analysis: (Gaps and Challenges, Current Initiatives to address these)

Civil Society Organisations (CSOs) are described as "that which constitutes associations that exist outside the state or market which maintain a degree of autonomy and independence and have the potential to provide alternative views, policies and actions to those promoted by the state and market"[2]. Non-Governmental Organisations (NGOs) are only one constituent of CSO although in many forums, these two terms are sometimes used interchangeably. Historically, the term 'NGO' was coined much earlier i.e. 1950s and the term 'CSO' surfaced more recently i.e. 1997 when donors discovered 'civil society' (World Bank, 1997)[3] and considered it as the third sector (Government as the first sector and Private/Business as the second sector). Moira O'Leary defines NGOs as not-for-profit legally constituted non-state organisations, established to serve third parties. They are not part of, or formally controlled by a state body and are self-governing[4], but operate within a legal framework of a given nation. In Cambodia, CSOs and NGOs are often used interchangeably because NGOs are the most dominant and developed constituency of CSO as can be seen in many of the quoted references. The GHP will use CSO to refer to the broader 'third sector" and NGOs as one of the constituents of this.

Gaps and Challenges:

Over the last three years, several studies conducted around the role/s of civil society organisations, particularly of the NGO sector in promoting Cambodia people's development reveal serious gaps and challenges in their capacity and effectiveness to perform these roles. While current efforts being undertaken to address these challenges were identified, major gaps remain.

On governance in general:

The programme adopts the definition of governance as **systems and processes concerned with the overall direction, effectiveness, supervision and accountability of an organisation.** As the programme will focus on the internal governance of the NGO sector, it also adopts the concept of *good governance given by Orock Thomas Eyong [5] who describes governance more specifically for NGOs: "**good governance means the effective management of an NGO's resources in a manner that is open, transparent, accountable, equitable and responsive to people's needs**.*

The rapid assessment conducted by CCC[6] on the contributions of the NGO sector to Cambodia's development conclude "*that NGOs have made major contributions to Cambodia's development and that their programming has changed to reflect emerging issues and needs. Through a wide range of programs aimed at improving the lives of diverse groups of the population, and in partnership with the Government, there have been considerable improvements in the lives of many Cambodians".* The report also cited various efforts of CCC to co-ordinate efforts within the sector to respond to global demands for good governance. One of the key lessons that came out of these initiatives was the need to

[2] International NGO Training and Research Centre (INTRAC)

[3] A. Bebbington, S. Hickey, and D. C Mitlin: Can NGOs Make a Difference? The Challenge of Development Alternatives, 2008

[4] Moira O'Leary: Values in Development Practice 1 Development theories, assumptions, ethics and NGOs, published by VBNK December 2006

[5] Orock Thomas Eyong: "Promoting Good Governance in the Management of NGOs", April 2001

[6] Rasmussen Kristen: NGO Contributions to Cambodia's Development, 2004-2009: A Rapid Assessment

improve internal NGO accountability.

The NGO Sector Assessment[7], another study commissioned by CCC this year affirmed the achievements of the sector in the performance of its roles specifically on advocacy, basic social service provision, and provision of support services e.g. capacity development and research. The assessment described how the institutional capacity of the sector has increased over time and what remain as serious gaps and challenges to the sector in performing their roles both internally and externally. Many of the gaps and challenges identified were around governance within the sector:

Most accountability practices are predominantly upward mainly in the form of regular reporting, mid-term or end of project evaluation, limited monitoring. Transparency is mainly understood in financial terms and rarely in terms of decision-making processes. The practice of democratic or participatory decision-making is limited and mainly around collecting information from grassroots/target groups, local partners and sometimes, local authorities during strategic planning, project designing, monitoring and evaluation.

1. As top-down leadership models and paternalistic attitudes prevail in Cambodia, civil society leaders (and members) often fall into patterns of governance that unwittingly create and sustain dependency and do not necessarily encourage and empower members to speak and act on their own behalf, participate in decision-making and seek accountability. NGOs using the community development approach at project level tend to carry out more participatory activities among villagers and formation of working committees or groups for specific functions or tasks related to the project/s. However, there is not much evidence of genuine conscientization and empowerment wherein people are enabled to critically analyse the power structures or traditional values that keep them where they are.
2. As most NGOs are donor dependent, their decision-making, not unexpectedly, influenced greatly by their donors/development partners. In defining strategic focus or directions, including project designs, the priority concerns or issues of communities become secondary to donor priorities and agenda. While development partners provide technical or capacity development support for NGOs to implement good governance practices, they have not effectively addressed cultural norms and traditional values and structures that run counter to these principles and practices (e.g. authoritarian structures and patronage leadership, informal, personalized, relations based on personal rank and status). In reality, the development partner-NGO relationship mirrors the dynamics of traditional patron-client relationships.
3. Expertise, particularly in organisational development and management, and carrying out impact evaluation in many aspects of its work such as capacity building, partnership relationships and effectiveness of networks and the sector as a whole still need further strengthening.
4. The relationship and co-ordination between Government and the sector particularly in the areas of advocacy and participation in policy development and national planning still need to be strengthened. While NGOs engaged in service delivery and capacity building have more developed and productive relationship with Government at both local and national level, the NGOs engaged in advocacy work do not.
5. The expectation or demand from the sector, particularly from development partners, to get involved in social accountability puts the sector in a vulnerable or exposed position

[7] Banez-Ockelford, Jane and Catalla, TP: Reflections, Challenges and Choices, 2010 Review of the NGO Sector in Cambodia, July 2010

as the sector itself is still developing its own good governance practices and has yet to establish a wider mass base especially at grassroots level

Also, a recent assessment of CSO carried out by UNDP[8] confirmed yet again, the positive contributions of CSO in the democratisation process of Cambodia. The report says: "*even if it is very difficult to establish and identify the causalities underpinning these changes, it is generally agreed by all actors, from civil society, state and DPs that without the presence of CSOs and their work alongside rural and urban communities these achievements would have seldom be obtained. CSOs have made important contributions to nurturing democratic values in Cambodia, and they continue to contribute to the still incipient democratization process by engaging in many areas to improve democratic governance. In some of these areas, CSOs have acquired a strong role, contributing to extending and deepening democracy in terms of forming democratic attitudes and habits of tolerance and trust; reconciling people through changing attitudes and inculcating a culture of peace; building social capital and bridging societal cleavages".* The report goes further in saying that "***within the current political context of Cambodia, where one party is monopolizing the democratic institutions and opposition is weak, CSOs are acquiring a key role as a counterweight to state and corporate power and as an essential pillar in promoting transparency, accountability, and the rule of law and other aspects of good governance.*** *Especially in a context like current Cambodia, in which citizens rights are still not entrenched, it is civil society that provides the only channel through which most marginal groups can make their voices heard in decision making processes, protect and promote their civil, political, social and economic rights.* ***Confronted to these challenges, civil society organizations seem still unprepared and not fully enabled to contribute to strengthening democracy in all their multiplicity of roles.***

The report identified some factors that could undermine the possibility and legitimacy of CSOs to take part in the decision-making processes:

Representativeness or legitimacy of NGOs. *"NGOs are non-representative institutions by their same nature, particularly true in Cambodia where NGOs are sometime seen as an elitist group disconnected with the grassroots. Their legitimacy to advocate on behalf of the marginal groups of society or on behalf of society at large lies in their capacity to raise real social concerns and respond to the interests of under-represented marginal groups".*

Dependency on donors: "*The general perception is that Cambodian NGOs are accountable more to their donors than to other stakeholders. The dependency on external funding, mainly short-term and fragmented, has generally created a framework where NGOs are evaluated, and evaluate themselves, in their capacity to deliver activities and manage resources according to contractual standards set by donors. This view of the NGO sector as part of the aid chain is undermining their legitimacy as actor of civil society.*

Lack of downward and horizontal ('peer') accountability: *"The major concern of NGOs in terms of their* ***accountability should be with the grassroots marginal groups of society, their peer NGOs and society at large****. It is the way that NGOs structure their accountability downward and to peers and the accountability to their values and visions that mainly defines the nature and legitimacy of NGOs as civil society actors. In terms of the role of NGOs in advocacy and engaging in dialogue with other actors, it is fundamental the way in which NGOs respond to one another, the accountability to peer NGOs. The way NGOs are accountable to one another determines the basis of their networking activities. Many NGO*

[8] UNDP: Civil Society Empowerment And Democratic Governance In Cambodia, September 2010

representatives pointed out important weaknesses such as lack of trust among NGOs and the scarce space for real common reflection to build shared goals and take decisions together. Moreover, as we move upstream in the levels of networking, with particular reference here to the umbrella organizations of the sector, there aren't many mechanisms of evaluation of their performances or mechanisms of complaints. The risk here lies in reproducing the same patterns of representation and decision-making that is at the core of the critics to the current democratization process".

Another study, Chum (2010)[9] found that NGO coordination efforts have encountered a series of challenges. These include cultural, political and institutional challenges and poor NGO coordination between the national and provincial levels. They have resulted in the absence of a collective voice, slow progress on NGO self-regulation, the fragmentation and duplication of NGO projects, a poor working relationship with the government, little understanding of aid effectiveness and poor engagement in aid coordination mechanisms. As recommended by Chum (2010), CCC is keen to play a stronger role in building the image of the NGO community and promoting NGO professionalism.

On Certification:

CCC initiated the NGO Good Practice Project in 2004. The project's overall goal was "to strengthen the NGO sector in Cambodia by encouraging and promoting NGO accountability and good organisational practice"[10]. The project provides training workshops to NGOs, emphasizing the need for good governance and encouraging them to apply for certification. Subsequently, the project provides coaching and mentoring to applicant NGOs that may fall short of the minimum requirements and enable them to get to the level required.

Case studies were conducted in 2010 by CORD South and East Asia and Cooperation Committee of Cambodia (CCC) in order to identify benefits that member organisations have gained through CCC and additional needs that would be met through an expansion of CCC services.

On the GPP Project, the case studies conclude: *"The NGO GPP Project should maintain their standards and stand firm on the requirements for certification, this is needed to maintain the integrity of the GPP certification."* The GPP project is generally held in high esteem by the organisations that were interviewed. The GPP project was a source of pride from these organisations and they all see it as an important step forward in creating a more effective civil society sector. One of the key benefits was an almost immediate response from the donor community. In some cases donors approached theses organisations asking them to submit proposals.

However, to date, there has been very low uptake for applications for Certification - the target by December 2010 is 200 NGOs but as of April 2011, 92 NGOs have applied and only 30 of these have been certified including. The mid term evaluation of the project in March 2009 identified some reasons for this (e.g. lack appreciation of benefits for the NGO; lack of proper documents being required; lack of awareness of the project or simply not interested).

It is also noted that coaching or mentoring is only provided to NGOs who have applied for certification and need to improve in some areas of the minimum standards before they can

[9] Chum, S. 'NGO Coordination and the Changing Aid Environment in Cambodia: Challenges and Opportunities', unpublished masters thesis, Victoria University of Wellington. 2010

[10] NGO Good Practice Project (NGO GPP) – Phase 3 Progress Report, August 2009

be certified. Once these NGOs are certified, there is minimum follow up and monitoring on compliance to the minimum standards of good practice.

On Research:

Bañez-Ockelford and TP Catalla 2010 note that research studies on numerous topics and issues are being carried out all the time by different institutions and organisations for various purposes. There are a growing number of institutions specifically dedicated to conduct research and provide capacity development on research skills. However, the approaches, standards and quality of these research studies vary and still need further improvement. Evidence based research and community led research are very few and needs developing specifically towards more effective policy advocacy and empowerment.

CCC project on Analysing Development Issues (ADI) builds capacity of NGOs in conducting participatory research by carrying out actual research studies with staff of participating NGOs. CORD Case Studies 2010 found that members as well as many non-member organizations have benefited from being introduced to new tools for community engagement through ADI. This includes Participatory Action Research (PAR) methods and a focused exploration of specific development issues. However, participating organizations expressed additional needs for assistance in helping to integrate PAR practices in their program planning, as well as for ongoing support for staff in building their skills in the practice of facilitating PAR through follow-up trainings, coaching/mentoring or group reflection sessions

The 2010 evaluation report[11] of the ADI project concludes that "without exception, all stakeholders interviewed felt that there remains a high need for critical thinking and analytical skills in the NGO community. They see it as unlikely that this need will diminish in the foreseeable future. Some respondents see it as more necessary now than previously because of complex developments within Cambodia.

On training and capacity development:

The biggest gap in skills among NGOs is on long term/strategic, big picture and critical thinking despite the recent introduction of strategic planning processes in many organisations. While most NGOs are able to analyse micro problems and issues, they are not necessarily able to link these to macro issues. More specifically, the NGO Sector Assessment, 2010 identified several aspects of good governance that need strengthening:

> Skills in carrying out organisational development and management processes such as developing and maintaining governing boards; organisational audits; performance management (including human resource management); accountability and democratic decision-making; fund raising; and social marketing/networking.
>
> Skills in strategic, programme and project monitoring and evaluation.
>
> Skills in organisational development and management such as strategic planning, monitoring and evaluation; developing or maintaining governing boards; financial management; are higher among INGOs and those INGOs that have localised than most local NGOs.
>
> Skills in conducting research particularly those that provide sound evidence for advocacy work within individual NGOs and networks. Also more academic research than operational and participatory/ qualitative research is being done so the skills in

[11] Pearson, Jenny: CCC --- Analyzing Development Issues Project: Evaluation and Strategic Review, October 2010

conducting the latter are also limited.

Skills in facilitating participatory processes

Opportunities to practice or apply new skills acquired through training once they go back into their respective organisations (e.g. monitoring and evaluation, participatory techniques, critical thinking)

Standardisation of training modules and approaches on similar subjects e.g. advocacy, participatory processes, strategic planning, human resource management that could reinforce new learning more effectively

Training needs and gaps in skills are rarely identified systematically through the collection of evidence. Rather, anecdotes and subjective interpretations are often used to justify new capacity building interventions. According to a recent report, short-term training courses (up to 5 days) and workshops are the most common form of capacity development activities in the Cambodian public service (Berkvens 2009)4. Often, off-the-shelf products are used for such workshops at the expense of a more thoughtful, participant-centred and demand driven approach. Follow-up takes place in only 47% of the projects, monitoring and coaching in 24% (Beynon et al., 2004; 'Cambodia seeks foreign aid', 2008; Godfrey, 2000; Siddiqui, Strickler & Vinde, 2004, cited in Berkvens 2009). In CCC's assessment, learning should be based on a transformational model and involve a "learn and practice style" with ongoing mentoring and coaching routinely offered in support of this.

On Information/Referral:

Networks and coalitions have become very effective mechanisms for information sharing, sometimes for presentation of case studies or success stories for learning lessons and for consultations and collection of feedback on certain policies or laws being developed by Government. The workshops identified various mechanisms by which networks and their members regularly communicate and co-ordinate with each other. These include regular network meetings; annual assemblies; e-mails; phone calls and consultation meetings.

There is evidence of good co-ordination/communication between networks/coalitions dealing with sector wide issues (e.g. NGO Forum, CCC, MEDiCAM, human rights, and women networks). Informal meetings among key leaders are occasionally held to discuss issues of the sector and strengthen their relationship with each other. Similarly on service sector level various networks have very well established structures of communication and co-ordination (e.g. CEDAW for gender and victims of trafficking, HIV/AIDS network, ADHOC/CCHR/CHRAC on various HR issues, STAR Kampuchea, NEP, MEDiCAM).

However, it was also found out that *there is lack of coherence among NGOs. All NGOs carry out their mandate independent of each other and how all these contribute to the overall goal of the sector is unclear. Rural based NGOs have little participation in national networks and coalitions and in development planning and policy making at the national level.*

There is also serious lack of databases that can be easily accessed by NGOs and other key players and reliable information/statistics on various subjects including demographics, community development needs, and resources available in country or outside. It was observed that there seems to be lack of openness in sharing some data among each other within the sector.

The NGO community in Cambodia is large and diverse. There are approximately 300 active international NGOs and 1500 local NGOs. However, information on the status, location and performance of these NGOs is far from comprehensive, not up to date, not systematically analysed and not regularly shared with all relevant stakeholders. CCC's current suite of

publications responds to some of the information needs of NGOs and their supporters and funders, however, this too is insufficiently comprehensive. Demand among CCC constituents to extend and expand CCC's information management tools includes requests to offer more strategic advice on the performance, capacity and skill gaps of NGOs and requests to provide advice and updates regarding developments in donor and government agendas.

CORD case studies 2010 on information sharing in particular, established that *"CCC shares quickly information to all local NGOs. The information sharing is very valuable including proposal opportunities."* CCC consistently received high praise from the interviewed organisations for information sharing among the membership (i.e. funding proposals, training opportunities, as well as the ability to disseminate information about their organisation to the broader NGO community). This information sharing is considered a vital service for International and Local NGOs, and members express a desire for this to continue as well as to expand, particularly around dialogues around key development issues and emerging opportunities. Furthermore, it was recommended that there should be more information sharing among the NGO community. By adding more members, more voices, more opportunities for learning and sharing, CCC can help strengthen the development sector. CCC could engage more actively with the wider NGO community, beyond just subscribed members. This could take the form of increasing opportunities for facilitation and dialogue on core issues that cut across the entire sector (i.e. Implications of NGO law, anti-corruption issues, etc.).

Current Initiatives being undertaken in response to the above challenges:

There are several initiatives being carried out by various organisations that help address some of the gaps and challenges described above: These include:

1. The voluntary certification system is part of the Good Practice Project that aims at strengthening standards of governance among NGOs. It is based on a Code of Ethical Principles and Minimum Standards for NGOs and it is being implemented since 2007. The minimum standards include requirements related to vision and mission; governance; relations and communication; finance; accountability and transparency; quality; human resources. This project creates awareness on the importance of complying with the NGO Code and minimum standards of good practice through training workshops on organisational development and management; encourage NGOs to apply for certification and provide coaching and mentoring as needed.
2. Various alliances and networks continue to make efforts in rallying as many of their members towards collective advocacy for more relevant national policies and plans and for improved enforcement and implementation of policies and plans.
3. Training Institutions such as VBNK and SILAKA help build capacity of NGOs organisational management skills that includes strategic planning, monitoring and evaluation; Governing Board development; leadership training; and human resource and financial management to cite a few.
4. The ADI project of CCC addresses gaps in community based participatory research through developing critical thinking, analysing development issues and how micro level issues are linked to macro level issues while conducted actual research studies on various development issues.
5. ADI evaluation report 2010 confirms that 'no other project is designed specifically to address this particular need and many people cited the uniqueness of the ADI approach in meeting these needs, namely the combination of theory and practice. No other organization is doing anything like this on an open-access basis. Other research facilities that provide training do so either specifically for their own and partners' staff or

linked to project activities. No one knows of another organisation or project focusing specifically on building capacity in critical thinking and analytical skills for generic development practice.

6. Research institutions and a few advocacy groups/networks conduct their own research to provide evidence and support their advocacy campaigns.
7. Individual NGOs carry out capacity development programmes for their own staff and partners to improve specific skills needed for their programmes and projects. Some also conduct research studies specific to their needs and focus.
8. Some development partners/donors provide capacity building support to their partners on various skills, which include strategic planning, project planning, monitoring and evaluation and partnership approaches.
9. Information and Referral services by various networks and alliances primarily CCC, provide quite a large amount of information for NGOs.

The drivers for focusing on governance include:

Internally to CCC, has been cognizant of the need and its desire to become more effective and efficient in achieving its goals. Through internal reflections and assessments, CCC recognised, firstly, that a realignment of existing projects into an integrated programmatic approach will enable it to be both more effective and efficient as an organisation and will enable it to better support NGOs in meaningfully and strategically contributing to Cambodia's development.

Further, both from its experiences and lessons from implementing its various projects and continuing work with networks and alliances; and from assessments it has commissioned in the last year, CCC learned that governance has become one of the most critical challenges for development in Cambodia. Particularly to the NGO Sector, CCC recognises that low adherence to ethics of accountability and transparency undermines and compromises the sector's capacity to demonstrate its full potential as agents of change and as powerful development actors.

Externally, the following have influenced the decision to focus the programming on governance:

1. The forthcoming NGO law. It is anticipated that this legislation will demand more accountability and transparency from the NGO sector.
2. The ACCRA Agenda for Action (AAA)[12]
   The AAA is the outcome document of the third High Level Forum (HLF-3) on Aid Effectiveness that took place in Accra, Ghana, in September 2008. The objective of this HLF was to assess progress on the commitments and targets of the Paris Declaration. However, the agenda for the HLF-3 went beyond the PD to begin to introduce new issues into the debate on aid effectiveness, such as for instance democratic space, division of labour, South/South co-operation, CSOs as development actors, and conditionality. The AAA was negotiated between donors, multilateral organisations and recipient governments.

   Following the HLF-3, the focus for international dialogue on effectiveness has begun to shift from *aid* effectiveness to *development* effectiveness, in line with the argument put forward by CSOs that effective development requires more than "just" effective institutional aid. Enshrined in a human rights framework, CSOs argue that development

[12] de Toma, C: Open Forum for CSO Development Effectiveness, Outreach Toolkit, September 2009

effectiveness is about the impact of the actions of development actors, including donors and governments, on improving the lives of the poor and marginalised. It promotes sustainable positive change that addresses, within a democratic framework, the root causes as well as the symptoms of poverty, inequality and marginalization. The concept of development effectiveness emphasises the necessary diversity and complementarity of instruments, policies and actors to achieve development impact, for the benefit of the poor and marginalised. The goals of development effectiveness are centred on the realisation of human rights and sustainable development. It gives particular attention to the rights of women, the rights of indigenous peoples, and the right to development for developing countries. Achieving development effectiveness and sustainable impacts should be the overarching concern of all development actors – donors, country governments, CSOs and communities.

3. As NGOs become more prominent players in policy and services, they also become more subject to scrutiny. Increasingly, development partners (donors) are also demanding accountability from their beneficiaries, including those in the NGO sector. There is, for example, increasing demand from donors that non-government organisations comply with the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia and apply for Voluntary Certification under this scheme (see also Malena and Chhim 2009). Taxpayers in donor countries are also demanding more accountability, amidst financial constraints.

   As NGOs advocate for good governance and accountability from other sectors, including the government, they need to lead by example.

4. Recommendations of various studies:

4.1 The Cambodia Aid Effectiveness Report 2010, Draft version dated 20 April 2010[13]*, On mutual accountability:*

"Civil society organizations have also embarked on new initiatives, inspired by the Accra Agenda for Action commitment of donors and partner countries to "deepen our engagement with civil society organizations". This recognises CSOs as important development actors, as highlighted earlier in this chapter, requiring that their participation be effective but also that their actions be accountable. In 2009 and 2010 a series of sub- national and national consultations have taken place to provide civil society members with an opportunity to articulate their views on what aid effectiveness means for civil society organizations in Cambodia as well as to consider how they can meet their own commitments to improved accountability. This process will continue and is expected to strengthen the participation and contribution of CSOs in TWGs and other coordination mechanisms".

4.2 VBNK and RBMG: Cambodia Country Study Report, Phase 2 Evaluation of the Paris Declaration, 2010[14]

General Conclusion # 11 - Key messages for national stakeholders:

The key message to the government is to continue to assert leadership on implementation of the PD principles, develop country systems and build local capacity

[13] The Cambodia Aid Effectiveness Report 2010, Draft version dated 20 April 2010, prepared by the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia for Third Cambodia Development Cooperation Forum (CDCF) 2-3 June 2010

[14] VBNK and RBMG: Cambodia Country Study Report, Phase 2 Evaluation of the Paris Declaration, January-13-11 2010

at the national, sub-national and commune level and support increased CSO and private sector involvement. The key message for CSOs is to increase their involvement and participation in national networks through the NGO Forum, the CCC etc., and at the same time to increase their own internal capacity with the objective of monitoring the work of the government and development partners with respect to their efforts to implement PD principles in a mutually accountable manner. The message for other stakeholders, such as the private sector, etc., is that they need to become actively involved.

Recommendation 6: (For Civil Society Organisations)
That civil society organisations continue to develop their capacity as implementing *organisations, take greater advantage of the opportunities to participate in aid coordination* mechanisms, monitor their commitments, and improve the availability of information on CSO development activities and results.

There is a low level of understanding in Cambodia of what civil society is and its role. It is recognised that the institutional capacity of the NGO sector, as a component of civil society, is underdeveloped which puts constraints on its performance, relationships with the communities they serve, and also negatively affects their relationships with government and development partners. The initiative for Enhancing Awareness on Governance and Effective Regulations for Civil Society (EAGER) that began in April 2010 is an essential intervention for improving the context and environment within which NGOs conduct their activities and should aid learning and contribute to more effective performance in meeting the needs of the communities they serve and fulfilling their role as implementing organisations. Also, further attention should be given to the proposal to seek assistance to update the Cambodian Declaration for Aid Effectiveness, which includes civil society organizations as signatories.

The World Bank report on linking citizens and the state in Cambodia concludes that civil society organisations (CSOs) have a weakly developed role in information provision (Malena and Chhim 2009). Yet, contributing to the dissemination of relevant public information and educating citizens about key issues of public concern is an important core function of civil society. In Cambodia, the roles of governance-oriented CSOs in accessing, generating, using and sharing information are only slowly growing and are still underdeveloped. Only a small number of civil society organisations, such as CCC, have developed expertise in the areas of information-education-communication with regard to governance or social accountability themes.

Research shows that, even among professional NGOs, levels of public information and knowledge are limited (Malena and Chhim 2009). The World Bank report provides specific recommendations to strengthen civil society organisations' knowledge about public sector/government issues and their capacities to undertake independent research, analysis and information, education and communication activities for purposes of social accountability (Malena and Chhim 2009). CCC is well placed to assist implementation of these recommendations.

4.3 NGO Sector Assessment 2010 (Bañez-Ockelford and Catalla)

The sector should take a more decisive action towards achieving a wider subscription and compliance to the Code of Ethical Principles and Minimum Standards for NGOs in Cambodia. As an enhancement of the NGO GPP, one idea could be to make this a requirement for membership into any network or coalition with the proviso that each NGO will be provided capacity development support in every step towards achieving full compliance of the minimum standards. Another could be to work in partnership with MOI and MFA in requiring this as part of the

registration and agree to set up a GO-NGO support and monitoring unit responsible for ensuring that NGOs are supported towards achieving full compliance of minimum standards. This could be a sector wide project that can be facilitated by CCC.

The sector should critically analyse the governance concepts that have been introduced. First, study how these can be practised maximising some traditional practices and informal structures or relationships within the society.

The NGO sector should set up a Working Group or a Study Committee to explore appropriate ways of or documenting successful approaches in addressing and challenging hierarchical structures and unequal power relations among its members and their grassroots constituencies. This could be incorporated in a set of standards of good practice and popularise this within the sector, even pilot these among each other.

Before a sector-wide capacity development plan is put in place, the current efforts (e.g. Analysing Development Issues (ADI) project of CCC, leadership courses by VBNK) to develop strategic, critical and big picture thinking should continue. Organisations that are carrying out strategic planning should build in time in the process to allow or facilitate on-the-job learning for staff and partners involved.

The NGO sector should create opportunities for more robust learning from each other by sharing experiences, analysing specific cases or performing self and peer critiques/reviews. Outcomes of these initiatives must be followed through in actual places of work and reinforce learning as needed.

4.4 UNDP, Civil Society Empowerment And Democratic Governance In Cambodia, September 2010

Enhance effectiveness, governance and accountability of CSOs through a long-term demand driven capacity development initiative. On the basis of the national assessment included in the first recommendations, the initiative should encompass the following elements:

a. Self-certification system: reinforce the CCC self-certification system by including standards related to downward accountability and by enabling a step by step process of certification. The self-certification system would constitute the basis to drive the demand for capacity building, together with priority social concerns identified by CSOs.

b. Promote an innovative approach to capacity building by incorporating a long term-perspective; action-learning and peer-to-peer exchange of experiences; involving organizations beyond individuals, with particular focus to their activities in the field. This should include three approaches:
   - Promote CSOs learning networks initiatives in the provinces, engaging emerging grassroots organizations, modern CBOs, traditional organizations and NGOs in an action-reflection-learning process addressing locally defined social priorities.
   - Facilitate organizational development of NGOs based on their capacity to reach the minimum standards of the self-certification system;
   - Intelligent funding, through a basket funding mechanisms with contribution from different DPs, to support CSOs learning networks initiatives and NGOs actively engaged in their organizational development to reach highest standard of certification.

All these elements should be part of an overarching programme governed by a

multi-stakeholders partnerships including ideally including DPs, CSOs, state actors and private sector.

4.5 CORD Case Studies

Based on these discussions with members the following needs were articulated that CCC should consider while planning for the future.

CCC could engage more actively with the wider NGO community, beyond just subscribed members. This could take the form of increasing opportunities for facilitation and dialogue on core issues that cut across the entire sector (i.e. Implications of NGO law, anti-corruption issues, etc.)

Create stronger linkages between training and certification. As the GPP project moves forward look at including training that is directly linked to building the capacity of NGOs in order to attain governance accountability standards.

Provide and expand advisory support. Expanding on the high value placed on CCC's expertise in navigating government bureaucracy, CCC could look to increase advisory role to support local organizations in navigating the complex government and donor landscapes.

Organisations have expressed high value in certification, but would like to see more organizations participate. This presents a need for more research to highlight linkages between strong governance and organizational effectiveness.

More follow-up and support stemming from ADI trainings. There has been some specific feedback asking for more support/guidance on how to integrate PAR within organisational programming and planning. This also includes more sustained and ongoing support for individual participants to help them to further develop and strengthen their skills in PAR (in the form of follow-up trainings, coaching/mentoring or group reflection sessions).

IV Concepts of Governance:

Governance can be defined as the **systems and processes concerned with the overall direction, effectiveness, supervision and accountability of an organisation**.

UNESCAP defines "governance" as **the process of decision-making and the process by which decisions are implemented (or not implemented)** [15]. It describes 8 major characteristics of "good governance" namely: "it is ***participatory***, ***consensus oriented***, ***accountable***, ***transparent***, ***responsive***, ***effective and efficient***, ***equitable and inclusive*** and ***follows the rule of law***.

Orock Thomas Eyong [16] describes governance more specifically for NGOs and says, "Good governance means the **effective management of an NGO's resources in a manner that is open, transparent, accountable, equitable and responsive to people's needs**. The rule of law, transparency, accountability and effectiveness of NGO management are all essential components of good governance".

[15] UNESCAP (United Nations Economic and Social Commission for Asia and the Pacific): "What is Governance"

[16] Orock Thomas Eyong: "Promoting Good Governance in the Management of NGOs", April 2001

UNESCAP further explains the **8 characteristics of good governance** as follows:

Participation
Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision-making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

Rule of law
Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

Transparency
Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Responsiveness
Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

Consensus oriented
There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

Equity and inclusiveness
A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

Effectiveness and efficiency
Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

Accountability
Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by

its decisions or actions. Accountability cannot be enforced without creating the conditions that will allow for open expression of views, free dissemination of information and the rule of law, which is essential to the effective functioning of every NGO.
The key questions being asked of NGOs are:

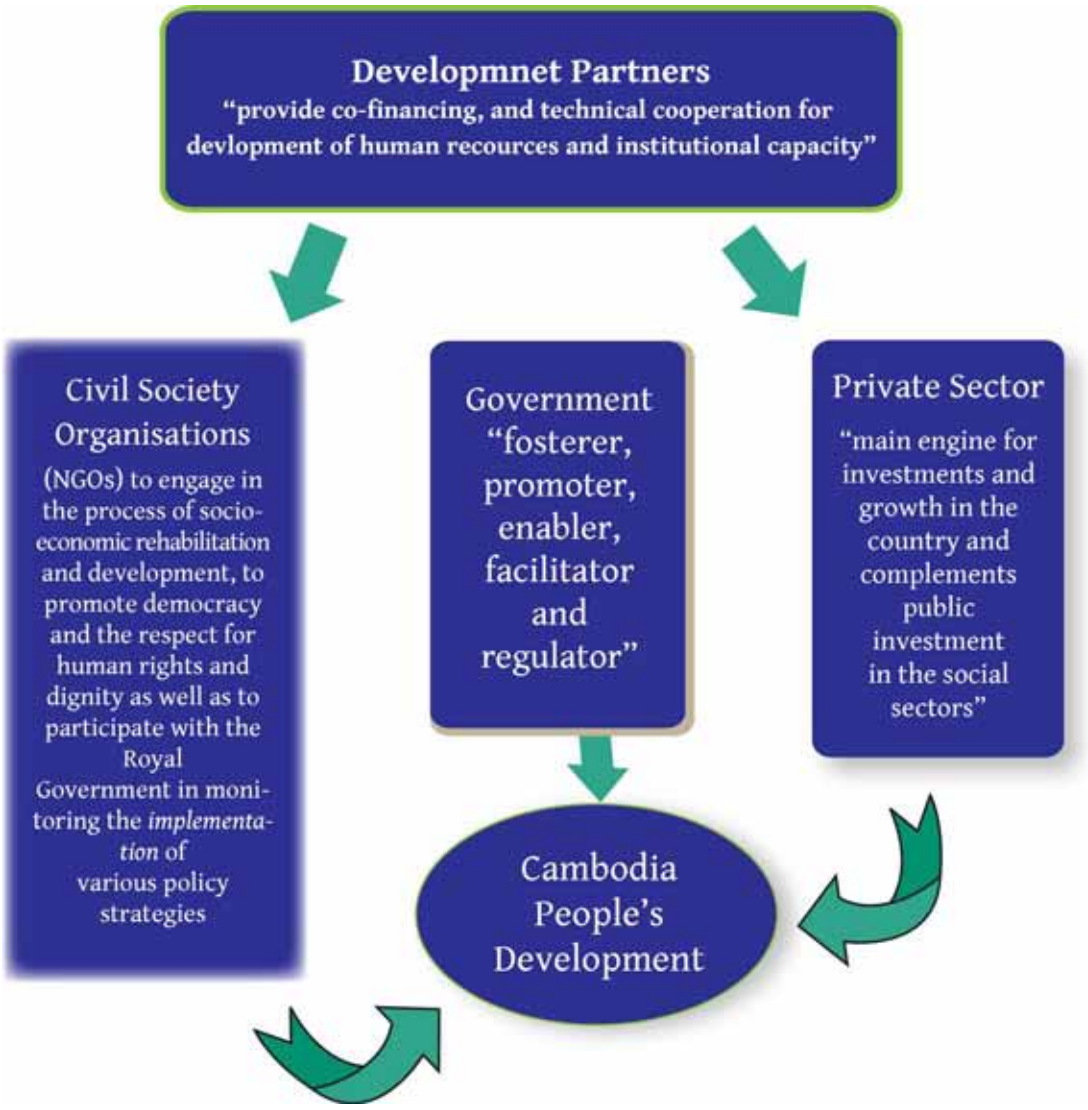
1. To whom are NGOs accountable?
2. Who or what do they represent?

The Governance Hub Programme will focus on the internal governance of NGOs and will be guided by the above concepts and characteristics of good governance.

The following diagrams illustrate the overall context against which the Governance Hub Programme is developed.

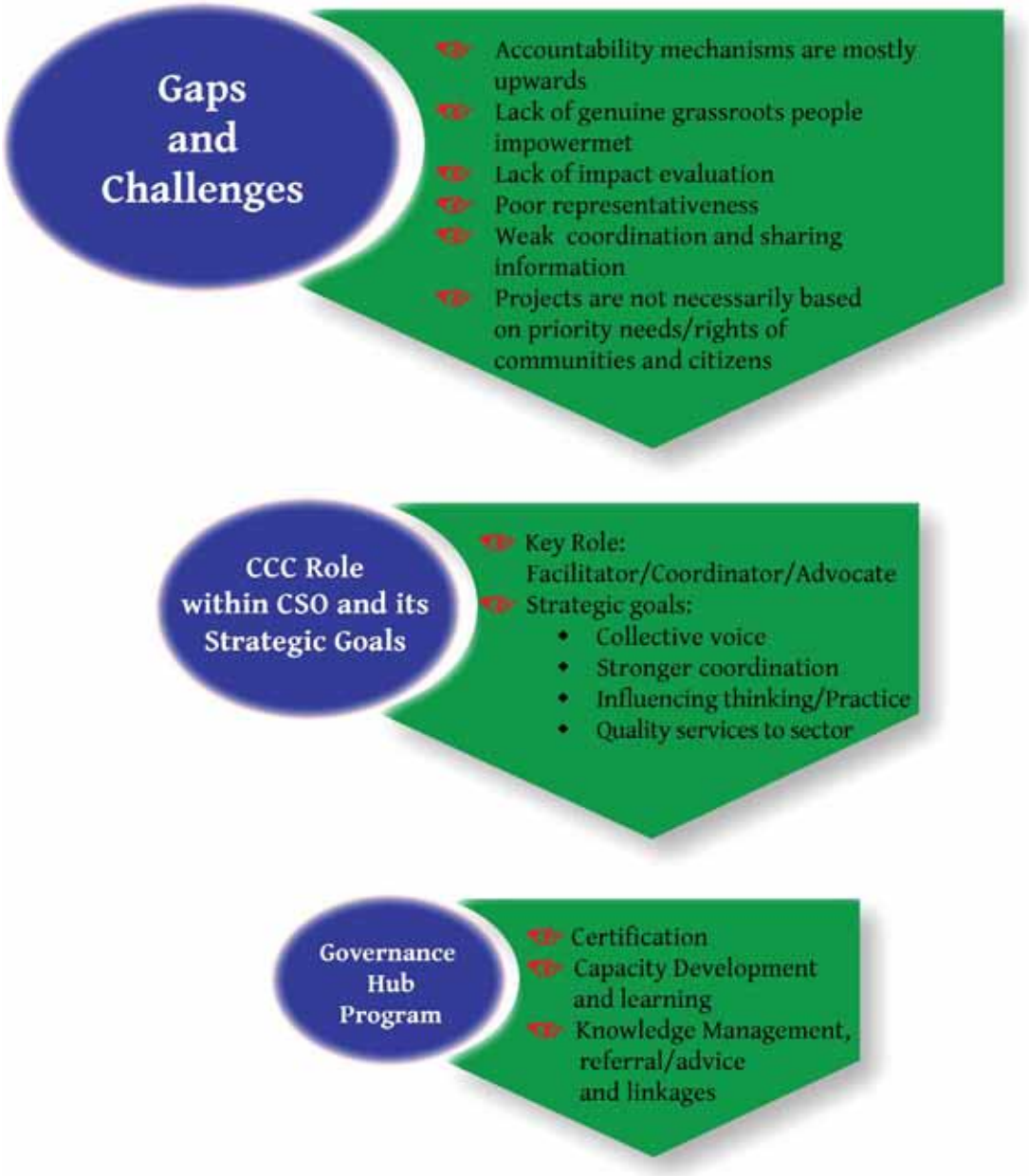
Diagram 1 illustrates the various roles of the key actors in the development of Cambodia as set out in the National Strategy Development Plan of Cambodia and diagram 2 illustrates Governance Hub Progamme as a response to the gaps and challenges in governance of NGOs and the role of CCC within the civil society in Cambodia.

Figure 1: Schematic Diagram: Key Players in the Cambodia people's development[17]



[17] Cambodia NSDP 2009 - 2013

Figure 2: Gaps and Challenges and the Governance Hub Programme



V Governance Hub Programme (2011 – 2015)

Governance Hub Programme (2011 – 2015) Summary

A. Strategic Programme Goals:

5. Strengthening the collective voice of civil society
6. Enhancing effective cooperation across civil society
7. Influencing the thinking and practice of Cambodia's development partners
8. Delivering high quality services responsive to non-government organizations

("A more cohesive, accountable, transparent NGO sector, contributing more effectively to the development of Cambodia")

B. Key Programme Components:

4. Voluntary Certification
5. Capacity Development and Learning
6. Knowledge Management, Advice and Referral and Linkages

C. Programme Outcomes:

1. Stronger shared voices of NGOs influencing the thinking and practice of Cambodia's development actors
2. NGOs complying with minimum standards of good practice
3. NGOs collaborating to effectively contribute to the development of Cambodia

D. Key Approaches:

1. NGOs model good governance
2. NGOs build their capacity to participate in and contribute to the development of Cambodia
3. NGOs generate knowledge and disseminate learning related to good governance

E. K*ey Performance Indicators (KPIs) of outcomes*

On promoting good practice through voluntary certification system and establishing an independent centre: By end of 2015:

1. *At least 70 NGOs are certified through a voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice*
2. *Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice*
3. *The Voluntary Certification System is recognised and endorsed by relevant Government Ministries (e.g. MoFA, MOI) and Development Partners*
4. *An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional voluntary self-certification services to the NGO Sector*

On promoting capacity development and learning: By end of 2015:

1. *A Steering/Working Committee consists of representatives of various capacity development providers is established with clear TOR aimed at providing oversight of the capacity development processes within the sector*
2. *Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/organisations in the country*

3. *NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors*
4. *Communities of learners are formed, debating current organisational effectiveness and governance issues and trends and collaborating together to take appropriate actions in the interest of the sector*

On research, providing information/advice/referral services and promoting linkages:

1. *Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing*
2. *Relevant development actors are accessing and receiving appropriate advice and referral support through appropriate and easy to use mechanisms for providing support*
3. *Membership has expanded by 40% and are actively involved in various activities of the programme*
4. *Evidence-based studies on issues of NGO effectiveness and good governance are being produced by NGOs and are being used to inform more relevant and appropriate policy formulation, planning and implementation within the sector itself and at national and sub national level of Government decision making structures*
5. *NGO sector performance shows improvement against baseline using agreed set of indices*
6. *An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors*
7. *Shared voices and positions of the NGO sector on various issues affecting NGO effectiveness and good governance practice are consolidated and advocated for*
8. *Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used*

F. Key Areas of Intervention during the five year period: (areas of intervention refer to the main focus of work/activities to be carried out in order to achieve the outcomes)

Promote good practice through voluntary certification

1. Promotional campaigns (e.g. enlist NGOs, increase recognition by RGC and donor support)
2. Reviewing/updating systems, approaches and guidelines
3. Screening and certifying processes
4. Monitoring compliance to minimum standards and providing follow up support
5. Consolidating and disseminating lessons learnt
6. Establishing and building support based for an independent certification centre

Promote Capacity Development and Learning

1. Working with a Steering/Working Group to prioritise development and research needs
2. Facilitating support for capacity development of NGOs (e.g. critical and big picture thinking; participatory action research; downwards accountability; development of Governing Boards)
3. Facilitating learning forums among stakeholders and developing communities of learners
4. Documentation and dissemination of lessons

Knowledge Management, Provide Advice/Referral Services & Promote Linkages

1. Knowledge generation/ management and dissemination relevant to good governance and NGOs
2. Monitoring/evaluating NGO sector performance
3. Conducting surveys (e.g. salaries and benefits; client satisfaction; NGO performance; development trends) and research (e.g. practices in promoting downwards accountability; benefits for certified NGOs; models of partnership relationships) and disseminating findings to inform good governance practice

4. Providing advice and facilitating referrals
5. Consolidating positions of the sector on various issues and work with other key players in advocating for these issues
6. Facilitating linkages between NGO sector and other development actors

Cross cutting interventions:

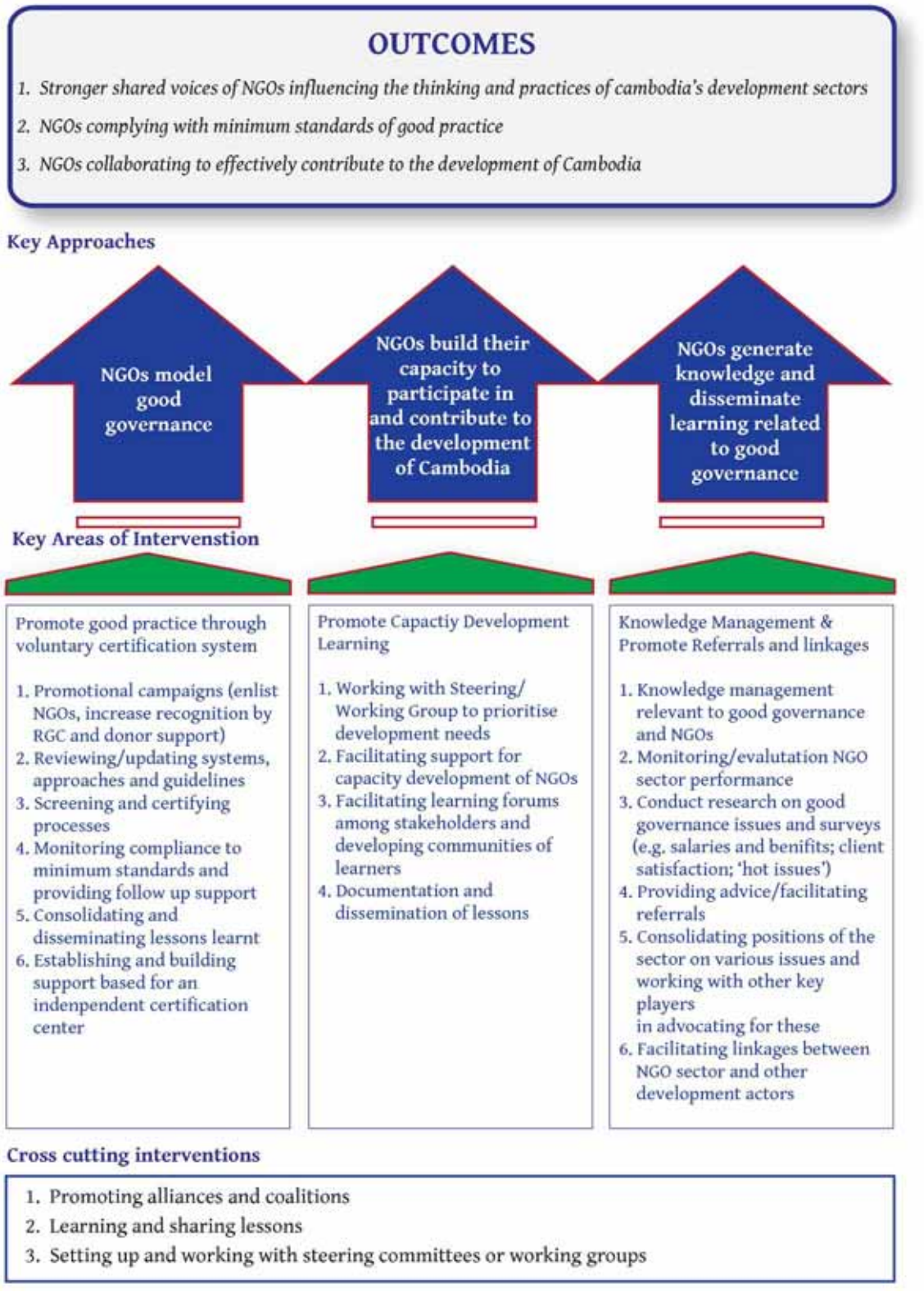
1. Setting up and working with steering committees or working groups
2. Learning and sharing lessons
3. Alliance/coalition building

G. Targets and Partners

The Programme's primary targets are individual NGOs, networks/coalitions/alliances and the NGO sector as a whole. Secondary targets are other development actors such as community-based organisations, people's organisations, academe, Government institutions and Development Partners.

Figure 3: Programme Summary

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



VI Description of Approach to Implementation

The programme will be delivered through various ways of working that will give stronger emphasis on the role of CCC as a co-ordinator, facilitator, advocate and provider of sector-wide services. The various key activities outlined in the Matrix below indicate more specific processes but in summary, the key approaches can be described as follows:

1. All the components will be implemented with the active involvement other key players in these areas. This would be done through the following:
   Creating Working Groups or Steering Committees to provide guidance and oversight in the detailed planning, implementation, monitoring and evaluation of key activities such as certification, capacity development, learning lessons, research, NGO sector performance review, publications/advice/referrals and advocacy.
   Maintaining working committees such as the NGO Code Compliance Committee responsible for approval and granting certification to applicant NGOs
   Creating feedback mechanisms that will involve NGOs and other partners and development actors
   Forming a Working Group in designing and implementing tools for NGO Performance Indexing/Review.
2. Facilitating and providing spaces for NGOs to get together for learning and sharing experiences (e.g. conduct seminars or conferences on evaluation reports or specific case studies)
3. Creating opportunities for NGOs and other development actors to have meaningful dialogues and negotiations
4. Referring products of research, studies, evaluation and reviews and other documentation to appropriate NGOs or networks for their use in advancing their own work (e.g. research studies on development issues coming out of the participatory action research training can be passed on to networks or NGOs working on those issues for action)
5. Directly collaborating with other networks and NGOs in advocating for the interest of the whole NGO sector towards achieving greater impact for the development of Cambodia people
6. In keeping with key elements of good governance on equity, inclusiveness and participation, the programme will try to ensure that groups and organisations working specifically on women/gender; disability; indigenous and ethnic minorities; children; and other most marginalised sectors will participate in this programme actively and that their needs are addressed appropriately.

VII Assumptions and Risks

Assumptions:

1. NGOs, both international and national, members or non-members of CCC recognise the need and agree to improve internal governance of the NGO sector and support the overall purpose of the GHP as a support to achieving this.
2. CCC members fully support the programme and actively engage in its implementation
3. The pending NGO law addresses all the key concerns and feedback submitted by the NGOs during dialogues and consultations
4. Sufficient and appropriate human and financial resources are made available for the implementation of the Programme
5. Donor environment will not dramatically change in the short-term future and that donors who are currently supporting the work of the CCC will still have interest in and

continue to support its new programme focus and approach

6. Development Partners and Government provides positive support to this initiative
7. CCC leadership and management effectively manage the organisational changes that would be required by the new programming approach

Risks:

1. Most NGOs remain apathetic to the need to improve internal governance and only a few are willing to actively engage in the implementation of the programme
2. NGO law is adopted with provisions that maybe restrictive and prohibitive to the movement and freedom of NGOs to perform their roles effectively
3. Funding may be inadequate to resource the programme with the right staff or that people with sets of competencies required by the programme may not be secured in time
4. Staff turnover
5. Unstable funding situation of local NGOs
6. Shift of priorities of Development Partners away from good governance practice or complete withdrawal of key Development Partners and INGOs in Cambodia

XIII Accountability, Monitoring and Evaluation

CCC will utilize various methodologies to assess progress against objectives, and to reflect on experiences in order to operationalize lessons learnt. The main framework for learning will be the action – reflection – planning – action cycle wherein individuals and groups will look into the progress and define lessons and insights from their experiences. All components will develop annual operational plans and monitoring frameworks which intentionally identify key learning points, and which engage the NGOs and partners in the learning process.

In order to increase our accountability both to the member and non-member organisations and communities (downward accountability) that we work with, to our implementing partners and peers (horizontal accountability) and to our Executive Committee and Development Partners (upward accountability), we will adopt participatory approach to monitoring and evaluation which will endeavour to involve participants, our partners at various levels and other stakeholders. We will develop systems and structures that will allow engagement of all partners and other stakeholders in the whole process of needs assessment, planning, implementation, monitoring and evaluation of specific initiatives and the programme as a whole.

CCC current practice includes using a variety of participatory methodologies and tools among which are:

Annual organisational audits
Reflection sessions (2x a year)
Focus group discussions (among members and other partners)
Team workshops
Baseline surveys
Key Informant Interviews
Monthly and quarterly staff/team/Ex Com meetings
Annual General Meeting (with members)
Case studies
Monitoring and evaluation matrixes

Mid term reviews and end of project/programme evaluations

The Team will continue to explore other creative methods and use them as appropriate.

IX Sustainability of the Governance Hub Programme:

The Programme has built in mechanisms that will contribute to long-term sustainability. These include:

Financial:

1) Establishment of an independent Voluntary Certification System which will be generating and mobilising its own resources. So component one of this programme will be transferred into the new centre
2) Cost recovery through part payment of capacity development fees from participating NGOs/groups
3) Part payment of common services (procurement, advice, referral, etc)

Programme Management:

In the initial stages of the programme, there will be reliance on technical support from consultants but it is anticipated to decrease over time as capacity of management and staff increases through experience and further capacity development.

Support structures and Linkages:

Strong and solid support structures and linkages both in country and outside is one of the vestiges of sustainability of any programme. The programme's approach is designed to increase the sense of ownership and support from the whole NGO community and other constituents of civil society (e.g. CBOs, academe, people's organisations) and other partners (i.e. Government, Development Partners, Private sector). This will done among others, through:

1) involving NGOs in the planning, implementation and evaluation of key activities (e.g. capacity development, research, certification, promotional campaigns) by creating Steering Committees or Working Groups
2) facilitating and creating spaces for individual NGOs and other development actors to come together in sharing lessons, debating good governance issues
3) organising more constructive dialogues between government institutions and NGOs around common issues affecting good governance practices (e.g. recognising the value-added by the voluntary certification system)
4) lobbying development partners for positively support efforts to increase good governance practice among NGOs and other constituents of civil society
5) creating and strengthening linkages between NGOs, CBOs, Government institutions at all levels (national, sub national, community) in the development and implementation of policy strategies (e.g. engaging at all levels of D&D structures)
6) strengthening linkages with the private sector through their corporate social responsibility (CSR) policy and practices
7) developing regional and international linkages with like minded networks/alliances and seek endorsements to international support organisations

X Indicative Budget

Proposed funding modality:

Programme based basket funding approach is the preferred modality for financing. This approach is expected to generate one standard report for all donors, thus will involve less paperwork for staff allowing more time to spend in developing and practicing more horizontal and downward accountability mechanisms. Further, it is expected that as there will be less number of development partners to relate to, there will be more opportunities to deepen and strengthen both technical and financial aspects of the partnership

relationship. This approach is also more in line with the global trend to harmonize and simplify CSO funding arrangements for the same reasons as just explained.

Indicative Five – Year Budget Summary:

Summary Per Component including support costs						
Component 1	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	314,511	487,281	518,408	508,611	567,931	2,396,742
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**409,846**	**626,120**	**671,131**	**676,607**	**752,726**	**3,136,430**
Component 2	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	290,596	484,319	531,151	518,180	584,135	2,408,381
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**385,931**	**623,158**	**683,874**	**686,176**	**768,930**	**3,148,069**
Component 3	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Direct Programme Cost	258,511	448,257	491,384	522,736	583,869	2,304,757
Support Cost	95,335	138,839	152,723	167,996	184,795	739,688
Total	**353,846**	**587,096**	**644,107**	**690,732**	**768,664**	**3,044,445**
Overall Total	**1,149,623**	**1,836,374**	**1,999,112**	**2,053,515**	**2,290,320**	**9,328,944**
less planned cost recovery	**114962**	**275456**	**399822**	**513378**	**687096**	**1,990,716**
	1,034,661	**1,560,918**	**1,599,290**	**1,540,136**	**1,603,224**	**7,338,228**

XI Programme Outcomes, Key Performance Indicators and Activities

Key Approach 1: NGOs model good governance through accountable and transparent management practice					
Key Performance Indicators (KPI)	**Key Activities Year 1**	**Key Activities Year 2**	**Key Activities Year 3**	**Key Activities Year 4**	**Key Activities Year 5**
At least 70 NGOs are certified through a voluntary certification process and adopting accountable, transparent and democratic management processes according to the guidelines of minimum standards of good practice	Develop clear TOR for a Steering Committee/Working Group to provide strategic guidance and oversight of the certification process Set up a Steering Committee/Working Group based on the TOR	Continue supporting Steering Committee/Working Group	Conduct mid term assessment	Planning for and implementation of transition phase into the independent certification centre	End of Programme Evaluation Integrate all activities into the new Certification Centre
	Conduct baseline survey on active NGOs and set more realistic five-year targets based on the results	Share results to relevant Government Ministries and other organisations	Work with relevant government institutions and NGO networks to set up or strengthen mechanisms in monitoring active or inactive NGOs	Continue monitoring	Continue monitoring
Systems and processes, approaches, guidelines and tools	Review current systems, processes, approaches and guidelines for certification and revise as appropriate. This should include a looking	Implement new systems and guidelines as agreed during the review	Regularly assess guidelines and revise as appropriate Start exploring	Regularly assess guidelines and revise as appropriate	Regularly assess guidelines and revise as appropriate

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice	at a process by which NGOs can achieve successive levels in attaining full certification. It should also include reviewing whether there should be a separate level of guidelines for international and local NGOs.		possibility of increasing level of standards of good practice for more matured NGOs		
	Conduct research on NGO self-regulation in Cambodia (in partnership with Capacity Development and Learning team)	Disseminate results of research to relevant groups within the NGO sector Incorporate findings into the guidelines as appropriate			
	Continue promoting the Code and Minimum Standards and the VCS to various provincial and multi-sectoral groups	Intensify work with media to promote the VCS (e.g. TV/Newspapers, radio talk) Partner with other networks and alliances	Continue monitoring media coverage on VCS Update website and redesign promotional materials with support from IT and referral information	Review effectiveness of campaigns and continue to explore other methods of motivating NGOs to apply	explore new ways of promoting the VCS

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice		based in provinces and districts to reach out community based groups			
	Continue certifying compliant NGOs	Actively identify capacity gaps of NGOs towards full compliance to the Minimum Standards of Good Practice. Refer to Capacity Development and Learning Team for appropriate coaching, mentoring or other forms of capacity development support	Monitor "uptake "of NGOs into application process Continue to identify capacity development support needed	Regularly assess contributory factors and barriers to applications	
	Conduct mapping of qualified certified NGOs and involve them in the screening process	Set up informal or formal alliances/networks between certified NGOs at	Mobilize these alliances/networks in generating interest and support to VCS	Continue partnering with alliances/networks and set up new ones when and	Strengthen partnerships with alliances/networks

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice		various levels (e.g. national, province, district) for peer support and for other involvement in the certification process		wherever appropriate	
	Continue identifying capacity development needs of applicant NGOs and work with Learning and Research Team in providing necessary support.	Continue with organizational development, and NGO capacity building initiatives in co-ordination with Learning and Research Team	Continue with organizational development, and NGO capacity building initiatives in co-ordination with Learning and Research Team	Continue with organizational development, and NGO capacity building initiatives in co-ordination with Learning and Research Team	Continue with organizational development, and NGO capacity building initiatives in co-ordination with Learning and Research Team
	Start using the newly designed NGO - Good Practice Toolkit: "How-To" Guide for meeting the Minimum Standards for Voluntary Certification for NGOs in Cambodia	Hand over use of Toolkit to Capacity Development and Learning Team			
	Introduce and promote new Programme Quality Assurance Guidelines	Continue using Programme Quality Assurance Guidelines	Review and revise as needed	Continue using Programme Quality Assurance Guidelines	Continue using Programme Quality Assurance Guidelines
	Provide follow-up support for	Monitor	Link certified NGOs	Continue	Continue

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Systems and processes, approaches, guidelines and tools for certification are regularly reviewed and updated in order to remain appropriate and effective in ensuring high level of interest of NGOs to apply and comply with the minimum standards of good practice	certified NGOs, identifying capacity development needs and refer to learning and research team	compliance of registered NGOs and provide support as needed	to appropriate capacity development organisations for support	monitoring compliance and strengthen links with support agencies	monitoring compliance and strengthen links with support agencies
	Establish a re-certification process for NGOs who have finished their first three years	Provide support to NGOs applying for re-certification	Review process and guidelines for re-certification Explore increasing levels of standards as certified NGOs mature	Support re-certified NGOs towards complying with higher level of standards of good practice	Review capacity gaps of re-certified NGOs to step up into higher level of standards and facilitate provision of support
	Conduct annual feedback forum and set up other feedback mechanisms from the public and other stakeholders	Conduct national feedback forums to gather feedback from the public and other stakeholders	Organise province wide public forums to seek feedback on the benefits of NGO certification	Organise district wide public forums to seek feedback on the benefits of NGO certification	Organise commune wide public forums to seek feedback on the benefits of NGO certification
	Conduct workshop for lesson learning (in coordination with capacity development and learning team)	Conduct reflection sessions on lessons learned and share	Continue facilitating reflection/learning sessions	Continue with workshops for lesson learning (in co-ordination with capacity development and learning component)	Continue facilitating reflection/ learning sessions

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
The Voluntary Certification System is recognised and endorsed by relevant Government Ministries (e.g. MoFA, MOI) and Development Partners	Initiate meetings/dialogues with Government agencies and Development Partners to promote VCS including already certified NGOs	Continue promoting certified NGOs to Government and Development Partners Encourage certified NGOs to lead dialogues	Conduct formal forums or conferences on the benefits and value added as demonstrated by registered NGOs	Organize regional forums on the experiences of VCS Write case studies for publications	Organize international forums or conferences for sharing experiences on VCS
	Include relevant government ministries and development partners in providing feedback to the VCS processes	Explore possibilities of formal forms of endorsements from Government and Development Partners (e.g. written acknowledgments ; inclusions in various working groups)	Build linkages with regional and international platforms to influence country based support	Strengthen linkages	Strengthen linkages
	Intensify outreach to donors towards prioritising support/funding allocations to certified NGOs	Facilitate links between certified NGOs and various development donors and	Conduct dialogues between certified NGOs and development donors	Support certified NGOs in maintaining links with Development Partners	Continue supporting certified NGOs in demonstrating accountability and

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
		government institutions			transparency practices
An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional voluntary self-certification services to the NGO Sector	Conduct a feasibility study for the establishment of the proposed centre, especially with a view to: a. determining the possibilities for full and partial cost recovery b. exploring the appropriateness and viability of using volunteer evaluation teams drawn from the current NGO GPP Working Group and local NGOs in conducting certification processes (e.g. institutional support) c. determining the extent of independence required to underpin quality certification in the current and future context d. exploring options for a	Consultations with WG and NCCC	Consolidating papers and requirements for registration of the independent certification program Initiate registration with Ministry of Interior Office set up Recruit and train required staff (e.g. Director, Technical advisor, certification officers/data manager, promotions specialist) Design organizational and governance structure Develop policies and procedures	Pilot run the independent certification program	Review pilot run (end of the year) Hand-over of all activities from GHP component 1 Run as independent centre based on results of review Prepare for next five year-plan Explore possibility of international accreditation with relevant accreditation bodies (e.g. ISO)

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
An independent, adequately resourced and legally registered NGO Certification Centre with its own governing board is established, providing professional voluntary self-certification services to the NGO Sector	governing board and its relationships with the volunteer committees e. determining feasibility on profit or non profit status of certification centre		Start formation of a Governing Board		
	Develop a business/strategy plan for the new centre	Develop 3 years fundraising strategy and start implementation Conduct donor situation analysis Develop project proposals and submit to interested donors (fund raising) Start cost recovery initiatives through services provided as appropriate	Continue implementing fundraising strategy	Intensify resource mobilization and cost recovery mechanisms	Review and revise funding strategy as appropriate
Steering/Working Committee consists of	Develop clear TOR for a Steering Committee/Working	Continue facilitating and	Review TOR, performance and	Continue supporting SC/WG	SC/WG conducts end of five year

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
representatives of various capacity development providers is established with clear TOR aimed at providing oversight of the capacity development processes within the sector	Group for co-ordinating Capacity Development support to NGOs in the area of good governance Set up a Steering Committee or Working Group based on the TOR	supporting Steering Committee/Working Group Conduct regular meetings for monitoring and evaluation of activities Ensure continuity of SC/WG functions	composition of SC/WG and revise as appropriate	in monitoring and providing strategic technical support and guidance	evaluation
Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/organisations in the country	Conduct mapping survey of all institutions/organisations providing capacity development support (especially those directly relating to good governance) to CSOs/NGOs in country and within the region. Co-ordinate with Information/Referral Team to create database for this.	Maintain contacts and keep up to date with various forms of capacity building opportunities	Regularly update database	Regularly update database and develop new ones as needed	Regularly update database and develop new ones as needed
	Work with the Steering Committee/Working Group to prioritise capacity	Work with Steering Committee/Worki	Conduct mid term review/assessment of capacity	Constantly identify capacity needs assessment	Strengthen collaborative working with

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/orga-nisations in the country	development needs (e.g. partnership relationship development; roles of governing board; critical/big picture thinking)	ng Group to develop a capacity development plan (incorporating current GPP and ADI capacity development activities) to address these priorities. Implement capacity development plan as agreed by Steering Committee/Worki ng Group	development plans and revise as necessary Constantly identify capacity needs assessment within the sector and respond as appropriate Continue to provide advisory/ coaching support	within the sector and respond as appropriate Explore links with academic institutions for possible accreditation of certain courses provided by the NGO sector	various capacity development providers Strengthen links with academic institutions
	Set up criteria for selecting institutions/organizations to provide specific capacity development support to NGOs	Based on set criteria, select and contract institutions or organisations to provide particular capacity development	Conduct mid term review Re-planning Review performance of and contracts with capacity	Implement revised capacity development plans Continue to monitor effectiveness of	Conduct evaluation

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/orga-nisations in the country		support to NGOs Continue supporting regular meetings of NGOs Monitor and support practice of new skills, knowledge and behaviour back in their own organisations and communities they work in	development support providers and revise as appropriate	capacity development approaches	
	Continue capacity development initiatives of GPP team as planned	CNGO forum Mekong Region Seminar CNGO study visits (Potentially with certified NGOs) Organise and facilitate exposure visits between NGOs in country and outside	Conduct CNGO forum and study visits		

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/orga-nisations in the country	Continue capacity development initiatives of ADI e.g. capacity building on the whole research process and critical thinking skills to NGOs sector through courses as well mentoring and coaching (basic course, community course and institutional course) Conduct reflection workshops on PAR Conduct two issue briefing workshops Present paper at DRF and other symposia Present findings to agencies working on specific sector/theme Produce two research reports and publish articles on this reports	Share research studies produced by Participatory Action Research training to relevant organisations for use in their advocacy work as appropriate Continue conducting issue briefing workshops	Continue to share research studies produced by Participatory Action Research training to relevant organisations for use in their advocacy work as appropriate Continue conducting issue briefing workshops on development and organizational governance issues	Continue to share research studies produced by Participatory Action Research training to relevant organisations for use in their advocacy work as appropriate Continue conducting issue briefing workshops on development and organizational governance issues	Monitor, document and evaluate results of advocacy work with concerned organisations
	Build capacity of NGOs to	Explore	Conduct forums or	Continue to	Continue to

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Capacity development needs of the NGO sector in practicing good governance are being regularly assessed, prioritised and addressed jointly by various capacity development institutions/orga-nisations in the country	empower local communities through participatory Action research (PAR) and other community based initiatives Work with Certification Team, CORD and other capacity development organisations to promote participatory processes, e.g. PAR, project development, etc. within NGOs programming	collaboration with community based organisations or networks as partners in conducting PAR and other capacity development initiatives	conferences among community based organizations or networks to share lessons on PAR Document experiences	monitor and evaluate improved capacity of NGOs in empowering communities	monitor and evaluate improved capacity of NGOs in empowering communities
	Create regular communication mechanisms for NGOs providing capacity development support on similar issues to communicate, identifying potential areas of co-operation and collaboration	Continue identifying areas of collaboration and co-ordination in areas of capacity development, research and advocacy	Assess coordination mechanisms and modify as appropriate		
NGOs are regularly meeting to draw common lessons and insights from their	Identify different types of organisations that are engaged in similar issues and can potentially share and learn from each other 's	Continue sharing results of research studies at CNGO forum; Mekong Region Seminar	Annual Network Forum for sharing knowledge and experience (Combine with Mekong Region	Conduct inter-country exchange visits Continue	Strengthen communities of practice and continue providing safe

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
various experiences in good governance and are sharing these widely within the sector and other development actors *Communities of practice are formed, debating current issues and trends in NGO effectiveness and governance and collaborating together to take appropriate actions in the interest of the sector*	experiences Design exchange programme between NGOs/networks	and Training network Forum (International and national) Continue holding various forums and workshops	Seminar)	supporting communities of practice in taking action on issues they decide to pursue	environment where debates and critical discussions can occur
	Create regular E-learning and E-forum	Conduct e-conferences on various issues	Continue promoting and organizing e-learning/conferencing to include regional and international participants	Continue promoting e-learning/conferencing	Continue e-learning/conferencing
	Organise learning sessions among NGOs on particular subjects/issues	Host regular forums relevant to good governance issues affecting the NGO sector involving NGOs government officials, and academe	Encourage and facilitate more membership led activities on learning lessons Start forming communities of practice from among participants of	Organize national conferences or symposia as platforms for popularizing key lessons within the NGO sector and other development actors including	Conduct regional or host international conferences Intensify action-reflection-action process; transforming theories into

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
NGOs are regularly meeting to draw common lessons and insights from their various experiences in good governance and are sharing these widely within the sector and other development actors *Communities of practice are formed, debating current issues and trends in NGO effectiveness and governance and collaborating together to take appropriate actions in the interest of the sector*			learning forums	Development Partners Continue strengthening communities of practice, providing more spaces for debates and transforming practice into theories/concepts	practice and practice into theories
	Create learning circles among NGOs on various issues including peer coaching and mentoring	Conduct peer coaching sessions	Explore cost sharing between participating NGOs Form a pool of coaches and mentors	Promote participants in the pool of coaches and mentors as potential resource persons/consultants to NGOs for a fee	Promote participants in the pool of coaches and mentors as potential resource persons/consultants to NGOs for a fee
	Organise reflection sessions on various NGO practices	Explore standardisation of specific training modules among training providers within the NGO sector	Monitor value added by standard training modules	Continue standardization of more modules as appropriate	Continue standardization of more modules as appropriate

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
	Provide briefing workshops on becoming learning organisations	Promote more widely the concept of learning organisations	Form alliances or coalitions of learning organisations	Create/facilitate linkages with existing regional or international alliances	Faciliatate exchange visits between members of these alliances
	Work with Information, Advise and Referral to document consolidated lessons and share widely	Continue documentation and sharing lessons more widely	Continue documentation and sharing lessons more widely	Continue documentation and sharing lessons more widely	Continue documentation and sharing lessons more widely
Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing	Develop clear TOR for a Steering Committee/Working Group Set up a Steering Committee/Working Group to provide strategic guidance and oversight of the whole component	Continue working with SC/WG in monitoring implementation of plans	Develop ICT platform Conduct mid term review Conduct survey on how many are accessing information, identifying challenges met and plan how to address these Regularly update info into existing databases Work with other networks and	Review TOR, performance and membership of Steering Committee/Workig ng Group and update as needed Continue identifying new technologies that can be maximised for knowledge management Regularly assess information needs of the NGO sector	Conduct evaluation Review and update systems for collecting, storing, sharing/dissemina tion and usage of relevant information Maintain central list of all databases available within the NGO sector and other institutions

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing			coalitions to identify existing databases and find ways of centralizing information for easy access by users Continue conducting skills training on knowledge management as identified through monitoring and regular assessments	and other relevant development actors and address as needed Continue conducting skills training on knowledge management as identified through monitoring and regular assessments	
	Review and update systems for collecting, storing, sharing/dissemination and usage of relevant information	Update NGO information Conduct field visits for data collection both national and sub national to complete a contact list of NGOs in Cambodia	Regularly update info into existing Database Continue setting up databases as needed Monitor access to databases	Monitor access to databases	Monitor access to databases

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing		Continue to collect information from various CSOs and DPs for information exchange Share online NGO information (with service charge for non members & DP) Establish on-line database management and keep updating			
	Conduct a baseline study on information needs for the NGO sector (e.g. about development partners, government, civil society organizations, and other relevant key actors on governance) including identification of gaps in	Share /disseminate information and recommendations to relevant groups Conduct skills training on knowledge	Work with other institutions (e.g. CDC) to regularly update database on active NGOs	Continue updating database	Continue updating database

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Accurate and up to date information, databases, publications relevant to the improvement of governance, effectiveness, and sustainability of NGOs are available and are being accessed by relevant development actors through effective methods of information-sharing	knowledge management skills of the sector (e.g. IT skills, to be integrated into the sector wide capacity development plan)	management as identified in training needs assessment (work Capacity Development and Learning team)			
	Establish Publication Working Group responsible for all publication including editing and quality control	Continue working with Publication Working Group to ensure quality of reports for publication	Monitor quality and standard of publications	Review composition and TOR of Publication Working Group and revise as appropriate	
	Conduct surveys/polls on various issues affecting the NGO sector (e.g. salary and benefit scale, consumer satisfaction, 'hot' issues)	Conduct survey to update information regarding salaries, benefit and others Publish findings and share with relevant stakeholders	Regularly assess information needs of NGOs and conduct surveys as appropriate	Continue to distribution of NGO resource books and results of other surveys	Intensify cost recovery mechanisms
Relevant development actors are accessing and receiving appropriate advice	Develop a new mailing list as needed in order to disseminate information on time.	Keep NGOs, and other development actors updated regarding	Regularly update mailing list, databases, website	Explore different ways of disseminating information especially to most	Monitor uptake

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
and referral support through appropriate and easy to use mechanisms for providing support	Link NGOs that have no Website to CCC Website Increase networking with other groups and individuals to make sure all NGOs can access information broadly.	information sharing and relevant activities		marginalised groups e.g. women and children, indigenous groups, physically and mentally challenged groups and other minority groups	
	Raise funds from different sources particularly from private companies for publications	Continue to raise funds from private companies for publications Intensify cost recovery through various services	Explore establishing common services for the NGO sector e.g. common procurement of stationery, training materials, etc; office equipment and charge fees for providing the service	Intensify efforts to generate technical and financial support for publications; database development and management and other more sophisticated methods of disseminating information	Further develop common services for the NGO sector and possibly expand to include other interested groups (e.g. community based organizations)
Membership has expanded by 40% and are actively involved in various activities of the programme	Organise membership campaigns Map out potential members	Promote CCC activities & Service Conduct field	Review membership campaign strategies and strengthen/revise as appropriate	Strengthen groups of current members based in provinces and districts to	Strengthen member-led initiatives Mobilise more

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Membership has expanded by 40% and are actively involved in various activities of the programme	Promote and provide incentives to active NGOs, (e.g. provide official recognition, citation, recommendation, reward)	visits to build & strengthen relationships with members Use media more extensively in membership campaigns	Organize member organizations in campaigning for new members in provinces and districts where they are based	promote CCC membership Organize and support more member-led activities e.g. common procurement of office materials and equipment; common fund raising; other services	members to carry out membership campaigns within their own networks and geographical bases
Evidence-based research studies on issues of organisational effectiveness and good governance are being produced by NGOs and are being used to inform policy formulation, planning and implementation within the NGO sector itself and at	Develop clear TOR for a Steering Committee/Working Group for the development and implementation of a sector wide research agenda primarily on various areas of good governance Set up a Steering Committee or Working Group based on the TOR	Continue facilitating and supporting Steering Committee/Working Group	Review performance and composition of SC/WG and revise as appropriate Conduct mid term review/assessment	Continue facilitating and supporting Steering Committee/Working Group	Conduct evaluation
	Conduct mapping survey of all research institutions/organisations	Regularly update database on research	Strengthen linkages with like-minded institutions/organisat	Continuously identify research groups and	Review and update database

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Government various decision making structures	(especially those directly relating to good governance) within the country and the region.	institutions Create linkages with most relevant institutions/organisations	ions	explore collaborative working on relevant issues	
	Conduct baseline assessment on research gaps pertaining NGO effectiveness and good governance Meet with research institutions (i.e. Development Research Forum (DRF) and other relevant agencies) to develop a research agenda for the NGO sector, design a plan to address priority themes and define roles and responsibilities of each in implementing the plan	Implement research agenda e.g. conduct research studies relevant to good governance practices Research on impact of certification individual NGO and sectors Continue disseminating results of research studies to appropriate groups	Produce research reports and publish articles from these reports. Disseminate results of research to development practitioners and communities they work with Continue to work with DRF and NGO sector to revise research agenda as needed Continue to build consensus on themes of development	Continuously identify issues for research studies and conduct research studies as needed	Continue publishing and sharing research studies

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Evidence-based research studies on issues of organisational effectiveness and good governance are being produced by NGOs and are being used to inform policy formulation, planning and implementation within the NGO sector itself and at Government various decision making structures		Promote Participatory Action Research approach within NGOs program (Planning and implementation) Produce two research reports and publish articles from this report.	issues for research studies Conduct mid term review and revise plans as needed		
	Create regular communication mechanisms for NGOs conducting research for, or providing research support to, NGOs, identifying potential areas of co-operation and collaboration	Maintain regular communication channels and support collaborative initiatives	Strengthen linkages between research practitioners and relevant development actors	Continue supporting linkages and alliances	Continue supporting linkages and alliances
NGO sector performance shows improvement against baseline using agreed set of indices	Create a working group to set up monitoring and evaluation systems/protocols for the NGO sector	Develop tools for assessing NGO sector performance on an annual basis (?) Start annual (?)	Conduct NGO performance assessment Review process and tool for assessment and revised as	Continue annual performance review/NGO indexing Strengthen links and explore	Promote NGO performance reviews regionally and globally

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
NGO sector performance shows improvement against baseline using agreed set of indices		performance monitoring/assessment	appropriate Develop links with CIVICUS and similar networks implementing NGO performance reviews globally	possible exchange visits with networks implementing NGO performance reviews globally	
An alliance or coalition among NGOs on governance issues is set up with clear TOR aimed at advancing and influencing the development thinking and practice of various development actors	Explore need for new alliances or coalitions on NGO good governance issues Build on existing networks to advocate for various good governance practice	Set up an Alliance or Coalition on Good Governance Practice among NGOs (possibly with other partners) Facilitate the development of advocacy plan for the alliance	Intensify collaborative working by the alliance Explore linkages with similar alliances in other countries within the region and globally	Explore possibility of setting up an alliance that could provide strategic direction to the overall role/s of NGOs in a rapidly changing environment of Cambodia society Continue supporting the work of the Alliance	Review and assess purpose and agenda of the Alliance on Good Governance Set up a strategic alliance among various existing networks and umbrella coalitions to provide strategic oversight to the NGO sector
Shared voices and positions of the sector on various issues affecting NGO	Identify and prioritise hot issues that impact on the NGO sector' interests and roles (e.g. MOUs, taxation, aid effectiveness, trends in	Continue conducting studies on trends in NGO effectiveness and	Regularly monitor the 'pulse' of the NGO sector and respond to issues of common interes	Continue providing safe environment for debates of various issues	Identify new priority issues to take forward

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
effectiveness and governance are consolidated and advocated for	funding; changing roles of the NGO sector within Civil Society) and work with other forums to facilitate debates within the NGO sector	good governance practices and other issues common to the NGO sector Identify priority "hot" issues, provide opportunities and engage NGOs in debates Hold forums on NGO Effectiveness and Governance	Intensify discussions on the role of NGOs within Civil Society in contributing meaningfully to the development of Cambodia		
	Coordinate or consolidate views or positions of the NGO sector on various NGO effectiveness and governance issues, work with existing networks and forums and communicate these at appropriate national and international audiences Create opportunities for minority and marginalised	Continue gathering feedback, consolidate positions of the sector on priority issues Working with other stakeholders, advocate and	Expand platforms for sharing and advocating common positions of NGOs on various issues affecting their effectiveness and practice of good governance, nationally and internationally	Monitor and assess depth and breathe of participation of NGOs in debates and consolidation of shared positions	Assess results of advocacy work

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Shared voices and positions of the sector on various issues affecting NGO effectiveness and governance are consolidated and advocated for	groups (e.g. women, children, indigenous, physically/mentally challenged) to participate meaningfully in various consultations and debates	represent the NGO sector voices to appropriate audiences			
	Facilitate and support the shift from aid effectiveness to development effectiveness Conduct meetings with CDC and Cambodian Partnership and Harmonisation Working Group (CPHWG) to update progress of commitment to Paris Declaration (PD) and Accra Agreement	Participate in multi-stakeholder meetings and dialogues on development effectiveness Conduct meetings with umbrella organisations and other sectoral groups to deepen understanding of the principles of development effectiveness	Develop case studies on modalities of engagement between local and international NGOs in aid/development effectiveness in Cambodia Maintain and seek strategic joint programming with global networks on Aid and development Effectiveness (better Aid- Reality of Aid and CSO open Forum for development effectiveness	Continue participation in international forums on aid/development effectiveness, representing NGO sector positions and develop action plan on delivering on commitments during these forums	Document and publish good practice among NGOs
Channels of communication and	Facilitate dialogues between NGOs and other development actors (i.e.	Develop Partnership Principles and	Popularize Partnership Principles and	Monitor compliance to the Partnership	Review Partnership Principles and

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used	community groups, Government, Development Partners)	Guidelines between various development actors to serve as guide for strengthening partnership relationships Continue conducting regular dialogues and forums Continue engaging with CDC, Cambodian Partnership and Harmonisation Working Group and similar government units/ministries	Guidelines and encourage as many stakeholders to sign up Continue conducting regular dialogues and forums	Principles and Guidelines by those who signed up Continue conducting regular dialogues and forums	Guidelines and revise as appropriate Continue conducting regular dialogues and forums
	Explore and facilitate using all opportunities where NGOs can participate or get involved in decision making processes of Government	Strengthen linkages between NGOs, CBOs and Village Development	Continue to identify or create and maximise formal and informal channels of communication	Intensify involvement of NGOs in national, sub national and local/village level	Continue participation and involvement at all levels

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used	(e.g. D&D processes, TWGs) at national and sub national levels	Committees and Commune Councils	between various development actors and	decision/policy making processes	
	Build relationships between NGOs and other constituents of civil society especially community groups; Government and Development Partners	Strengthen relationships between CSOs, Government and DPs	Strengthen linkages between national NGOs and the communities they work with and facilitate/support collaborative way of working	Expand linkages to more groups within civil society and with the private sector Promote participation of community groups in accountability mechanisms of NGOs	Strengthen linkages especially at commune, district and province level Explore establishment of GO-NGO coalitions or alliances on specific issues or projects
	Build partnerships with development partners for organizational development	Feasibility study on trends in the thinking and practice of INGOs based in Cambodia and how these affect local NGOs in Cambodia Establish chat forums to discuss	Continue with chat forums to discuss about governance issues and development issues, hot issues (e.g. NGO law, trends in development)	Facilitate strengthening of INGO – N/LNGO (national or local NGOs) partnerships towards compliance with set partnership standards and principles (see year 1 above)	Continue strengthening partnerships between the NGO sector and Government and Development Partners guided by partnership standards and principles

Key Performance Indicators (KPI)	Key Activities Year 1	Key Activities Year 2	Key Activities Year 3	Key Activities Year 4	Key Activities Year 5
Channels of communication and linkages between NGOs, between the NGO sector and the Government and other relevant development actors are in place and are regularly used		about governance issues and development issues, hot issues (e.g. NGOs law...)			

Annexes

Annex 1: Final GHP budget per component

Annex 2: Cluster list of participants' consultation of GHP, 2011

Annex 3: Members, Core Planning Team and Steering Committee

Annex 1: Final GHP budget per component

Annex 3GHP BUDGET per component 30.05.11

Budget Code	Budget Line	Expenditure Description	Total Cost Year 1	Total Cost Year 2	Total Cost Year 3	Total Cost Year 4	Total Cost Year 5	Total Cost 5 years
J	**Direct Programme Costs**							
	Component 1							
J1	reviews, baseline assessments,	review of current GPP systems and processes	20,000		-	-	-	
		annual review and update of minimum standards and certification system (GPP)		3,891	4,280	4,708	5,179	
J2	follow up support to certified NGOs (e.g. annual forums, needs assessment, lesson learning, etc)	Certified NGO roundtable forum: linked to Awarding of certificates, 3 to 4 times each year(GPP)	3,718	4,090	4,499	4,949	5,444	
		Follow up Certified NGOs (GPP)	6,000	6,600	7,260	7,986	8,785	
		additional follow up support: capacity development needs assessment	6,000	6,600	7,260	7,986	8,785	
J3	certification process (screening, interviewing, making decisions)	WG meetings to review findings, NCCC meetings for decision making, and Joint WG/NCCC meetings (advisory concerns)(GPP)	1,497	2,246	2,470	2,717	2,989	
		Field check visits by staff, WG and NCCC (GPP)	22,654	33,981	37,379	41,117	45,228	
		Certified NGO roundtable forum: linked to awarding of certificate(GPP)	4,447	6,671	7,338	8,071	8,878	
J4	annual operational planning/strategy development	team meetings for annual operational planning	1,200	1,800	1,980	2,178	2,396	
		business/strategy planning for independent centre	4,000	6,000	6,600	7,260	7,986	
J5	promotional campaigns	Briefing on VCS to provincial partners (3 x a year)(GPP)	2,400	3,600	3,960	4,356	4,792	
		Certified NGO roundtable forum: linked to Awarding of certificates, 3 to 4 times each year(GPP)	6,000	9,000	9,900	10,890	11,979	
		Media monitoring and advocy-press releases participation in media meetings and conference and Benefits pakage and tokens for cerfied NGOs(GPP)	3,335	5,003	5,503	6,053	6,658	
		Update website, promotional materials, video documentry (GPP)	9,264	13,896	15,286	16,814	18,496	
		Annual multistakeholder and partner meeting accountability forum(GPP	4,447	6,671	7,338	8,071	8,878	
		awareness raising campaigns using media (print, radio, TV)	12,000	18,000	19,800	21,780	23,958	
J7	research/surveys	Stakeholder survey (GPP)	1,000	1,500	1,650	1,815	1,997	
		Update and reviewing minumstandards and certification sysem (GPP)	3,891	5,837	6,420	7,062	7,768	
		Research on NGO Self regulation pratices in Cambodia (GPP)	6,500	9,750	10,725	11,798	12,977	
J8	meetings/consultations	setting up Steering Committees/Working Groups 4 SCs x 4 meetings	375	563	619	681	749	
J9	consultations, dialogues, forums, conferences	Meeting with donors, gov't and rountable discussion (GPP)	3,429	5,144	5,658	6,224	6,846	
		Consultations, dialogues, forums, conferences between NGOs and other development actors (30 smal group workshops; 10 medium group, 5 large groups)	4,000	20,000	22,000	24,200	26,620	
J10	setting up of independent certification centre	Conduct feasibility study (GPP) for independent certification center	10,376					
		registration, recruitment, staffing, pilot operations			500	5,000	5,000	
J15	alliance and coalition building	facilitating collaborative working between NGOs, GO-NGO, national networks, CBOs	2,000	3,000	3,300	3,630	3,993	
A1	staffing	team leader, co-ordinators/officers, staff support	115,400	210,400	231,440	214,084	234,702	

		proportion of ED and HOP salaries including Overall GHP Advisor	28,679	35,857	39,442	28,867	31,753	
		local consultants	7,243	7,998	8,796	9,674	10,640	
		taxes for consultants	6,088	6,000	4,000	2,500	2,500	
C2	Staff Capacity Development	capacity development activities	2,634	7,333	8,067	8,873	9,761	
D	**Travel and transport**							
D1	Staff per diem and accommodation	$10 per day for staff travel out of city (to province)	534	1,173	1,291	1,420	1,562	
D3	Flights	international conferences for programme staff		3,333	3,667	4,033	4,437	
I	**Programme Support activities**							
I1	Strategy Development	development and implementation of fundraising strategy	5,000	6,667	7,333	8,066	8,873	
J4		HR strategy development	1,333					
I2	Monitoring & Evaluation	setting up/revision of monitoring and evaluation policies, guidelines and procedure		6,667				
		regular monitoring activities (strategic level)	1,667	1,833	2,016	2,218	2,440	
		mid term and final evaluation			8,333		10,000	
I3	Communications	implementation of the communications strategy	1,333	3,333	3,667	4,034	4,437	
I5	Audits	annual organisational audits (financial, programme, HR, etc	3,478	5,000	5,500	6,050	6,655	
H	**Capital Expenses**							
H2	Recoder &IDD Phone	Puchase 2 recorder , 1 IDD phone	50	55	61	67	74	
H4	Computers	Purchase 1 desktop & 8 Laptop Computer	2,539	2,793	3,072	3,379	3,717	
	Vehicle	purchase for one vehicle (year 2/3)		15,000				
	Direct Programme Costs		**314,511**	**487,281**	**518,408**	**508,611**	**567,931**	**2,396,742**
	Proportion of Support Services cost		95,335	138,839	152,723	167,996	184,795	**739,688**
	Total Component 1		**409,846**	**626,120**	**671,131**	**676,607**	**752,726**	**3,136,430**
	Component 2				-	-	-	
J1	reviews, baseline assessments,	annual mapping of capacity development and research institutions	5,000	5,500	6,050	6,655	7,321	
J1	reviews, baseline assessments,	assessment of capacity development needs of the sector	20,000	22,000	24,200	26,620	29,282	
J4	annual operational planning/strategy development	team meetings for annual operational planning	1,200	1,800	1,980	2,178	2,396	
J6	Capacity Building (training, exposure visits, coaching, mentoring, learning sessions)	For meeting with CDC and HTWG on Aid Effectiveness(SP)	2,725	4,088	4,496	4,946	5,440	
		Training/Capacity Assessment (GPP)	2,448	3,672	4,039	4,443	4,887	
		Training on NGO Accountability, Good Governance and Introduction to the CCS - 2x/yr(GPP)	9,000	13,500	14,850	16,335	17,969	
		Training for Evaluators for Certification(GPP)	5,329	7,994	8,793	9,672	10,639	
		Organisation a SE Asia regional workshop and learning echange with NCNC for other CSOs and Network in Asia(GPP)	14,083	21,125	23,237	25,561	28,117	
		Conduct training sessions (GPP)	2,787	4,181	4,599	5,058	5,564	
		ADI courses: This include pre-visit, accomodation, food, metarials/supplies, resourceperson, travel, monitoring community course break assignment (ADI)	48,684					
		capacity development on organisational effectiveness; partnership building; critical thinking;participatory action research; community mobilisation; resource mobilisation/fund-raising; governing board development;		80,000	88,000	96,800	106,480	
J8	meetings/consultations	setting up Steering Committees/Working Groups	450	675	743	817	898	

J9	consultations, dialogues, forums, conferences	Consultations, dialogues, forums, conferences between NGOs and other development actors (30 smal group workshops; 10 medium group, 5 large groups)	4,000	20,000	22,000	24,200	26,620	
J15	alliance and coalition building	facilitating collaborative working between NGOs, GO-NGO, national networks, CBOs	2,000	3,000	3,300	3,630	3,993	
J16	dissemination of research, evaluation reports, lessons learned	Issue briefing workshop based on the results of in-course research studies(ADI) dissemination of studies, lessons learned	7,131	10,697	11,766	12,943	19,414	
		learning forums, communities of practice	18,000	27,000	29,700	32,670	35,937	
A1	**staffing**	team leader, co-ordinators/officers, staff support, technical advisors	87,200	174,400	191,840	170,524	186,786	
		proportion of ED and HOP salaries including Overall GHP Advisor	28,679	35,857	39,442	28,867	31,753	
		local consultants	7,225	7,980	8,778	9,656	10,622	
		taxes for consultants	6,088	6,000	4,000	2,500	2,500	
C2	Staff Capacity Development	capacity development activities	2,634	7,333	8,067	8,873	9,761	
D	**Travel and transport**							
D1	Staff per diem and accommodation	$10 per day for staff travel out of city (to province)	534	1,173	1,291	1,420	1,562	
D3	Flights	international conferences for programme staff		3,333	3,666	4,033	4,436	
I	**Programme Support activities**							
I1	Strategy Development	development and implementation of fundraising strategy	5,000	6,667	7,333	8,066	8,873	
J4		HR strategy development	1,333					
I2	Monitoring & Evaluation	setting up/revision of monitoring and evaluation policies, guidelines and procedure		6,667				
		regular monitoring activities (strategic level)	1,667	1,833	2,016	2,218	2,440	
		mid term and final evaluation			8,333		10,000	
I3	Communications	implementation of the communications strategy	1,333	3,333	3,667	4,034	4,437	
I5	Audits	annual organisational audits (financial, programme, HR, etc	3,478	1,667	1,833	2,016	2,218	
H	**Capital Expenses**							
H2	Recoder &IDD Phone	Puchase 2 recorder , 1 IDD phone	50	55	61	67	74	
H4	Computers	Purchase 1 desktop & 8 Laptop Computer	2,538	2,792	3,071	3,378	3,716	
	Total Direct Programme Costs		**290,596**	**484,319**	**531,151**	**518,180**	**584,135**	**2,408,382**
	Proportion of Support Services cost		95,335	138,839	152,723	167,996	184,795	**739,688**
	Total Component 2		**385,931**	**623,158**	**683,874**	**686,176**	**768,930**	**3,148,070**
	Component 3							
J1	reviews, baseline assessments,	assessment of gaps in research	5,000	5,500	6,050	6,655	7,321	
		assessment of information needs of the sector including development needs on knowledge management	20,000	22,000	24,200	26,620	29,282	
J4	annual operational planning/strategy development	team meetings for annual operational planning	1,200	1,800	1,980	2,178	2,396	
J7	research/surveys	Research/surveys (Information and Referral)	500	7,500	8,250	9,075	9,983	
		defining development of research agenda for the NGO sector	4,000	1,000	1,000	1,000	1,000	
J8	meetings (working groups/steering committees; staff, volunteers, others)	For meeting with government and partners to build Good Governance(SP)	1,894	2,841	3,125	3,438	3,781	
		Bi monthly members meeting (300$x5) (Information and Referral)	1,500	2,250	2,475	2,723	2,995	
		AGM meeting (1920$x1)(Information and Referral)	1,920	2,880	3,168	3,485	3,833	

		setting up Steering Committees/Working Groups 4 SCs x 4 meetings	375	563	619	681	749	
J9	consultations, dialogues, forums, conferences	Consultations, dialogues, forums, conferences for special project(SP)	3,500	5,250	5,775	6,352	6,988	
		M&E, Finance, HR, and other forum(Information and Referral)	1,690	2,535	2,788	3,067	3,374	
		Consultations, dialogues, forums, conferences between NGOs and other development actors (30 smal group workshops; 10 medium group, 5 large groups)	4,000	20,000	22,000	24,200	26,620	
J11	publications	For public document before and after 4th High Level Dialogue on Aid Effectiveness(SP)	4,050	6,075	6,683	7,351	8,086	
		Common non stockable supplies and materials(GPP)	7,907	11,860	13,046	14,351	15,786	
		Update promotion material-brochures folders application material promo material with certified NGOs (GPP)	6,500	9,750	10,725	11,797	12,977	
		ADI research publication	3,972	5,958	6,554	7,209	7,930	
		Agency Contact listing (Information and Referral)	2,000	3,000	3,300	3,630	3,993	
		Funding Agency and Partnership Directory (Information and Referral)	4,048	6,072	6,679	7,347	8,082	
		evaluation reports, results of surveys, others	6,000	9,000	9,900	10,890	11,979	
J12	data base development and management	data base development and management(Information and Referral)	696	2,000	2,200	2,420	2,662	
J13	membership campaigns/field visits	field visits; meeting with networks and coalitions;	6,000	9,000	9,900	10,890	11,979	
J14	advocacy/participation in policy development and planning processes	participation in policy development and planning processes at national and sub national levels e.g. membership at various TWGs and other interministerial structures	6,000	9,000	9,900	10,890	11,979	
J15	alliance and coalition building	setting up alliances for NGO Sector Good Governance and NGO Sector Strategic Direction	2,000	3,000	3,300	3,630	3,993	
J17	NGO performance indexing/reviews	development of tools, setting up Review Panel, conduct of performance assessments		5,000	5,500	6,050	6,655	
A1	staffing	team leader, co-ordinators/officers, staff support	103,200	206,400	227,040	257,644	282,618	
		proportion of ED and HOP salaries including Overall GHP Advisor	28,679	35,857	39,442	28,867	31,753	
		local consultants	7,225	7,980	8,778	9,656	10,622	
		taxes for consultants	6,088	6,000	4,000	2,500	2,500	
C2	Staff Capacity Development	capacity development activities	2,634	7,333	8,067	8,873	9,761	
D	**Travel and transport**							
D1	Staff per diem and accommodation	$10 per day for staff travel out of city (to province) $15/night per persor	534	1,173	1,291	1,420	1,562	
D3	Flights	international conferences for programme staff		3,334	3,667	4,034	4,438	
I	**Programme Support activities**							
I1	Strategy Development	development and implementation of fundraising strategy	5,000	6,667	7,333	8,066	8,873	
J4		HR strategy development	1,333					
I2	Monitoring & Evaluation	setting up/revision of monitoring and evaluation policies, guidelines and procedure		6,667				
		regular monitoring activities (strategic level)	1,667	1,833	2,016	2,218	2,440	
		mid term and final evaluation			8,333		10,000	
I3	Communications	implementation of the communications strategy	1,333	3,333	3,667	4,034	4,437	
I5	Audits	annual organisational audits (financial, programme, HR, etc	3,478	5,000	5,500	6,050	6,655	
H	**Capital Expenses**							
H2	Recoder &IDD Phone	Puchase 2 recorder , 1 IDD phone	50	55	61	67	74	
H4	Computers	Purchase 1 desktop & 8 Laptop Computer	2,538	2,792	3,071	3,378	3,716	
	Total Direct Programme Costs		**258,511**	**448,257**	**491,384**	**522,736**	**583,869**	**2,304,757**

	Proportion of Support Services cost		95,335	138,839	152,723	167,996	184,795	739,688
	Total Component 3		**353,845.7**	**587,096.3**	**644,106.5**	**690,731.8**	**768,664.3**	**3,044,445**
	Total Direct Programme Costs		**1,149,622**	**1,836,375**	**1,999,112**	**2,053,515**	**2,290,320**	**9,328,944**
	Totsl Support Services Costs		**286,005**	**416,517**	**458,169**	**503,988**	**554,385**	**2,219,064**
	TOTAL BUDGET		**1,149,622**	**1,836,375**	**1,999,112**	**2,053,515**	**2,290,320**	**9,328,944**
		General Funds/planned cost recovery	**114,962**	**275,456**	**399,822**	**513,379**	**687,096**	**1,990,716**
			1,034,660	**1,560,918**	**1,599,290**	**1,540,136**	**1,603,224**	**7,338,228**
	Notes: white = current activities, extended shaded green = new activities							

Annex 2: Cluster list of participants' consultation of GHP, 2011

No	Name	Organization	Title	E-mail	Phone
Training and Learning/CD group on consultation workshop 03 February, 2011 at Hagar restaurant					
1.	Chhiv Vandouun	DADC	Program Officer	Vandoeun_gad@online.com.kh	
2.	Im Phanim	SILAKA	Trainer	phnim@silaka.org	
3.	Khe longmeng	YRDP	Project Assistant	Longmeng_khe@yahoo.com	
4.	Sophal Chhor	Pact consultant	Advisor	advisor@odi-asia.org	
5.	Jonh McAndrew	CCC	Advisor	john.mcandrew@ccc-cambodia.org	012 665 092
6.	Hou Kalyan	RECOFTC	Training coordinator	kalyan@recoftc.org	
7.	Greg Martin	Cord	Advisor	gregm@cord.org.kh	
8.	Meas Sokeo	ACT	Executive Director	director@act.org.kh/mkeo@act.org.kh	
9.	Chea MuoyKry	WPM	Executive Director	wpm@woman-peacemakers.org	
10.	Nou Va	YFP	Team Leader	nouvaypt@yahoo.com	
11.	Men Marina	SSC	Operations Manager	Op-manager@ssc.org.kh	
12.	Hak Sochanny	CCC	Project Manager	sochanny.hak@ccc-cambodia.org	092 251 227
13.	Graeme Storer	VBNK	Executive Director	director@vbnk.org	012 210 486
14.	Chim Manavy	OI	Executive Director		012 866 899
15.	Oeur Il	CCC	Research Fellow/Trainer	il.oeur@ccc-cambodia.org	011 743 071
16.	Lim Sokly	CCC	NGO GPP Capacity Development	Sokly.lim@ccc-cambodia.org	012978 408
17.	Jane Bañez-Ockelford	CCC	CCC Technical Adviser, Team Facilitator (Chairing)	jane.ockelford@ccc-cambodia.org	092 154 446
18.	Heang Seyha	CCC	Project Officer	Seyha.heang@ccc-cambodia.org	012 473 788

No	Name	Organization	Title	E-mail	Phone
Information Advise and referral consultation workshop on 07 Feb, 2011, KSSA					
19.	Anne Laure Hallaire	Enfants &Deverlopment	Head of Mission	Anne-laure.hallaire @enfentsetdeveloppement.org	012 550 644
20.	Seang Meng Aun	CCC	HR/Amin Manager	mengaun.seang@ccc-cambodia.org	017 560 488
21.	Tes Sopheat	ODOV	Executive Director	Sopheart_tes@odoc.hot	012 429 042
22.	Kim Chanseng	Mith Samlanh	HR manager	chanseng@mithsamlanh.org	012 682 802
23.	Soeung Monvichet	LAC	Admin & HR	lac@online.com.kh	012 385 155
24.	Peanh Sinal	MODE	Executive Director	sinalpeanh@yahoo.com	012 947 924
25.	Keut Theng	NAS	Executive Director	nasktheng@gmail.com	089 879 695
26.	Yim Leang Y	CCD	Executive Director		012 964 432
27.	Sim Chan Borina	PK	Executive Director	Sborina@pkcambodia.org	097 6313 863
28.	Long Seney	NTFP	Executive Director	Edntfp-cambodia.org	012 559 402
29.	Peng Sakun	FAP	Executive Director	Sakun_peng@yahoo.com	012 943 155
30.	Sok Sovann	CCC	Code & certification Officer	sovann.sok@ccc-cambodia.org	012 388 987
31.	Long Veasna	CCC	IT intern	Veasna.long@ccc-cambodia.org	011 565 168
32.	Sou Sophorn Nara	CCC	Communication Manager	sophornnara.sou@ccc-cambodia.org	012 29 29 50
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34.	Soeung Saroeun	CCCC	SOFM	saroeun.soeung@ccc-cambodia.org	016 900 503
35.	Mi Nac	CCC	Project Officer	Nac.mi@ccc-cambodia.org	012 475 741
36.	Heang Seyha	CCC	Project Officer	Seyha.heang@ccc-cambodia.org	012 473 788
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38.	Keo Phalla	CCC	Member service Coordinator	phalla.keo@ccc-cambodia.org	012 560199
39.	Toy Monireth	CCC	Project Officer	Monireth.toy@ccc-cambodia.org	016 701 967

No	Name	Organization	Title	E-mail	Phone
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Certification Consultation workshop on 08 Feb, 2011 at KSSA					
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Research consultation workshop on 10 Feb, 2011 at KSSA					
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Development Partners Consultation Workshop on 21 Feb, 2011 at KSSA					
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84.	Graeme Brown				
85.	Sao Vansey	ICSO			
86.	Tao Rung	ICSO			
87.	Sopheal	ICSO			
88.	Andrew Wells-Dang				
Special Presentations to Organisations					
1.	CORD Management Team				
2.	PARI team				

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Vision:

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

Mission:

As a professional association of non-government organisations in Cambodia, the Cooperation Committee for Cambodia provides high quality services to civil society and influences Cambodia's development partners with our collective voice.

Values:

- Integrity
- Cooperation
- Responsiveness
- Quality

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