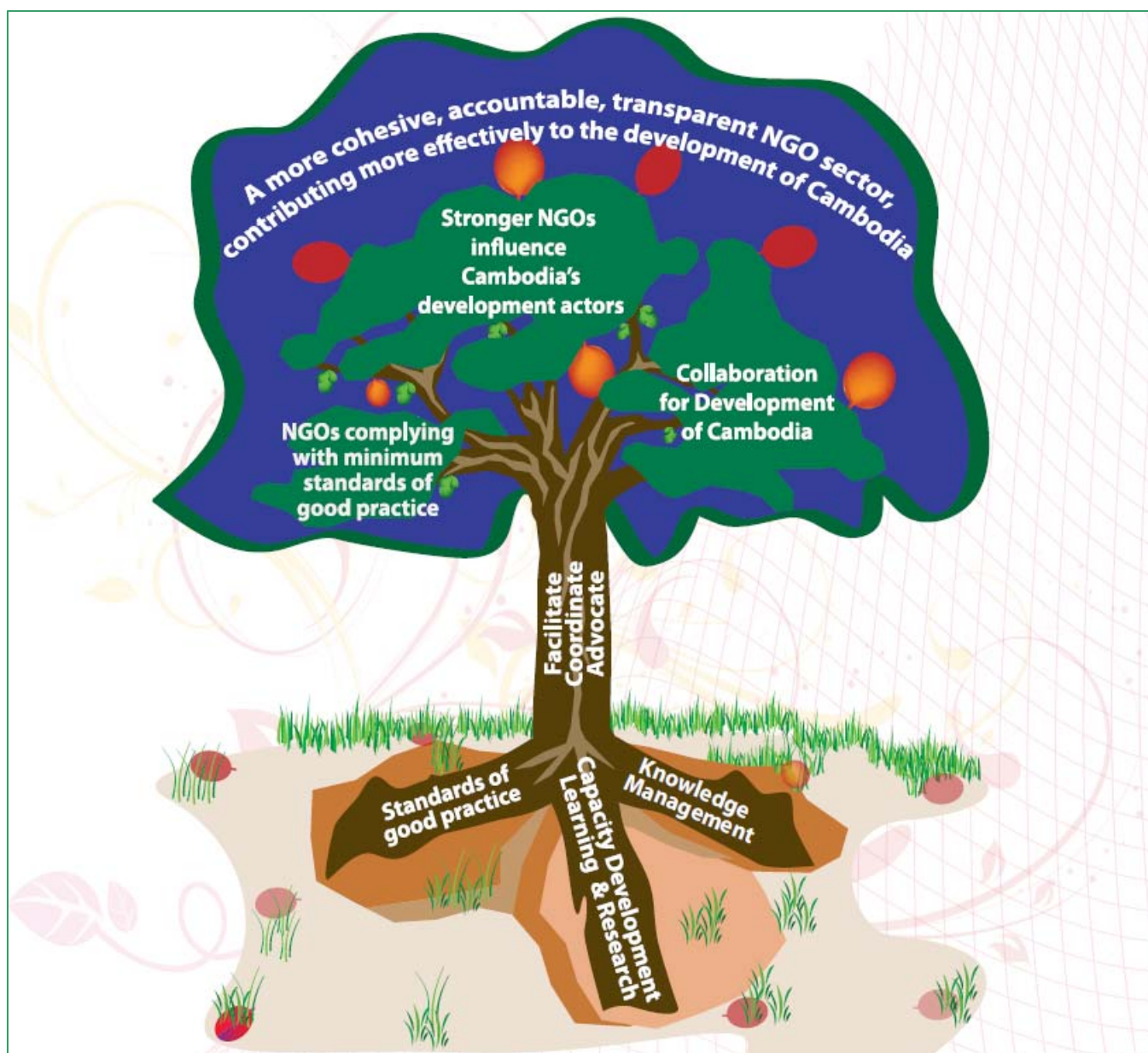


## MID-TERM EXTERNAL EVALUATION ON GOVERNANCE HUB PROGRAM, IMPLEMENTED BY THE COOPERATION COMMITTEE FOR CAMBODIA



**FINAL REPORT**

December 2012

# TABLE OF CONTENTS

<b>ACRONYMS.....</b>	<b>3</b>
<b>FOREWARD .....</b>	<b>4</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>1. INTRODUCTION .....</b>	<b>7</b>
1.1 Structure of this report .....	7
1.2 Description of evaluation activities .....	7
1.3 Limitations and constraints .....	8
<b>2. THE INTERVENTION AND ITS CONTEXT .....</b>	<b>9</b>
2.1 Good governance and development effectiveness in Cambodia .....	9
2.2 Brief description of GHP .....	12
<b>3. EVALUATION APPROACH AND METHODOLOGY .....</b>	<b>16</b>
3.1 Evaluation design.....	16
3.2 Tools used for information gathering .....	17
<b>4. ANALYSIS OF EVALUATION CRITERIA.....</b>	<b>19</b>
4.1 Pertinence, relevance, coherence .....	19
4.2 Cost-effectiveness .....	24
4.3 Effectiveness .....	29
4.4 Impact .....	39
4.5 Sustainability .....	42
<b>5. CONCLUSIONS AND LESSONS LEARNT .....</b>	<b>48</b>
<b>6. RECOMMENDATIONS .....</b>	<b>52</b>
<b>ANNEXES .....</b>	<b>56</b>
6.1 Summary table of recommendations.....	57
6.2 Program alternative logframe proposed.....	59
6.3 List of key informants and activities .....	61
6.4 List of documents and bibliography.....	62
6.5 Evaluation matrix .....	63
6.6 Questionnaires used for the evaluation .....	78

## ACRONYMS

**AAA:** Accra Agenda for Action  
**ADI:** Analysing Development Issues  
**AECID:** Spanish Agency for International Development Cooperation  
**APARO:** Applied Participatory Action Research in Organisation  
**ARO:** Action research in Organisation  
**AusAID:** Australian Aid  
**CBO:** Community Based Organisation  
**CCC:** Cooperation Committee for Cambodia  
**CDC:** Council for the Development of Cambodia  
**CDDE:** Capacity Development centre for Development Effectiveness  
**CDCF:** Cambodia Development Cooperation forum  
**CNGO:** Cambodian Non-Governmental Organisation  
**CPAR:** Community Participatory Action Research  
**CSO:** Civil Society Organisations  
**DAC:** Development Assistance Committee  
**DP:** Development Partners  
**EXCOM:** Executive Committee  
**HLF:** High Level Forum  
**GHP:** Governance Hub Programme  
**GPP:** Good Practice Project  
**ICT:** Information and Communication Technologies  
**INGO:** International Non-Governmental Organisation  
**KPI:** Key Performance Indicator  
**LANGO:** New Cambodian NGO Law (not approved yet)  
**LNGO:** Local Non-Governmental Organisation  
**LTTT:** Long Term Task Team  
**MoI:** Ministry of Interior  
**MoFA:** Ministry of Finances  
**NCCC:** NGO Code Compliance Committee  
**NCDLWG:** National Capacity Development and Learning Working Group  
**NGO:** Non-Governmental Organisation  
**PCNC:** Philippine Council for NGO Certification  
**PO:** People's Organisation  
**RBMG:** Results Based Management Group  
**RWG:** Research Working Group  
**SEA:** South East Asia  
**STTT:** Short Term Task Team  
**ToR:** Terms of Reference  
**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  
**VFA:** Voluntary Field Assessors  
**WB:** World Bank  
**WGPD:** Working Group for Partnership and Decentralization

## FOREWARD

This **mid-term external evaluation** has been commissioned by the **Cooperation Committee for Cambodia (CCC)**. It aims at revising the ongoing *Governance Hub Program* (GHP) and providing CCC and all its relevant stakeholders with inputs for enhancing its design, performance and outcomes by the end of the current phase, in 2015. It also responds to CCC's compromise with transparency and accountability on its interventions, by sharing findings, conclusions, lessons learned and recommendations with all relevant stakeholders. The evaluation work has been carried out between September-December 2012 by **Pedro Surja**, an expert evaluator from Spanish consultancy firm **ECODE** ([www.ecode.es](http://www.ecode.es)).

The evaluator team wants to **thank the whole CCC team** for all the technical, logistic and organizational support during the evaluation, particularly for arranging the agenda of activities during the field visit. Special mention goes also to all the several people who participated during the evaluation activities in Phnom Penh and/or through questionnaires, sharing their valuable impressions and suggestions on the GHP with the evaluator.

The **views and opinions expressed** in this document do not necessarily reflect the same from CCC, given the external and independent approach of the evaluation conducted.

All documentation and outputs related to this evaluation remains the sole and exclusive **property of CCC**, including photographs and graphic materials which have been granted by the evaluator. Total or partial copy and/or reproduction of this document is allowed by any media, just acknowledging always the source.

For any communication regarding this document please contact:

**Cooperation Committee for Cambodia**

Mr. Saroeun Soeung  
Executive Director  
Phone: +855 (0) 169 00 503  
Email: [saroeun.soeung@ccc-cambodia.org](mailto:saroeun.soeung@ccc-cambodia.org)

**ECODE**

Mr. Pedro Surja  
Evaluator-consultant  
Phone: +34-630529977  
Email: [pedro@ecode.es](mailto:pedro@ecode.es)

# EXECUTIVE SUMMARY

## 1. Introduction

This **mid-term external evaluation** has been commissioned by the **Cooperation Committee for Cambodia (CCC)**. It aims at revising the ongoing **Governance Hub Program** (GHP) and providing CCC and all its relevant stakeholders with inputs for enhancing its design, performance and outcomes by the end of the current phase, in 2015. It also responds to CCC's compromise with transparency and accountability on its interventions, by sharing main findings, conclusions, lessons learned and recommendations with all relevant stakeholders. The evaluation work has been carried out between September-December 2012 by **Pedro Surja**, expert evaluator from Spanish consultancy firm **ECODE** ([www.ecode.es](http://www.ecode.es))

There have not been invalidating obstacles during the evaluation. Some **difficulties** found have to do with the limited participation from some of the groups consulted, which may result into less representative conclusions and/or potential bias.

## 2. Methodology

As per **usual standards and categories**, the evaluation conducted can be characterised as a: 1) project/program evaluation, focused in various components, interlinked and presented in a single logframe; 2) a mid-term evaluation, considering an intervention ongoing for the period 2011-2015; 3) a formative evaluation, with the lessons learned from the evaluation to be used for reconsidering (when necessary) the on-going activities and actions; 4) a external evaluation but with a participative approach; 5) a comprehensive evaluation, including the formulation (coherence of the foreseen actions and design), the outcomes (results and effects) and the processes (implementation mechanisms and procedures, organisational charts) have been considered.

The methodology and **criteria proposed** for the evaluation have been **the standard defined by the OECD-DAC**: 1) Coherence, Pertinence, Relevance; 2) Cost-Effectiveness; 3) Effectiveness; 4) Impact; 5) Sustainability

The evaluation has intended to be **as systematic and objective as possible**. During the desk phase, an evaluation matrix was designed, as the key tool for managing and guiding the evaluation. That matrix included all relevant questions, indicators and sources for the evaluation. A participatory feed-back session was held in Phnom Penh, to present draft conclusions, before proceeding to produce the final version.

The evaluation has tried to combine **quantitative sources** with more **qualitative perceptions**. The following data collection tools have been used: 1) Records and documentary analysis; 2) Interviews; 3) Workshops, meetings and discussion groups; 4) Surveys/questionnaires; 5) Direct observation on CCC's structures, teams, procedures used for the intervention, attitudes, etc. Also managing style and relation of some certified NGO with their own CSO and target groups were observed by the evaluator.

## 3. Intervention analysis

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.

CCC has traditionally responded to those challenges by providing support to NGO sector in Cambodia through various **individual projects and activities**. After 2011, it was decided to consolidate all previously dispersed initiatives and realign all of its existing projects into an integrated and contiguous multi-year program (**Governance Hub Program-GHP**) for the period 2011-2015, with three closely interconnected components: A) Voluntary certification; B) Capacity development and learning, and C) Knowledge management, advice and referral and linkages.

The GHP intends to give stronger **emphasis on the role of CCC as a co-ordinator, facilitator, advocate and provider of sectorwide services**. In summary, the key approaches of the program are: 1) All the components will be implemented with the active involvement from other key players in these areas; 2) Facilitating and providing spaces for NGOs to get together for learning and sharing experiences; 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; 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; 6) 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.

## 4. Conclusions and lessons learned

GHP is a **unique initiative** in Cambodia (and one of the few in SEA) to strengthen governance, effectiveness and transparency of NGO/CSO sector. It is fully **coherent with the international agenda** (Paris, Accra, Busan) and relevant for the specific context in Cambodia (new NGO Law)

The shift from project to **program-based approach** is perceived as very positive by all stakeholders, having increased coherency/integrity, and also flexibility/efficiency of CCC's activities. After 2 years of its implementation, and in spite of the financial constraints that affect worldwide, **most KPI are in the track**

However, the GHP still faces **important challenges** for the next years, some of them related to external factors (global financial crisis; mistrust between NGO sector and Cambodian Government). Others refer to internal aspects of CCC (staff capacities still uneven; focus and scope of GHP may be too ambitious, not always maximizing CCC's added value; certification figures slightly decreasing within last years, with future strategy for GPP still pending; some outputs and KPI are not clear enough; room to increase participation/ownership from CNGO)

## 5. Recommendations

**Concentrate the focus of GHP**, aiming at maximizing CCC's comparative advantages, synergies and multiplying potential, in a context of financial constraints for the next 3 years

Increase legitimacy, support and more practical **incentives for GPP certification**

Increase **accessibility of NGO certification** and clarify its goal/approach (excellence for a few vs. transparency/self improvement for a wider target audience)?

Deepen into **CCC's strategic role** and links with other key stakeholders, as a "network of networks" on good governance

Strengthen capacities and **consolidate CCC's internal structure** and organizational chart



# 1. INTRODUCTION

## 1.1 Structure of this report

The present report is divided into four main sections. First section starts with an **introduction** which includes a brief background, objectives and scope, methodology and limitations of the evaluation.

Second section includes an overview on the **evaluation context**, including the general scenario of good governance and development effectiveness sector in Cambodia and more specifically the main features of the Governance Hub Program (GHP) implemented by CCC

The main section assesses, in a more detailed and comprehensive way, all **the evaluation criteria** proposed in the ToR, by answering to each and all the evaluation questions jointly proposed by ECODE and CCC during the desk phase.

Based on the above, in the last section **conclusions, lessons learned and recommendations** are proposed for enhancing the design, performance and outcomes of GHP within the remaining period 2013-2015

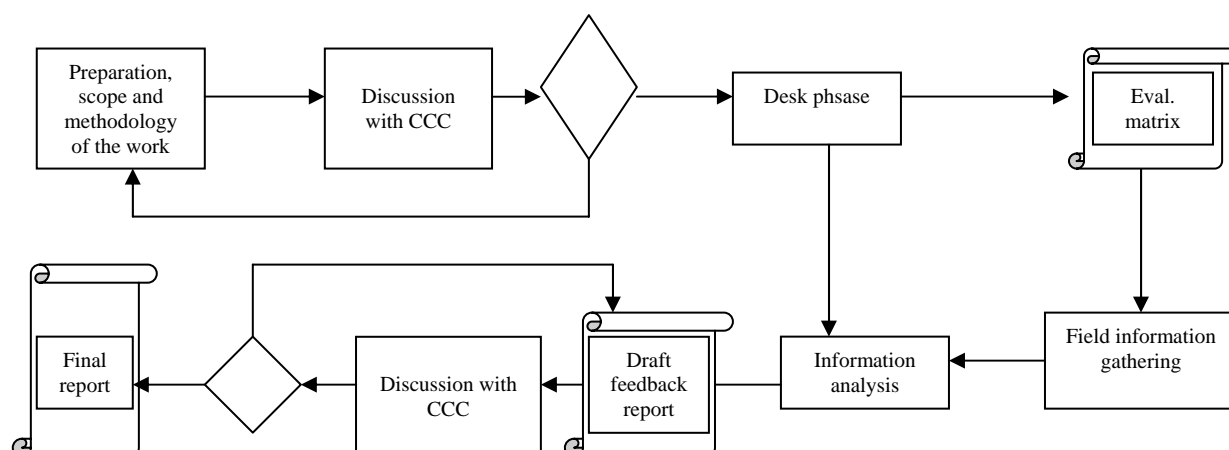
Finally, the report is completed with several **annexes**, which complement the main sections and allow for a deeper understanding of some evaluation aspects and/or the methodology followed.

## 1.2 Description of evaluation activities

The evaluation has included the following phases, activities and deliverables (all dates refer to 2012):

PHASE	DATES	DELIVERABLES
Kick-off	15-30 September	-Administrative issues (ToR, signature of contracts, budget available, etc.) -Discuss and agree with CCC on the approach, scope, methodology, objectives and agenda -Collect all available documents from CCC + other external documentation by the evaluator
Desk phase	1-25 October	Evaluation matrix + agenda + list of key informants + information gathering tools (questionnaires, scripts, etc.)
Field phase	30 October – 10 November	Feedback report to CCC in Phnom Penh
Draft report	1-18 December	First draft of final report
Discussion and review with CCC	19-28 December	Further drafts of final report
Final report	30 December	Final evaluation report

### Work process followed during the evaluation:



## 1.3 Limitations and constraints

**No invalidating limitations** were found during the evaluation. It must be acknowledged the full **availability, collaboration and transparency shown by CCC** during all the evaluation process, by sharing all the available documentation and their open views about strengths and weaknesses of the GHP.

Some **difficulties or limitations** found during the evaluation process, along with their consequences, are reflected in the following table:

Limitation	Consequences	Relevance
Wide scope of the GHP (many components) and the evaluation criteria initially proposed, which may result in a too superficial assessment	Evaluation gave priority to Coherence/Pertinence, Cost-Effectiveness and Sustainability. Not that much to Effectiveness (already known and duly monitored by CCC) and Impact (difficult to be measured in a mid-term evaluation)	<b>Medium</b>
Low rate of responses to the online massive questionnaire addressed to NGO members	Some of the conclusions may be biased and/or not be fully representative. To minimize it, the evaluation included other qualitative tools for the same group (as interviews, workshops, etc.)	<b>Medium</b>
Not many members of some groups attended the meetings, workshops called for the evaluation	Some of the conclusions may be biased and/or not be fully representative. To minimize it, the evaluation requested those not attending to answer online questionnaires	<b>Medium</b>
Direct meeting with NGO Networks was not possible, due to their lack of attendance to the workshop called for the evaluation	In spite of being a key stakeholder, their opinion could just be obtained through indirect sources	<b>Medium</b>



## 2. THE INTERVENTION AND ITS CONTEXT

### 2.1 Good governance and development effectiveness in Cambodia

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.

The **rapid assessment conducted by CCC** on the contributions of the NGO sector to Cambodia's development<sup>1</sup> concluded *"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 improve internal NGO accountability.

The **NGO Sector Assessment**, another study commissioned by CCC in 2010<sup>2</sup>, 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.

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.

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<sup>1</sup> Rasmussen Kristen: NGO Contributions to Cambodia's Development, 2004-2009: A Rapid Assessment

<sup>2</sup> Banez-Ockelford, Jane and Catalla, TP: Reflections, Challenges and Choices, 2010 Review of the NGO Sector in Cambodia, July 2010

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**.

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**.

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.

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** 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<sup>3</sup>** 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 been 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 above mentioned 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:

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<sup>3</sup> UNDP: Civil Society Empowerment And Democratic Governance In Cambodia, September 2010

- **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 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.

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**, which 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. 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.

5. **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 information for NGOs.

## 2.2 Brief description of GHP

CCC is about to complete 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 **individual projects and activities** were initiated to deliver on these strategic goals, i.e. NGO GPP, ADI, EAGER and other special projects, publications/information and referral services. **After 2011**, some assessments and project evaluations were carried out which highlighted achievements so far, some lessons to be learnt and areas for improvement. One of the most relevant was that these various projects and initiatives were being implemented in parallel and independent of each other, diminishing potential overall impact. Therefore, to consolidate these initiatives and achieve greater coherence and impact, **CCC proposed to realign all of its existing projects into an integrated and contiguous multi-year program** with three closely interconnected components:

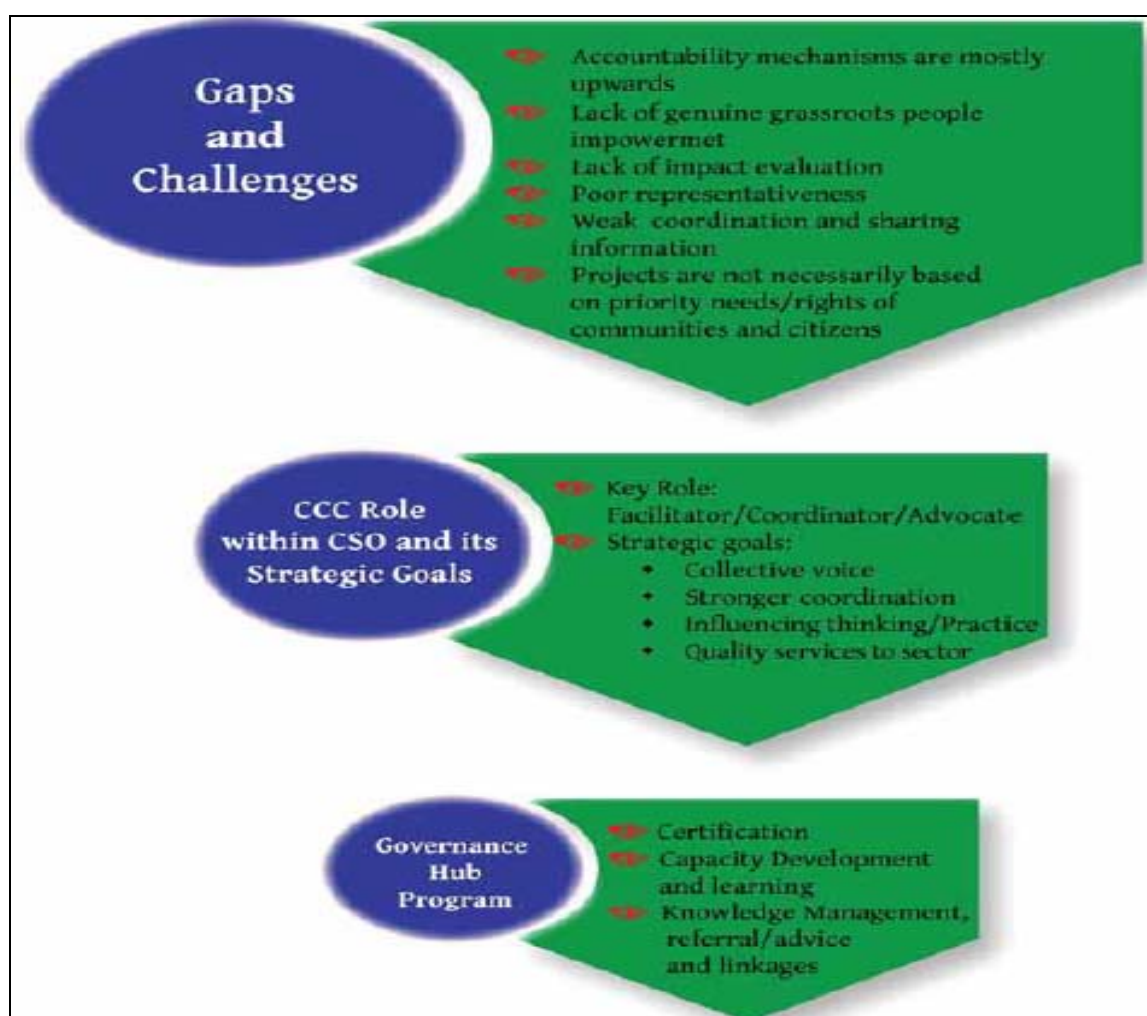
- A) Voluntary certification,
- B) Capacity development and learning, and
- C) Knowledge management, advice and referral and linkages.

That was called the **Governance Hub Program (GHP)**.

The GHP intends to give **stronger emphasis on the role of CCC as a co-ordinator, facilitator, advocate and provider of sectorwide services**. In summary, the key approaches of the program can be described as follows:

- ❖ All the components will be implemented with the **active involvement from 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.
- ❖ Facilitating and providing **spaces for NGOs to get together for learning and sharing experiences** (e.g. seminars or conferences on evaluation reports or specific case studies)
  - ❖ Creating **opportunities for NGOs and other development actors** to have meaningful dialogues and negotiations
  - ❖ 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)
  - ❖ 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
  - ❖ 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.



**Figure 1:** Context of GHP and CCC (Source: CCC)

The **concrete Key Performance Indicators** (KPI) to be achieved by 2015 for each one of the three components of the GHP are summarized as follows:

**A) On promoting good practice through voluntary certification system:**

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

**B) On promoting capacity development and learning:**

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

**C) 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 indicators



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 Govern

The **estimated budget** (in USD) **for the whole GHP** (2011-2015) and their distribution per components are reflected below:

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
<b>Total</b>	<b>409,846</b>	<b>626,120</b>	<b>671,131</b>	<b>676,607</b>	<b>752,726</b>	<b>3,136,430</b>
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
<b>Total</b>	<b>385,931</b>	<b>623,158</b>	<b>683,874</b>	<b>686,176</b>	<b>768,930</b>	<b>3,148,069</b>
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
<b>Total</b>	<b>353,846</b>	<b>587,096</b>	<b>644,107</b>	<b>690,732</b>	<b>768,664</b>	<b>3,044,445</b>
<b>Overall Total</b>	<b>1,149,623</b>	<b>1,836,374</b>	<b>1,999,112</b>	<b>2,053,515</b>	<b>2,290,320</b>	<b>9,328,944</b>
<b>less planned cost recovery</b>	<b>114962</b>	<b>275456</b>	<b>399822</b>	<b>513378</b>	<b>687096</b>	<b>1,990,716</b>
	<b>1,034,661</b>	<b>1,560,918</b>	<b>1,599,290</b>	<b>1,540,136</b>	<b>1,603,224</b>	<b>7,338,228</b>

**Figure 2:** GHP initially planned budget for 2011-2015 (Source: CCC)

### 3. EVALUATION APPROACH AND METHODOLOGY

#### 3.1 Evaluation design

As per **usual standards and categories**, the evaluation conducted can be characterised as follows:

- a. Evaluation scope: a project/program evaluation is considered (focused in various components, interlinked and presented in a single logframe).
- b. In terms of time, it has been a mid-term evaluation, considering an intervention ongoing for the period 2011-2015.
- c. In terms of objectives the evaluation has been considered as a learning process for the evaluated intervention itself; the lessons learned from the evaluation will be used for reconsidering (when necessary) the on-going activities and actions, in order to apply the findings as improvements in their implementation by CCC.
- d. In terms of the evaluation agent it has been an external evaluation but with a participative approach. The initial ToR related to the evaluation criteria were designed by CCC and ECODE and then completed during the desk phase. The methodological aspects and evaluation procedures have been the responsibility of the external experts from ECODE. CCC's team has been participating during the whole process. The draft of the final report has been responsibility of ECODE and it has been discussed and agreed with CCC, before becoming definitive.
- e. In terms of the subject of the evaluation, it includes the formulation (coherence of the foreseen actions and design), the outcomes (results and effects) and the processes (implementation mechanisms and procedures, organisational charts) have been considered. The evaluation has not been merely limited to strictly answer to the questions defined during the desk phase; additional efforts have been made to explaining the reasons of the deviations and the difficulties (if any) and/or synergies found.

As per the ToR, the methodology and criteria proposed for the evaluation have been **the standard defined by the OECD-DAC**:

- Coherence, Pertinence, Relevance
- Cost-Effectiveness
- Effectiveness
- Impact
- Sustainability

Some other **cross-cutting issues** have been also considered:

- Supporting policies
- Institutional capacity
- Social and cultural factors
- Gender
- Technological factors
- Environmental sustainability
- Economical factors

The evaluation report has followed the structure and format recommended by the DAC. The **evaluation has intended to be as systematic and objective as possible**. Therefore, the different criteria have been assessed always based on the most reliable data. During the desk phase, an evaluation matrix was designed by ECODE and shared with CCC as the key tool for managing and guiding the evaluation. That matrix included all relevant questions, indicators and sources for the evaluation (*See evaluation matrix in Annexes*).

Following DAC's principles on reliability and usefulness of evaluations, specific mechanisms for sharing the conclusions and recommendations with CCC were put in place by ECODE. More specifically, a participatory feed-back session was held in Phnom Penh, before proceeding to produce the final version. Comments/changes suggested by CCC have been strongly considered for the final version.

## 3.2 Tools used for information gathering

Different tools have been designed for information gathering during the evaluation. Whenever it was possible **triangulation** has been used for combining and contrasting data from different sources. The evaluation has tried to combine always the **quantitative sources** (surveys, questionnaires, reports, statistics and registration data) with **qualitative perceptions** during field visit.

The following data collection tools have been used:

1. **Records and documentary analysis.** Based on the existing documents all relevant information regarding the intervention has been collected and analyzed. A list of documents has been provided by CCC to be reviewed and completed. Additionally ECODE analyzed other information available in internet on the context, public policies, other relevant projects with best practices and lessons learned related to good governance. (*See list of documents in Annexes*)
2. **Interviews.** In-depth interviews were carried out in order to gather information of the intervention (*See list of persons interviewed in Annexes*):
  - a. CCC managers and directors
  - b. Cambodian public officials
  - c. Donor agencies
  - d. External consultants related to the GHP
  - e. Interviews to other key informants suggested by CCC
3. **Workshops, meetings and discussion groups** using participatory techniques (*See list and profile of each discussion group in Annexes*):
  - a. CCC's Excom members
  - b. CCC's staff (divided by each component)
  - c. GHP's target groups (certified NGO, NGO members of CCC, sample of beneficiaries)
  - d. Other groups directly or indirect related to CCC/GHP (VCSWG, NCCC, NCDLWG, LTTT, STTT, RWG)
4. **Surveys/questionnaires.** Two different types of questionnaires were prepared and tuned with CCC (*See samples of each questionnaire in Annexes*):
  - a. a massive anonymous questionnaire for 152 CCC's NGO members was sent by email to all of them
  - b. specific individual questionnaires were prepared and sent by email to those persons mentioned in points 2 and 3 above, not able to personally attend the interviews and/or workshops, or as a preliminary tool for better guiding their opinions before attending those activities

5. **Direct observation** on CCC's structures, teams, procedures used for the intervention, attitudes, etc. Also managing style and relation of some certified NGO with their own CSO and target groups were observed by the evaluator.

## 4. ANALYSIS OF EVALUATION CRITERIA

### 4.1 Pertinence, relevance, coherence

#### Is the GHP pertinent to the real needs of the NGO sector in Cambodia?

1. The GHP responds well to main needs and challenges faced by NGO sector in Cambodia to become more effective, cohesive and transparent development actors. The importance of promoting some minimum standards of good practice (component 1), developing capacities (component 2) and strengthening linkages and information sharing among stakeholders (component 3) have been repeatedly and spontaneously mentioned by all key informants consulted during the evaluation. Apparently, those 3 components are able to capture all current needs, as perceived by the NGO themselves.

2. However, even acknowledging the links and synergies among the 3 components addressed by GHP, not all the informants agree on which one should be put on the top. There are slight, but revealing, shades depending on each stakeholder, most of them self-explanatory. While certification system and networking & referral are regularly stressed by most donor agencies, INGO and some bigger Cambodian NGOs, Cambodian Government and smaller Cambodian NGOs show their preference for capacity building. The table below shows the level of priority given to the GHP components, as expressed by each stakeholder through the interviews, workshops and quantitative questionnaires conducted:

Priority stakeholder by	CERTIFICATION SYSTEM	CAPACITY DEVELOPMENT	NETWORKING, REFERRAL, INFORMATION
DONOR AGENCIES	HIGH	MEDIUM	HIGH
CAMBODIAN GOVERNMENT	MEDIUM	HIGH	MEDIUM
INGO	MEDIUM	MEDIUM	HIGH
BIGGER CAMBODIAN NGO	HIGH	MEDIUM	HIGH
SMALLER CAMBODIAN NGO	MEDIUM	HIGH	MEDIUM

**Figure 3:** Priority components for each stakeholder (Source: evaluator, based on evaluation activities)

3. Most relevant emerging issues detected by the different stakeholders consulted refer to the need to enhance the overall advocacy role of NGO sector (*"revert a complex and often disabling and restrictive political environment"*; *"move from a traditional donor's driven approach to a higher commitment"*; *"increase coordination, outreach and dissemination among so many NGO/CSOs working in the country"*; *"fight corruption"*; *"increase government participation"* ; *"advocate for independent media to raise the country's freedom of speech and democracy"* . After that, there is also an extended concern about more practical issues, as the financial sustainability of the NGO sector, particularly considering the current global economic crisis mostly affecting traditional donor sources (*"promotion of a national resources road map"*; *"improve fund-raising strategies"*; *"access to emerging donors, including private sector"*). Both aspects are currently addressed by GHP, either directly (component 3 for advocacy) or indirectly (all components somehow aim at helping to access more funds).

## Is the GHP consistent with Cambodian legal, institutional and strategy framework for NGO sector?

4. The GHP goes in line with the increasing interest from Cambodian Government to strengthen the links, flow of information and collaboration with NGO sector. According to relevant sources from Ministry of Interior (MoI) it is believed that NGO, as a "*third sector*", can play a key role for bridging the gaps between government and civil society, and not only acting as "*project implementers*". Strengthening capacities and good governance among NGO sector is seen by government representatives as a crucial challenge for it. Some pilot experiences can be found so far where government has directly funded local NGO projects in the country and/or even promoted participation of some local NGO in regional forums. On its side, CCC has intensify efforts to get public sector (mostly MoI and Council for the Development of Cambodia-CDC) somehow involved in GHP, inviting their representatives to conferences and other public events related to the program, and/or sharing regular information on NGO sector and its challenges.

5. However, it cannot be hidden that there is still a global scenario of mutual mistrust between NGO sector and government (and this has been acknowledged by representatives from both sides, during the evaluation). This fragile context in Cambodia poses some challenges to GHP and adds a lot of complexities to CCC's role, particularly comparing to other countries in the region where similar initiatives are being implemented.

6. The above mentioned context has its reflection in the process of elaboration of the new NGO Law (LANGO) as the key regulatory frame for NGO sector in Cambodia. Claimed by the government as a must to increase good governance, transparency and accountability among NGO, but perceived by these as an attempt to increase public control over the right of citizens to freely organize and express themselves, the approval of LANGO has been delayed until nowadays due to the pressures from Cambodian NGO and INGO. CCC, in partnership with other relevant platforms, has played a key active role for this process, through advocacy, networking and social mobilization activities, mostly framed within component 3 of GHP.

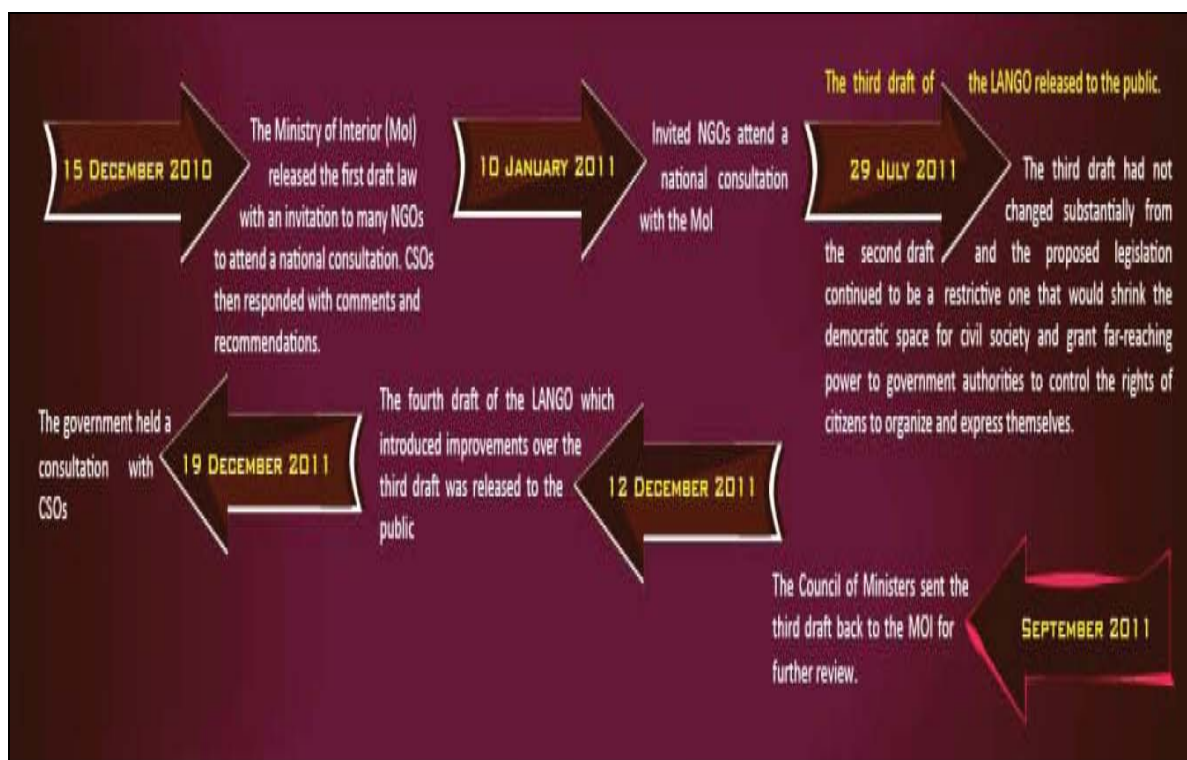


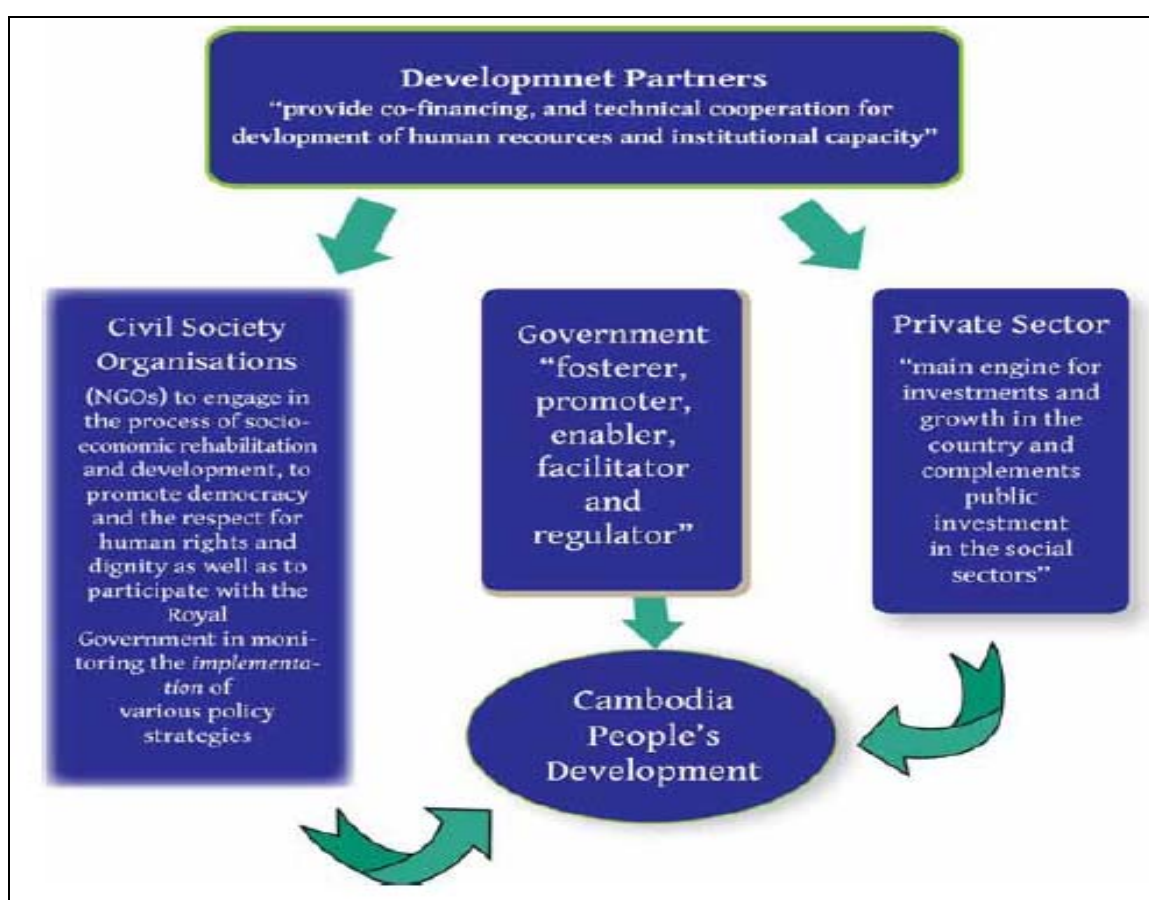
Figure 4: Process of elaboration for the LANGO (Source: CCC)



## Is the GHP consistent with the international strategies and agenda for NGO sector?

7. All stakeholders consulted see GHP fully consistent with most relevant milestones on the recent international agenda to increase the role of civil society in development and move from donor-oriented aid → to aid effectiveness → to development effectiveness. Most principles and strategies from Paris Declaration (2005), ACCRA Agenda for Action (2008), Open Forum for CSO Development Effectiveness (2008) and Busan Global Partnership for Effective Development Cooperation (2011) are concretely materialized in Cambodia through GHP, as reflected in the GHP Plan 2011-2015 and CCC's Vision for 2015.

8. The concepts of governance, co-responsibility, consensus, transparency, accountability and development effectiveness promoted by the above mentioned declarations/initiatives, have been formally acknowledged by Cambodia and endorsed in its National Strategy Development Plan (2009-2013).

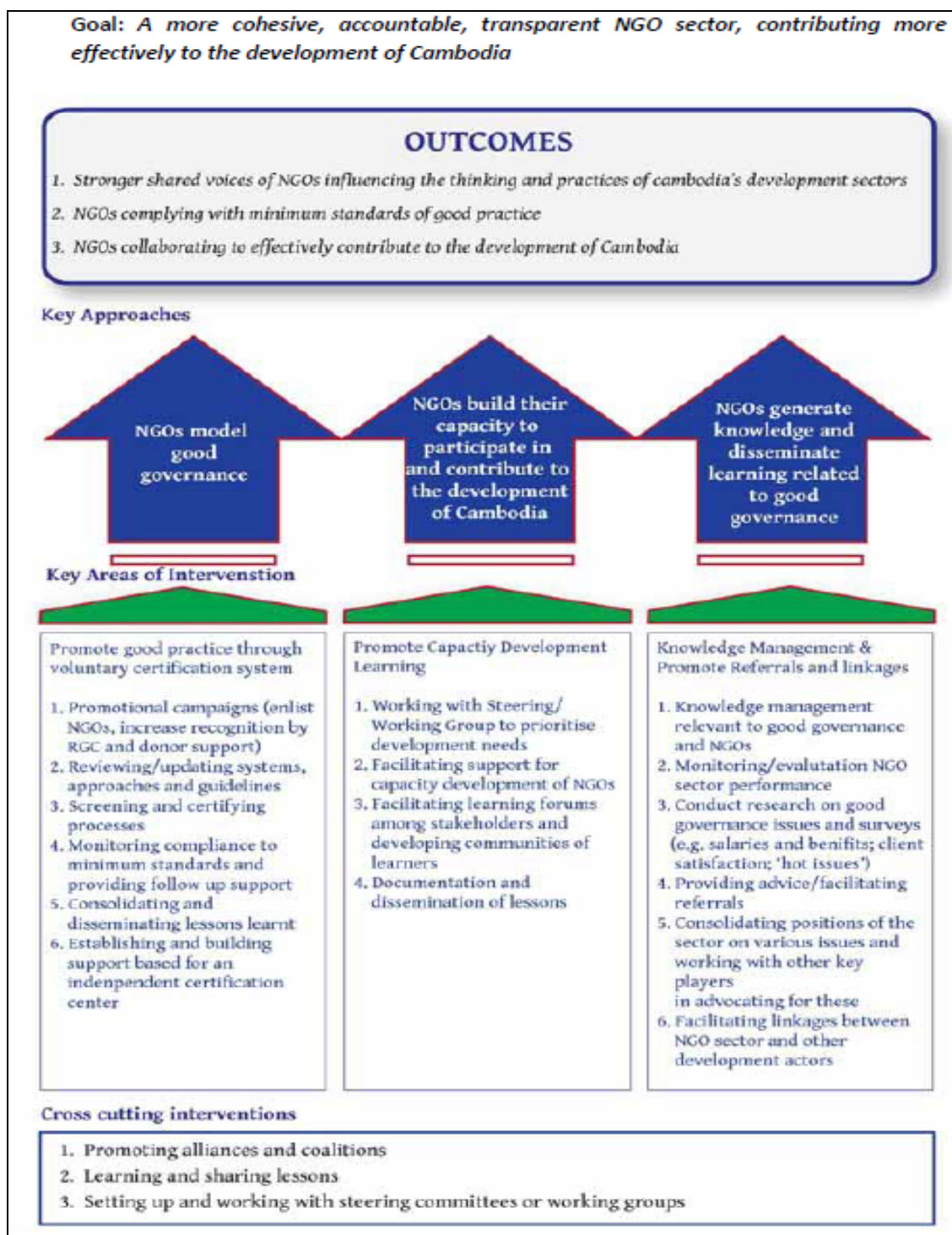


**Figure 5:** Key players in the Cambodia People's Development (Source: NSDP 2009-2013)

9. Within this process of strengthening governance, capacities and role of NGO sector in Cambodia, while promoting linkages among them and with other key relevant stakeholders (namely government and private sector) CCC has played a pioneering role. Most of the stakeholders consulted during the evaluation affirmed that GHP can be considered as a unique initiative for this in the country, both for its originality, scope and comprehensiveness, with no serious risk of overlapping with similar initiatives (they just do not exist in Cambodia) but with lots of synergies and complementarities with others.

## Is the GHP internal design clear and coherent?

**10.** The recent decision adopted in 2011 by CCC of shifting the multi project-based approach (GPP, ADI, EAGER, etc.) to a single comprehensive program (GHP) gathering all previously existing actions, is valued very positively by all stakeholders interviewed. CCC's staff and managers remark the practical advantages of it (more flexibility to adapt intervention to unforeseen challenges, including budget flow between activities; more clarity to internally understand the interconnection between components and their contribution to the ultimate goal). Donors and other external stakeholders stress that the new program-based design is more appealing for them, since it reflects better the integrality and comprehensiveness of CCC's intervention, while allowing for a more direct claiming and measuring of its impact.

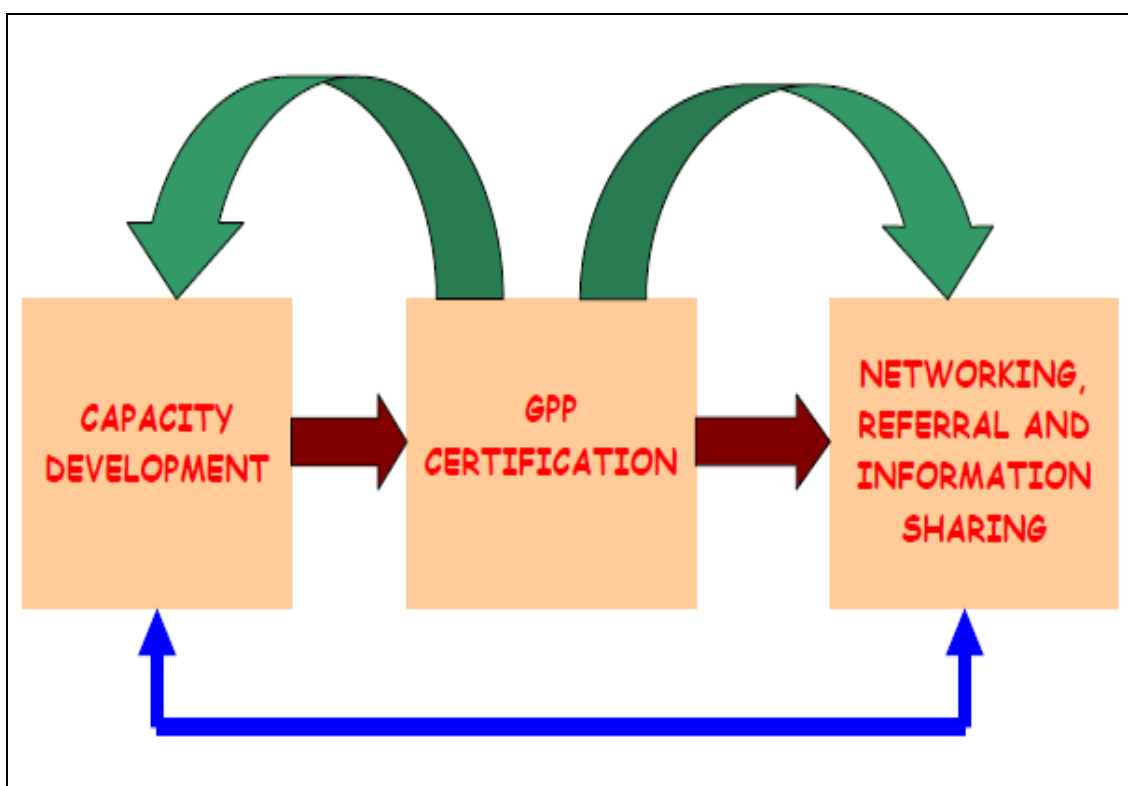


**Figure 6:** GHP design (Source: CCC)

**11.** The different components and main outcomes of GHP are well structured, with the focus of each well set in a different specific issue (certification system for component 1; capacity development for component 2; research, information and advocacy for component 3). However, when it comes to more detailed outputs and activities, there is still some potential overlapping, particularly affecting component 2 (capacity development includes training and counseling for certification applicants; it also incorporates some advocacy and research job, regarding national training agenda). This creates some teething confusions among CCC's staff, particularly for those assigned to this component 2, who feel sometimes *"lost in the middle"*.

**12.** As it has been already mentioned, GHP covers, in an integral and comprehensive way, all potential components considered relevant by the different stakeholders involved. All groups have been consulted by CCC during the identification / design process (including the decision of shifting from a multi-project to a program-based approach) through series of meetings, questionnaires and workshops, all of them duly documented. This is also directly acknowledged by key informants interviewed during the evaluation.

**13.** There is no doubt on the several synergies and interrelations among the 3 components addressed by GHP, being this strongly claimed by CCC and also perceived like that by all stakeholders interviewed. Capacity building is needed for NGO to improve their performance, transparency and effectiveness → therefore they may be able to get certified under GPP → like that they achieve more legitimacy and acknowledgment from other stakeholders (donor agencies, government, private sector) and they can better perform their key advocacy and networking role. In most cases, applying for GPP is serving for an NGO as the "entry-point" in the whole GHP, being later eventually involved in CCC's capacity development initiatives and/or becoming member of CCC, thus participating in its networking, referral and information sharing initiatives.



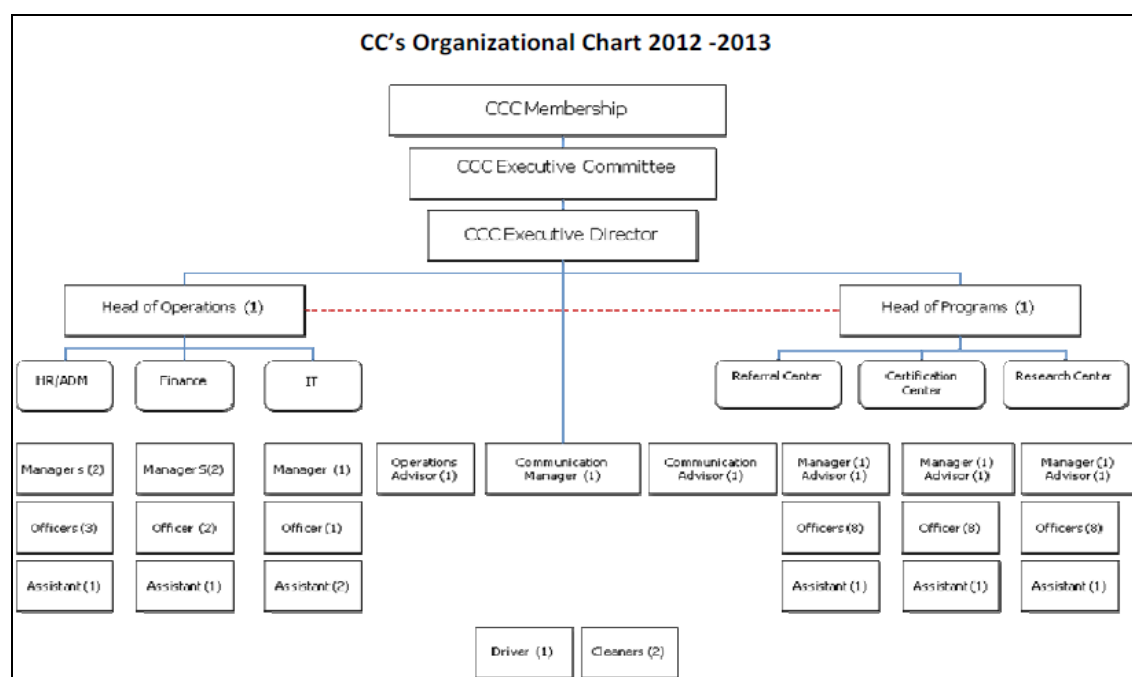
**Figure 7:** Links and interrelations between GHP components (Source: evaluator)

**14.** Comparing GHP with other models, it is possible to find some similar initiatives in South East Asia (SEA) for all the 3 components addressed by the program. Just as relevant examples: 1) there is an NGO certification system in The Philippines, run by the Philippine Council for NGO Certification (PCNC)<sup>4</sup>; 2) VUFO-INGO in Vietnam<sup>5</sup> acts as a resource centre (linkages, information sharing, etc.) for NGO operating in the country; 3) the Capacity Development centre for Development Effectiveness (CDDE) in SEA<sup>6</sup> seeks to share country level experiences and ground examples of successes and lessons learned in the region to enhance development effectiveness. However, all of them deal exclusively with just one of the 3 components included in GHP, fully concentrating their efforts on it. Although it would not be fully fair to directly compare them and GHP (due to different scopes, contexts, approaches, etc.) this must be taken into account by CCC in order to be as much realistic as possible, particularly considering the real capacity of the organization and the scarcity of resources envisaged for the following years due to the global financial crisis. Too much spreading of CCC's efforts in many components, but with less profundity in each, may lead to frustration or burnout among the staff, disenchantment among donors and, ultimately, to a lower effectiveness / impact.

## 4.2 Cost-effectiveness

### Has CCC enough and qualified human resources?

**15.** CCC has defined a coherent and clear organizational chart, divided into two main areas: cross-cutting/support operations, in one side, and 3 programs/components in the other. Traditionally, there used to be a gap between directors and staff, with stable and qualified intermediate manager positions to secure the "chain of command" not fully secured. However, CCC has reacted to it by promoting this key position in the organisation, particularly after adopting the new program-based paradigm which needs clear outcomes and reference persons for each component, but also a close interconnection and coordination among them. By the time the evaluation was conducted, new managers for component 2 and 3 had just been recruited and undergoing briefing. Recruitment of component 1 manager was still ongoing.



**Figure 8:** CCC's organizational chart (Source: CCC)

<sup>4</sup> [www.pcnc.com.ph](http://www.pcnc.com.ph)

<sup>5</sup> [www.ngocentre.org.vn](http://www.ngocentre.org.vn)

<sup>6</sup> [www.aideffectiveness.org/cdde](http://www.aideffectiveness.org/cdde)

**16.** Flexibility and adaptability to emerging issues required by GHP calls also for flexible, collaborative and polyvalent staff in the organisation. This has been properly understood by CCC by promoting no isolated jobs in each component, as self-contained areas. However, it is also important to notice that this, when combined with a strong exigency for results and excellence in performance, can lead to confusion and frustration among the staff regarding the concrete responsibilities, tasks, roles and communication procedures assigned to each person. In fact, this issue was mentioned during the evaluation workshops, particularly by component 2 staff, and also by part of the operational staff currently assigned to tasks almost exclusively related to component 3.

**17.** CCC has taken very seriously and as a highly strategy issue the enhancement of capacities for its staff, having achieved relevant improvements in last years. However, the staff qualification and skills are still uneven within the organization and not always as sound as the pioneering and leading approach of GHP requires. Budget limitations during 2012 may have affected negatively to CCC's overall human resources policy (just 65% of staff foreseen for 2012 has been recruited; no salary scale revision; difficulties to attract talent resources at market rates)<sup>7</sup>. According to CCC's own staff internal evaluations, around 50% of employees are performing at "*exceeded expectations*" level, which is not a bad indicator at all, but still far from reaching the 70% expected as ideal goal by CCC. This weakness has also been acknowledged by CCC's staff, itself (particularly by those members assigned to component 2) and also by other external stakeholders, as one of the main challenges that CCC faces nowadays.

**18.** In spite of the financial and labor market constraints mentioned above, CCC does not suffer from a too high staff turn-over, comparing with the average of the sector, considering quantitative indicators. During last years, just 2-3 persons/year (<10%) have quit the organisation and the staff does not see this as a major issue. However, turn-over has traditionally affected to key managers, which has had a bigger negative impact within CCC and sometimes also with other external stakeholders. Though not always directly and clearly linked to this, there is some prevailing perception among various stakeholders from outside CCC as this organisation being "*a too demanding environment*" and "*not so easy place*" to work in.

**19.** Reliability of information gathering at field level is a key issue for a proper certification procedure, as stressed by the members of NGO Code Compliance Committee (NCCC) during the evaluation. Involving Voluntary Field Assessors (VFA) for this role, together with CCC's staff, is coherent with the participatory approach of GPP and allows for increasing the ownership and active participation from other NGO. However, their effectiveness and efficiency for such as sensitive/crucial task as they are called to perform is still to be fully evaluated with the 10 members currently involved, by CCC before scaling up this strategy.

**20.** Traditional involvement from international volunteers as part of CCC's staff has been a highly efficient policy (all of them fully volunteering, at zero cost for the organisation). It has also been balanced (usually not exceeding 10% of the staff, participating in various areas of the organisation) and their comparative advantages have been maximized (they have acted mostly as advisors, never replacing the jobs that could be undertaken by locals). This positive perception on the role and contribution from international volunteers in CCC is widely shared by CCC's national staff.

**21.** CCC has often called for external consultancies to conduct punctual researches, assessments, evaluations and other key tasks, particularly for those related to component 3. This has enhanced independency and rigor for their conclusions, while preventing CCC from oversizing its staff in a non-sustainable way. The potential risks of this policy (consultants not always fully committed and/or fully aware of CCC's mission, vision and values; CCC's staff technical role impoverished) have not been apparently detected so far.

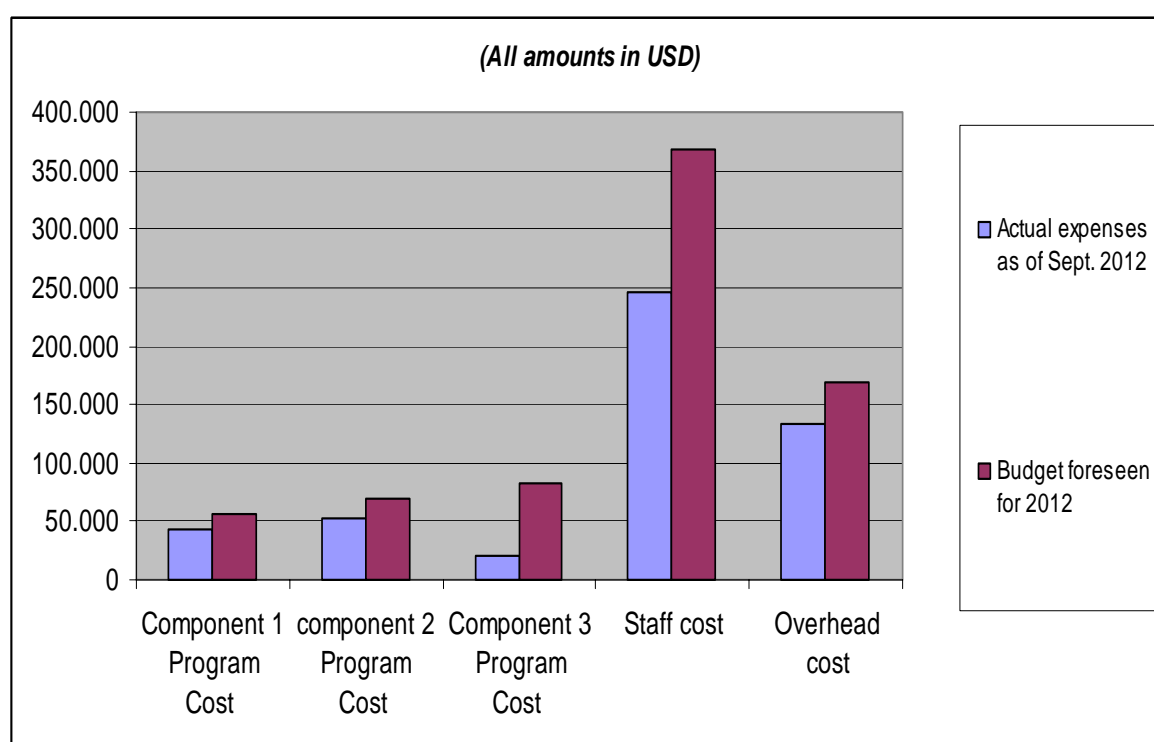
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<sup>7</sup> See more comments on paragraph #22



## Are the resources actually utilized for GHP consistent with those initially foreseen?

**22.** As of September 2012, there are not major variations between initial budget and actual expenses for component 1, component 2 and overhead costs. However, level of expenditure for component 3 and staff show a significant decrease (74% and 33% less respectively). The main reason for this must be found in the limited availability of budget in 2012 (CCC has received 45% of incomes foreseen for this period), which has forced to merge some researches and other advocacy activities, reduce their scope and/or defer them. Regarding the staff, and for the same budgetary constraints, CCC planned to have 49 persons in 2012, but just 32 have been actually employed. Needless to say that all this has had an important negative impact on CCC's ability to carry out GHP activities (particularly those related to component 3, one of the most priority for many stakeholders consulted<sup>8</sup>) while affecting also to its staff policy and contributing to create a certain feeling of overburden among employees.



**Figure 9:** Actual expenses against budget (Source: evaluator based on data from CCC)

**23.** Regarding the schedule, it has also been affected by the above mentioned limitations, with a number of activities foreseen in 2012 delayed and/or deferred for 2013. Component 1 appears to be the less affected, with just 2 activities deferred: research on NGO self-regulation (in collaboration with Component 2) and fund-raising proposals. Component 2 is strongly affected, with more than 12 activities (almost 50% of those planned) deferred, including: implementation of capacity development plans; selection and engagement of institutions for supporting capacity development to NGO; exchange visits between certified and non-certified CNGO and with networks researches; collaboration with CBO and networks for capacity development; creation of e-learning, e-forum and e-conferences; learning, reflection and briefing workshops among NGO. Finally, in Component 3, some important activities are deferred due to budget constraints: implement e-newsletter; promote incentives and rewards for active NGO/members; strengthen networking and advocacy at local level. In addition to that, some other activities of Component 3 related to advocacy and information sharing on the new LANGO have also been suspended, pending on next steps by government in this issue during 2013.

<sup>8</sup> See comments and table in paragraph #2

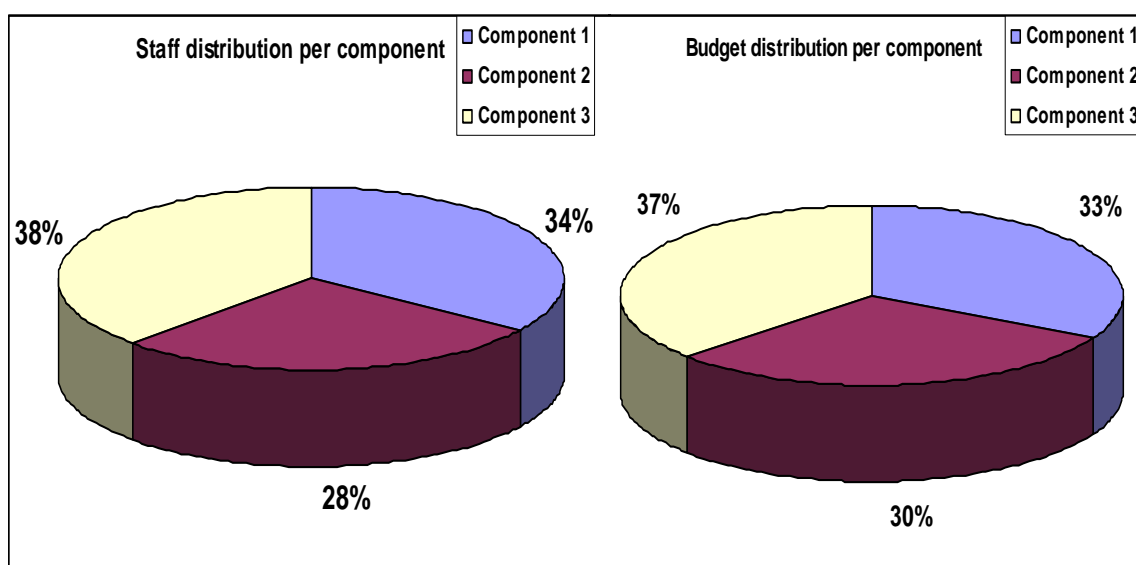


## Are CCC/GHP overall structure and design cost-effective?

**24.** The new GHP program approach has strongly contributed to increase its cost-effectiveness, as unanimously stressed by CCC staff, managers and EXCOM. More specifically, it has allowed merging and reducing project management and operational costs: before there were several project-based managers, administrators, financial persons, evaluations, proposals, reports, etc. while now all refer to just one single and unified program. As an exception, still audits are not fully consolidated into just one / year, whose need and efficiency should be revised by CCC's EXCOM.

**25.** New Information and Communication Technologies (ICT) have been properly incorporated in GHP's design in order to increase its cost-effectiveness. As relevant examples, document sharing by applicants and reporting systems in GPP, which allows making the certification procedure smoother; or CCC members' database, which has been enlarged and made more secure to failures and cyber-attacks, thus reducing the cost of maintenance and increasing its potentiality to spread information. However, the financial limitations faced by CCC in 2012 have particularly affected to key ICT initiatives foreseen, which have been deferred to 2013<sup>9</sup>.

**26.** If staff<sup>10</sup> and budget<sup>11</sup> distribution among GHP components in 2012 are analyzed, it can be observed that: 1) there is an overall consistency between both parameters, showing and adequate and cost-effective assignment of staff by component, for the amount of funds they have to deal with; 2) scope of staff for component 3 is slightly over the other 2, which can be explained because part of the operational support staff is, in fact, dedicated to tasks related to this component; 3) budget distribution per component shows a good balance between them (with component 3 getting the biggest share, followed by component 1 and 3) which is overall coherent with the increasing importance given to CCC's advocacy and networking role by most of the stakeholders interviewed<sup>12</sup>.



**Figure 10:** GHP budget and staff distribution per components (Source: evaluator based on data from CCC)

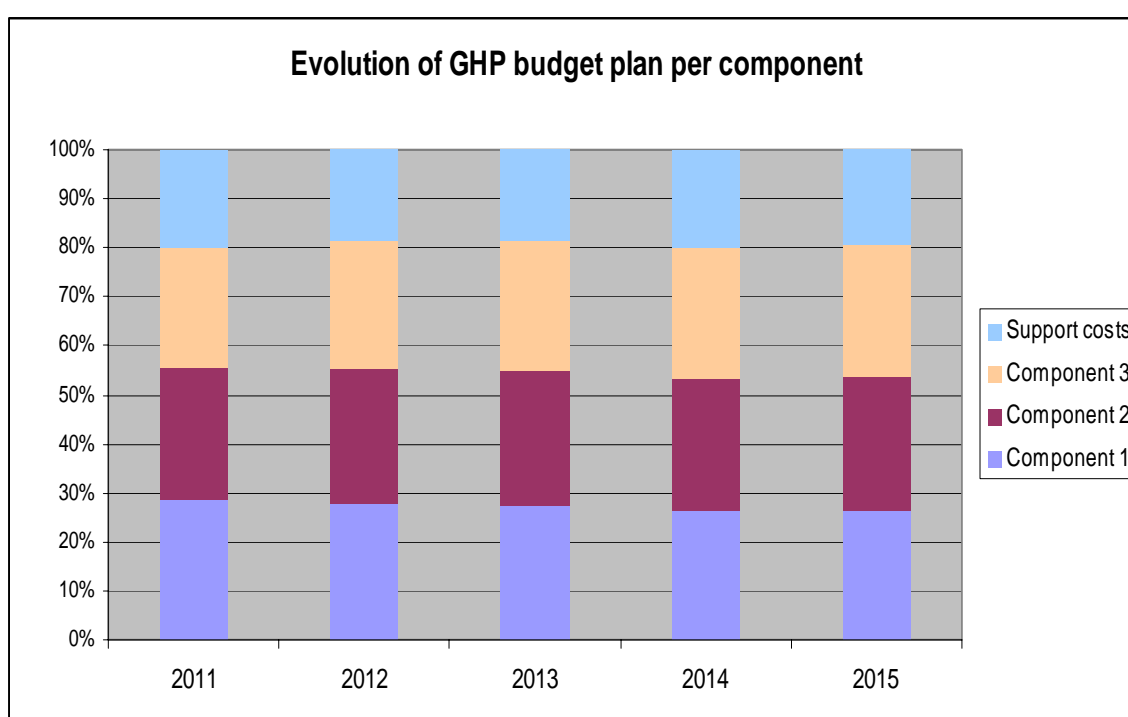
<sup>9</sup> See paragraph #23 for details on concrete ICT activities deferred to 2013

<sup>10</sup> Operational support staff has been added to each component, based on CCC's own assignment

<sup>11</sup> Actual expenditures of component 3, as of September 2012, represent just 26% of the budget plan for it (See paragraph #22)

<sup>12</sup> See paragraph #2

**27.** If more panoramic budget projections by CCC for the whole period 2011-2015 are to be considered, there seems to be a clear process of budget homogenization and leverage among the three components. Component 1, traditionally receiving the highest share, slightly gets it reduced at the end of 2015 (from 36% in 2011, to 32% in 2015) while component 3 keeps always the same 33% and component 2 increases its share proportionally (from 30% in 2011, to 33% in 2015). The undisputed logic of interrelation and synergies between the three components of GHP is not enough, however, to fully justify a budget mathematically divided into three thirds, one for each component, as intended. Some other relevant criteria, as CCC's role, added value and comparative advantages; scope of NGO targeted and potential multiplying effects; or priority given by different stakeholders, must be also expressly considered and taken into account when strategically planning and budgeting GHP components for next years. In any case, leveling component 2 (capacity development) with the other 2 (certification system and networking, referral & information sharing) needs some more justification due to the apparently lower added value from CCC, priority given by most stakeholders<sup>13</sup> and potential impact from the first.

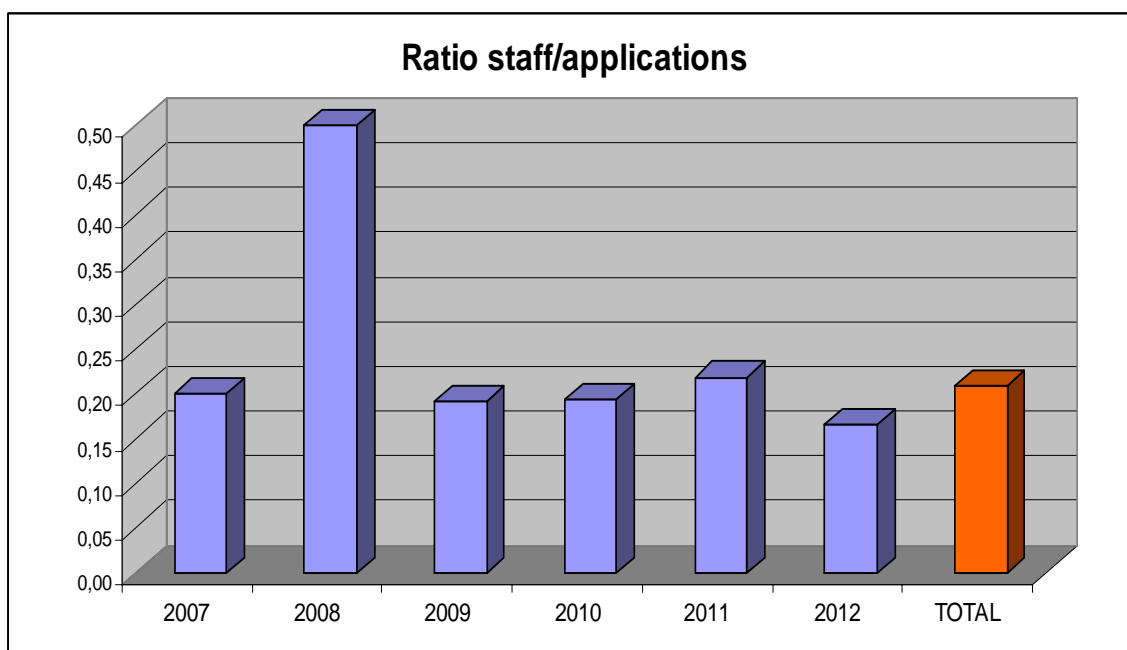


**Figure 11:** Evolution of GHP budget plan % per component (Source: evaluator based on data from CCC)

**28.** It is complex to assess cost-effectiveness ratio of GHP, with a strictly scientific quantitative approach, particularly for components 2 and 3, due to the interrelations between them, the qualitative nature of most of their indicators, and extended scope of their target groups (they ultimately aim at targeting the whole NGO sector). If the cost-effectiveness analysis is just focused in component 1 (GPP) we found that 50 files (among applications, reapplications and follow-up) were processed in 2012 by CCC's staff in charge of GPP, being this team composed of 6 persons. That means around 8,3 files per staff / year, or some 20-25 man/days per each application (depending on the scope of the applicant, big or small). This ratio seems to be cost-effective, and goes in line with the average standards in other similar procedures, where such information is available (as in Pakistan certification system, implemented by *Pakistan Centre for Philanthropy*)<sup>14</sup>. If we look at a wider perspective, since the GPP started in 2007, the ratio of staff/applications has always been kept in similar figures (except for 2008, when just a few applications were processed due to internal organizational changes in CCC) with a slightly decreasing trend in 2012, meaning that procedures and tools put in place have been efficient.

<sup>13</sup> See paragraph #2

<sup>14</sup> <http://pcp.org.pk/content.php?cid=7>



**Figure 12:** Evolution of ratio GPP staff / applications (Source: evaluator, based on data from CCC)

**29.** If just budget against direct targets for GPP is compared, we get in 2012 a ratio of 6.790 USD per each application and 24.445 USD per each certified NGO, which may certainly appear too high. However, it does not take into account other several collateral activities included in GPP component, as: follow-up visits for those NGO already certified; strengthening Voluntary Certification System (VCS) and NCCC; producing manuals, promotional campaigns among NGO and advocacy with donor agencies and Cambodian government; peer learning and review initiatives; administrative and operational tasks. All of them are not easy to quantify, but contribute in a decisive way to increase the overall cost-effectiveness of this component.

### 4.3 Effectiveness

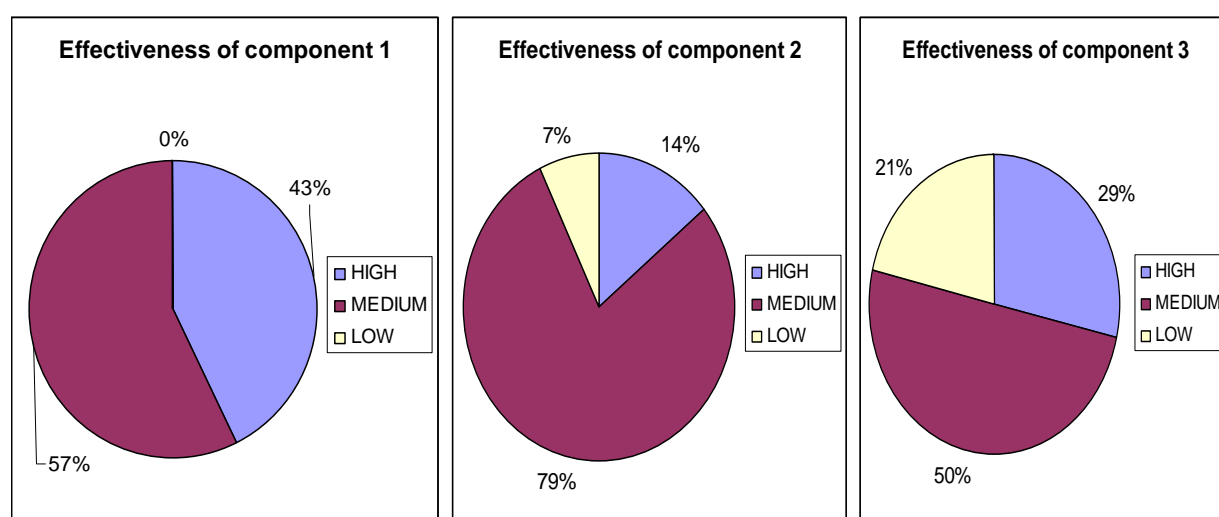
#### Is the GHP design able to capture and measure its effectiveness?

**30.** CCC has defined a complex and detailed list of Key Performance Indicators (KPI) for each component of the GHP. Most of them refer to final achievements at the end of that period (2015) with no systematic mid-term/process indicators proposed. However, each year more specific annual operational plans are also prepared by the organisation, showing more concrete annual performance indicators to guide the tasks of the different teams and managers.

**31.** The KPI proposed for GHP refer both to outputs (number of NGO certified; number of training, workshops and researches conducted; working groups created, etc.) and also to outcomes (wider support to GPP from donors and stakeholders; capacities of NGO developed; legal and institutional environment for NGO enhanced, etc.). However, the measurement for these second finds more limitations, as it is fully understandable due to their complex and more qualitative nature. Particularly regarding component 2 and 3, the KPI proposed by CCC are sometimes too many, some of them potentially overlapping and not always able to capture the ultimate change/development goal pursuit. This results into a less clear picture for those 2 components (*"trees do not allow to see the forest"*) which creates some confusion not only for some donor agencies when reading reports, but also among the staff in charge for the monitoring. An alternative revised and simplified GHP logframe, based on the participatory workshops conducted with CCC staff during the evaluation, is proposed and enclosed in the Annexes.

**32.** Comprehensive preliminary assessments on NGO sector in Cambodia<sup>15</sup> were conducted by CCC previous to GHP, serving those as an input for its design and a sort of baseline showing the context and main challenges by the time the program started. Unfortunately, they do not include more concrete and precise measurement of each one of KPI proposed for GHP before the program started, which sometimes poses difficulties for a more accurate evaluation on its net attributable effects and impacts.

**33.** The different stakeholders consulted during the evaluation<sup>16</sup> consider that the GHP is being globally effective, with most of them rating as HIGH or MEDIUM the overall success of the program. However there are significant shades depending on which component is considered, which probably talks about CCC's own comparative advantages and added value for each. While GPP certification effectiveness seems to be highly acknowledged by the groups consulted, the same for components 2 and 3 is significantly lower. According to their own remarks and explanations, this may be partially due to CCC's less expertise and skilled human resources available for capacity development. The fact that just a few certified NGO are members to CCC<sup>17</sup>, could also explain the lower rating given by them for the component 3 (majority of interviewed were certified NGO) since most of the services provided under it are restricted to formal members.



**Figure 13:** Effectiveness as perceived by GPP stakeholders (Source: evaluator, based on evaluation questionnaires)

### Is the GPP component being effective and with no bias?<sup>18</sup>

**34.** The target of NGO certifications under GPP component is on the track, as per the indicators defined for the end of GHP (70 new NGO certifications are expected by 2015, having 40 already been certified up to December 2012, or 57% of the target). However, if we consider other external criteria, as the potential "NGO market" in Cambodia, the number of years since GPP started and compare with the targets of other similar initiatives worldwide, we can conclude that GPP achievements so far are a bit more discrete.

<sup>15</sup> *NGO Contributions to Cambodia's Development (2004-2009): A Rapid Assessment; Reflections, Challenges and Choices, Review of the NGO Sector in Cambodia* (2010)

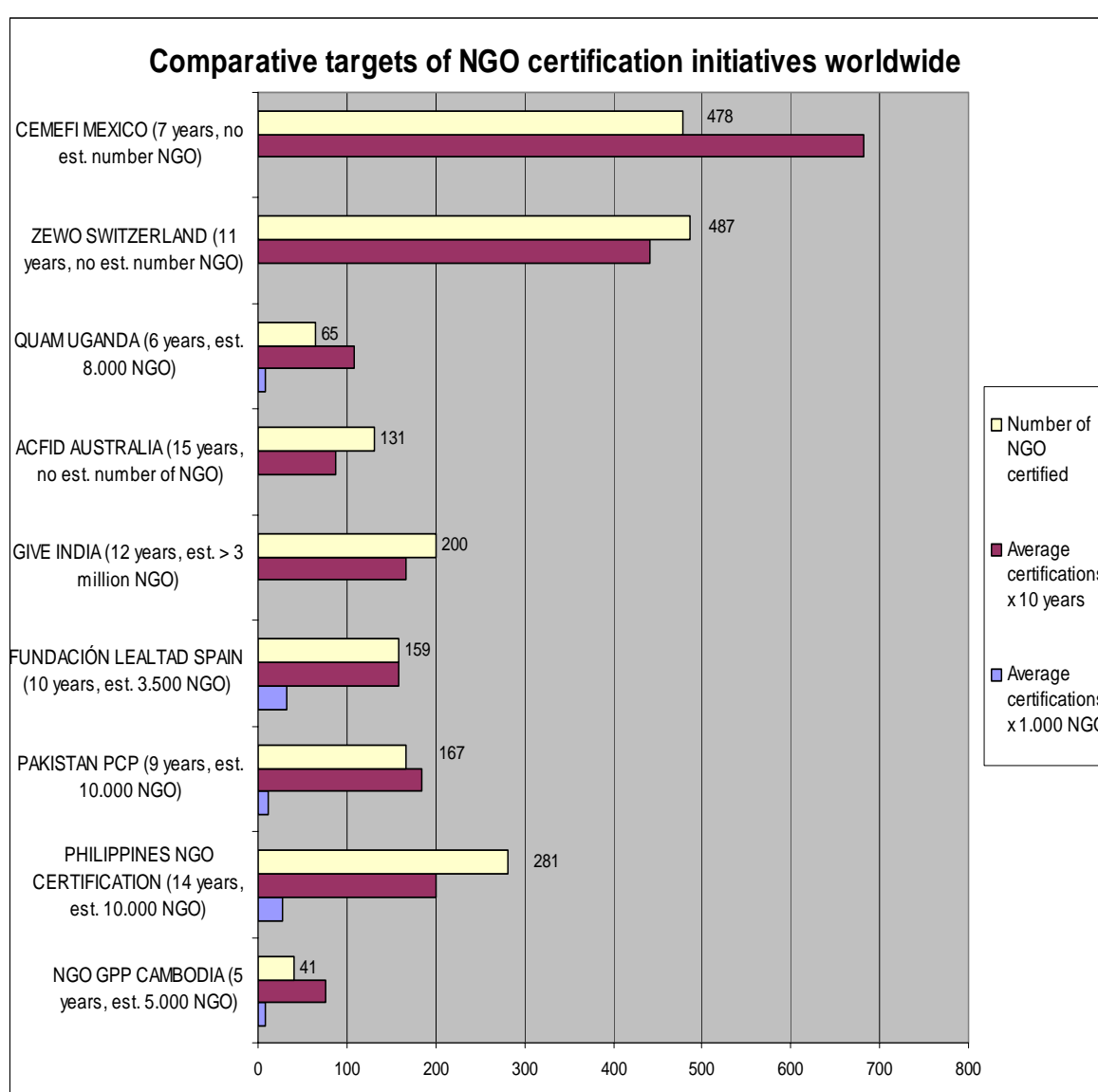
<sup>16</sup> The results are based on a questionnaire answered by a sample of 19 external stakeholders, most of them (13) belonging to NGO certified group. See questionnaires in the Annexes

<sup>17</sup> See comments in paragraph #63

<sup>18</sup> As agreed with CCC during the ToR, this section focuses on most relevant achievements and challenges for each component, in a more qualitative and summarized way, in order to avoid duplication with CCC's own monitoring reports (which are to be consulted for more deailed, quantitative and comprehensive measurement of each and all KPI)

**35.** Among the 9 similar initiatives assessed<sup>19</sup>, GPP is by far the one with the lower number of certified NGO<sup>20</sup>. However, this must be necessarily put in relation with the number of years since they started (GPP is also the “youngest”). Thus, if we consider the average of certifications in 10 years (making projections for those lasting less than this period) GPP increases significantly its relative effectiveness, though still being the last in the ranking.

**36.** However, GPP climbs up in the above mentioned ranking (up to intermediate positions) if the proportion between certified NGO and total estimated number of NGO in the country is to be considered, since Cambodia is one of the countries with less number of NGO among all the cases analyzed. However, finding out fully reliable data on the total number of NGO per country is an extremely difficult exercise, due to several reasons: many NGO are not registered, many registered are not active, many of them are not really NGO as we consider them, etc. For our purpose, we have only numbered registered organizations dealing with developmental issues, no matter whether they are active or not (no data was available for Mexico, Switzerland and Australia). In any case, the limitations and potential bias on this comparison still remain.

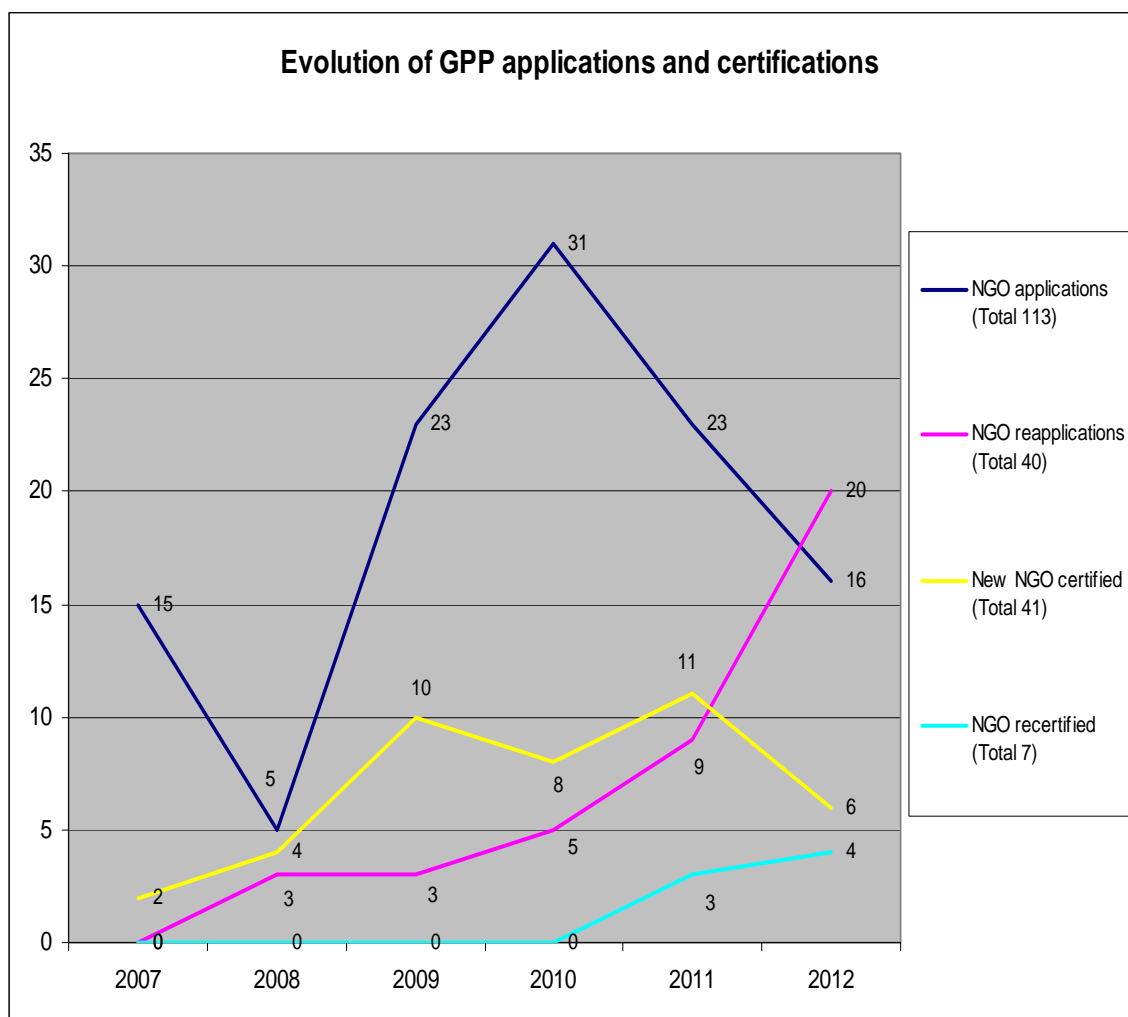


**Figure 14:** Comparative targets of NGO certification systems worldwide (Source: evaluator, based on information available on Internet)

<sup>19</sup> See Figure 14. Initiatives have been picked up from the database of *One World Trust* ([www.oneworldtrust.org/csoproject](http://www.oneworldtrust.org/csoproject)) based on a similar approach as of GPP's (Voluntary Certification Systems)

<sup>20</sup> Only currently certified NGO listed in the official websites of the organisations are considered. Re-certified NGO and/or those which were once certified but lost this condition, have not been considered to avoid duplication

**37.** The evolution of applications and certifications of GPP, since it started in 2007, shows a clear overall increasing trend for all parameters considered (new applications, re-applications, new certifications, re-certifications) over the 6 year period, except for 2008 due to internal organizational changes in CCC. That means that GPP, as a whole, has been consolidating and increasing its effectiveness along its lifetime. However, looking more into details, we discover a worrying decrease (almost 50% less) in figures of new applications and certifications for last 2 years (2011 and 2012, just when new GHP approach started to be implemented). It is crucial to analyze the reasons for this in order to revert the situation. If the trend continues like that for the next years, the projections are not very optimistic to achieve the expected indicators for component 1 at the end of GHP in 2015 (70 NGO certified).



**Figure 15:** Evolution of GPP applications and certifications (Source: evaluator, based on data from CCC)

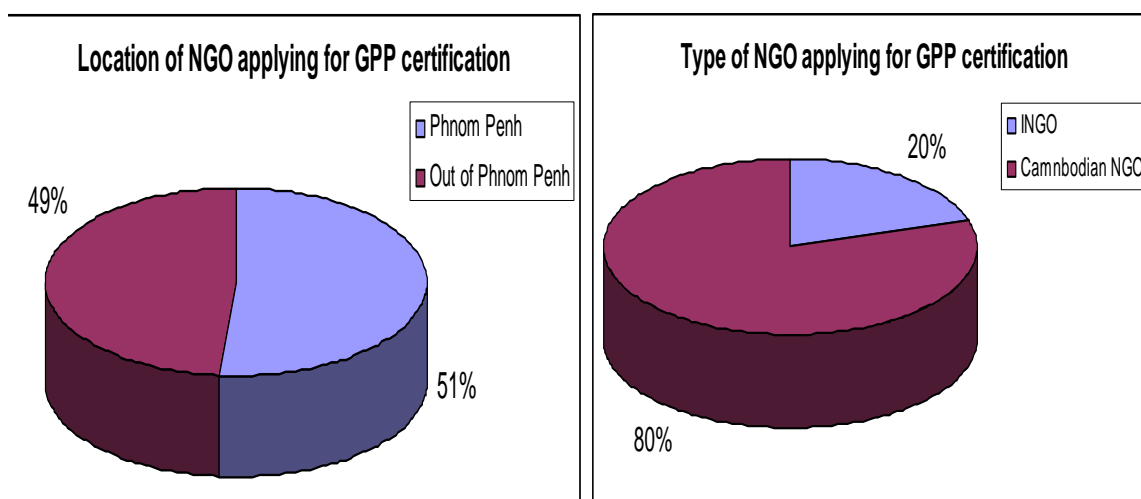
**38.** According to the different sources consulted during the evaluation (including the certified NGO themselves) there might be an incipient feeling of disenchantment towards certification system among some NGO. Some difficulties and constraints were spontaneously mentioned, being some related to the process and standards: lack of resources (time, staff, etc.) to be allocated by the applicants for the certification process; fear of too strict and demanding standards, which are sometimes perceived by potential applicants as *"far from being achievable"*. Other negative factor, usually put on the top by the NGO interviewed, refers to the lack of more concrete and effective incentives for those NGO certified (*"After making big efforts to become a certified NGO, we see almost no differences in terms of access to funding or other benefits, comparing with others not certified....so why being certified?"*). CCC is providing also other reasons, more related to cultural and organizational aspects, as lack of real political goodwill and conflicts of interests within the NGO.



**39.** The figures of re-applications and re-certifications show a clearer positive scenario. Virtually all certified NGO have applied for re-certification after the 3-year validity period of their certificate, thus being their number substantially increasing from year to year. That means that, in spite of the difficulties and constraints mentioned in the previous paragraph, almost all of them still consider the certification valid, useful and worth for the effort. The only issue here is that the ratio of certification granting among the re-applicants is not as high as expected for NGO having already got it before (just 20% of success) and it even seems to have slightly decreased in the last year. When asked about this, the GPP staff attributed it partially to a stricter assessment procedure in last years.

**40.** NGO seem to be applying and getting GPP certificate with no bias regarding their location or geographical scope in Cambodia: half applicants are based in Phnom Penh, while other half operate in the provinces, outside the capital. It has not been possible to get systematic quantitative information on the size (budget, number of staff) or sector of intervention of the applicants<sup>21</sup>, but according to the stakeholders consulted there are small and also big NGOs applying, and they cover many different sectors of intervention (education, health, children, human rights, indigenous and cultural, rural development, etc). Just some of the sources mentioned that applying and getting GPP certificate might be more difficult for those small NGO, rural-based, due to their difficulty to access their own stakeholders (sometimes living in remote areas) and/or comply with some of the standards.

**41.** NGO GPP is indistinctly targeting INGO and Cambodian NGO, with no specific role, strategy and/or procedure set up for each group. However, majority of applicants (80%) so far have been Cambodian NGO and less than 25% of certified NGO are INGO (10 out of 41). This might be due to a different initial motivation for it: for most INGO being certified in Cambodia is not that that much about increasing chances of getting funds (though this is also having its weight among them). But mostly it is because INGO find special organizational difficulties for applying and/or being certified: many of them are already certified under similar initiatives in their countries of origin, so "...why being certified twice?"; others find serious constraints when they need to provide some papers for the certification process, since they (being just country offices/delegations) have no competences to request to and/or obtain from their HQs certain documents required for the certification process.



**Figure 16:** Location and type of NGO applying for certification (Source: evaluator based on data from CCC)

<sup>21</sup> CCC provided the evaluator with a master list of all NGO GPP applicants, since the beginning of the initiative, which included many relevant data for each but not size and sector of intervention

## Is the capacity development component being effective and with no bias?<sup>22</sup>

**42.** CCC has made important efforts to strengthen the capacity development component of GHP in the last years. This responds to the global priority given to this aspect in the international agenda, within a scenario shifting from training → capacity building → capacity development<sup>23</sup>. More specifically, CCC has tried to address the needs and develop the capacities of those NGO-GPP applicants facing difficulties to fully understand and/or reach the certification standards, in order to path the way and allow them being certified. This is highly coherent with CCC's mission and maximizes its comparative advantages, added value and synergies with other GHP components.

**43.** However, the initiative of enlarging and strengthening capacity development component of GHP has also to do with CCC's own internal organizational and sustainability strategy. Within a future scenario of GPP spinning-off from CCC as an independent body<sup>24</sup>, the idea of CCC becoming a training centre for a wider NGO sector in Cambodia is being built up gradually. Nevertheless, there are some potential constraints/doubts for this strategy (as remarked by key external stakeholders during the evaluation) which must be strongly taken into account by CCC before definitively going for it. Most of them refer to the comparative advantages and added value of the organisation: there are already many training centers in Cambodia, much more experienced and consolidated than CCC, so *"...why creating a new one?"* Furthermore, widening too much the target group and thematic focus of this component (acting on a demand-basis and not just concentrating on good governance issues for GPP applicants –or potential ones) may weaken the ultimate impact and synergies with other components of GHP. Finally, the profile, capacities and skills of CCC's team in charge of the capacity development component do not seem enough, at least at the short-term, as to address more complex training/capacity development for bigger and/or key NGO (as it was expressed by some CCC staff during the evaluation: *"...we do not feel confident to conduct workshops with big NGO... the participants seem to know more than ourselves..."*).

**44.** Capacity development materials, manuals and methodologies have been developed and/or redesigned during the last years, based on CCC's own expertise and also the needs detected among NGO sector through specific assessments commissioned as part of GHP. There are currently 4 courses conducted by CCC. One of them is directly related to good governance (*GAP*) targeting potential GPP applicants and promoting the certification, conducted all along the country. Remaining 3 courses are more indirectly related to governance issues, mostly addressing participatory research skills (*CPAR*, *APARO*, *ARO*), targeting a wider NGO community but focused on Northeast and Northwest provinces (though strategic reasons for this geographical scope are not made explicit in GHP and/or CCC's long-term vision).

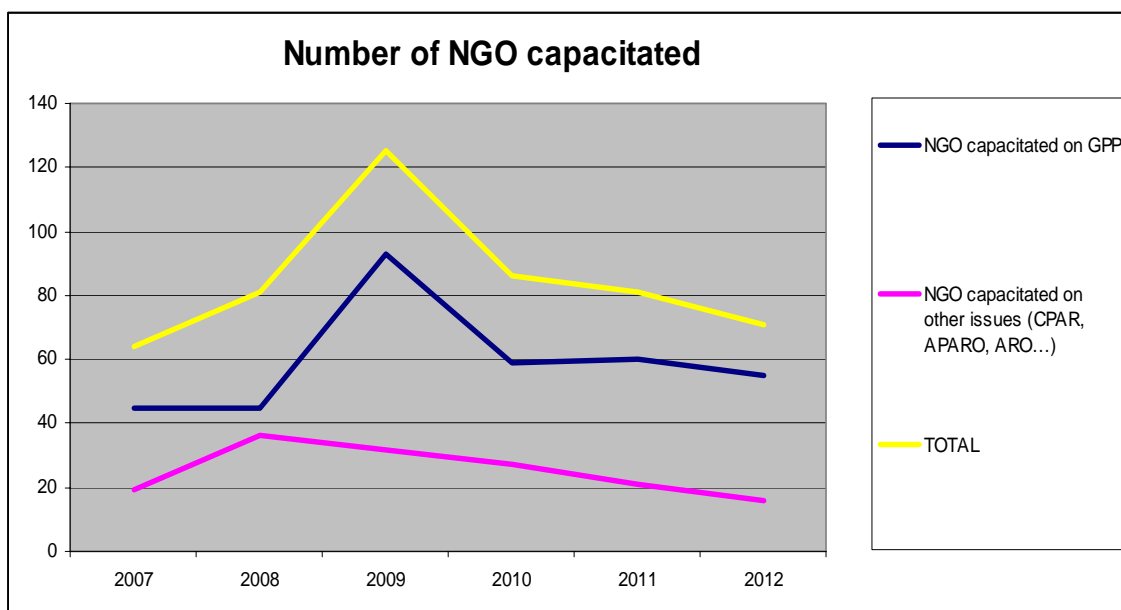
**45.** So far 508 NGO have been capacitated by CCC since 2007, which makes a very good target, particularly considering that most of the courses offer in-depth training, taking an average of 10-20 weeks each. The focus has been properly set on *GAP*, with this course gathering almost three times more participants than the rest of courses (*APARO*, *ARO*, *CPAR*, etc.). Looking at evolution of figures since 2007, a big increase in the number of NGO capacitated is noticed in 2009, which was due to a specific project on it funded to CCC during that year. However, the rest of the years show an average stable trend, just with slightly decreasing numbers within last 2 years, which is probably due to the general lack of resources affecting the whole GHP.

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<sup>22</sup> See footnote #18

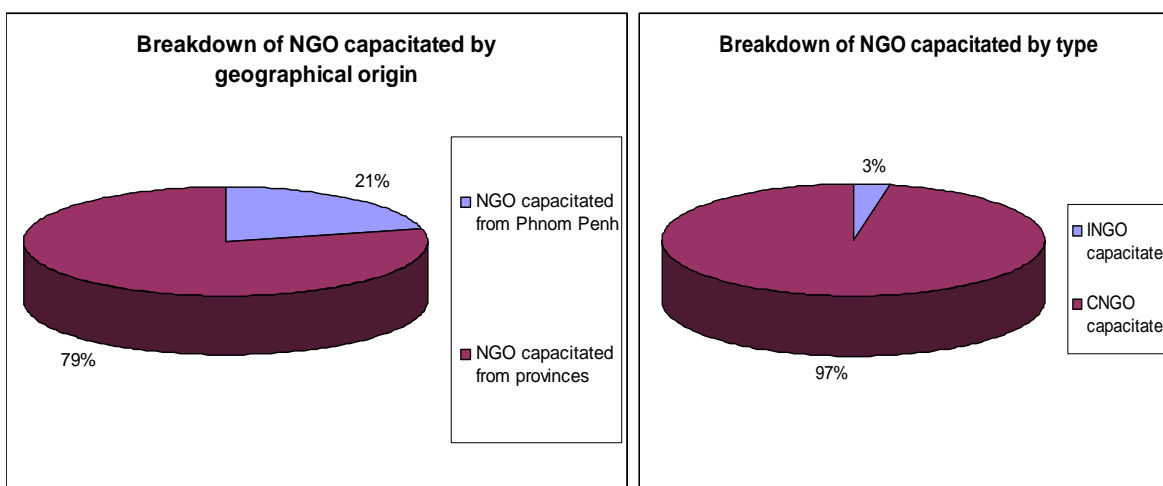
<sup>23</sup> According to UNDP, capacity development commonly refers to the process of creating and building capacities and their use, management and retention. Capacity building commonly refers to a process that supports only the initial stages of building or creating capacities and is based on an assumption that there are no existing capacities to start from. It is therefore less comprehensive than capacity development

<sup>24</sup> See comments in paragraphs # 73-74



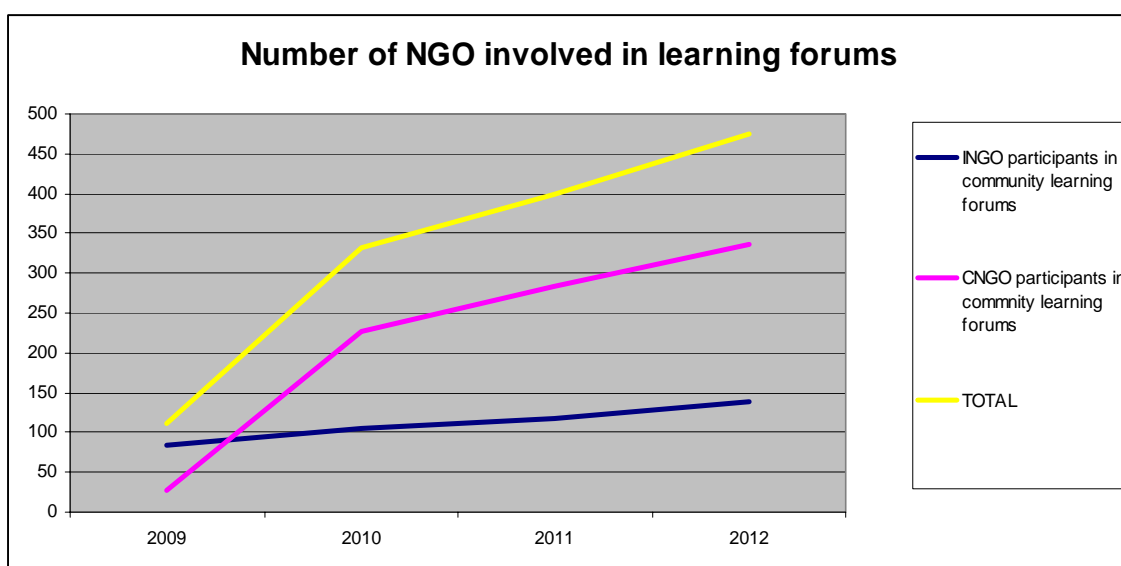
**Figure 17:** Number of NGO capacitated (Source: evaluator, based on data provided by CCC)

**46.** Breakdown of NGO participants in capacity development activities reveal that CCC has made strong and specific efforts to target NGO outside Phnom Penh (almost 80% of participants) which is highly coherent and adequate, considering their overall lower level and greater difficulties to access to this kind of trainings. If type of NGO involved in capacity development is to be considered, almost all of them are CNGO (INGO represent only 3%) which, once again, is absolutely consistent with CCC's mission/vision of strengthening Cambodian civil society and goes fully in line with the needs expressed by CNGO



**Figure 18:** Breakdown of NGO capacitated (Source: evaluator, based on data provided by CCC)

**47.** Community learning forums are an excellent initiative to share experiences and promote active capacity development among peers. Target groups are well delimited and highly synergic with other GHP components (participants are mostly Cambodian NGO previously involved in other initiatives promoted by CCC, as GPP). Furthermore, potential multiplying effects are very likely by encouraging replication and scale-up of good practices from some model/pilot NGO to a wider NGO sector (involving also main NGO networks in Cambodia for this initiative would definitely help for it). The number of NGO participants in these forums has been regularly increasing since 2009, reaching the amount of 474, gathered in 4 learning forums, during 2012, most of them CNGO. Online tools are foreseen for this initiative (*e-learning forums*) and they could really maximize its effectiveness and efficiency, while lessening geographical bias. However, they have not been yet implemented due to scarcity of resources from CCC.



**Figure 19:** Number of NGO involved in learning forums (Source: evaluator, based on data from CCC)

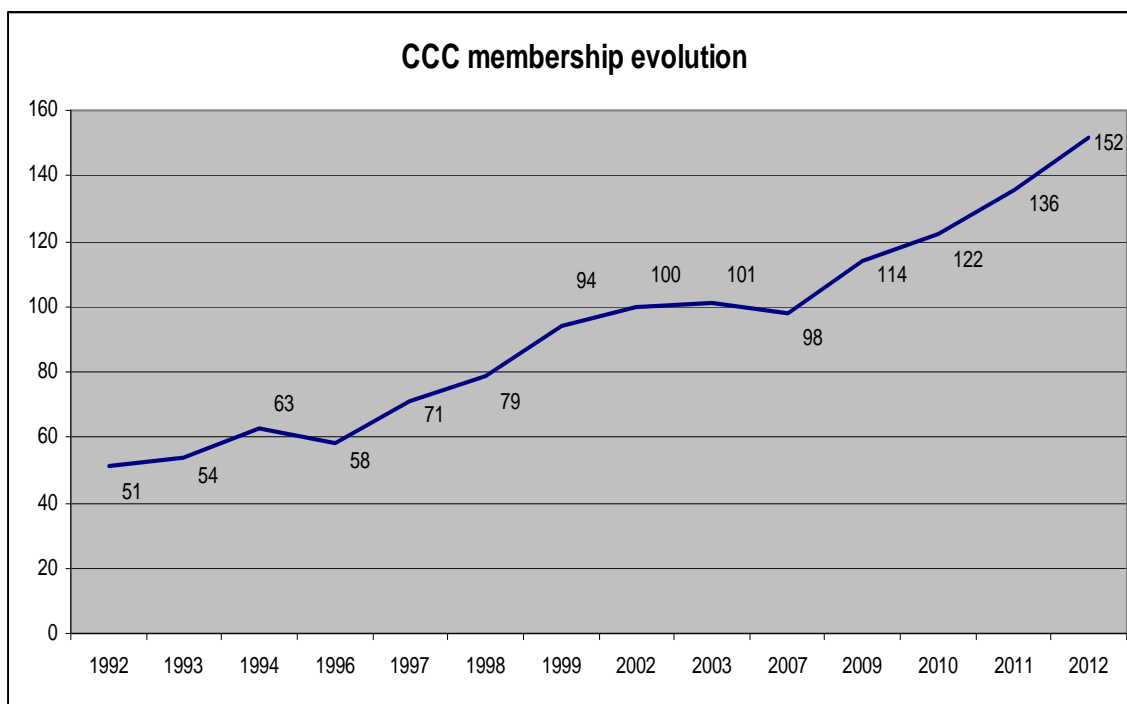
**48.** The National Capacity Development and Learning Working Group (NCDLWG) has been promoted by CCC as a GHP outcome, being finally established in August 2012. It is composed of 9-15 representatives from various sectors, including some (but very limited) participation from government and universities. This is an excellent initiative to advocate for inclusion of good governance and development effectiveness within national capacity development agendas, being thus full of coherency, synergies and added value with CCC's role and rest of GHP's components. However, the group is still in its process to be consolidated, procedures are yet to be institutionalized and its role needs to be more clearly defined.

**49.** Some of the specific challenges remarked by the NCDLWG members, themselves, during the evaluation workshop are: 1) avoid/minimize potential conflicts of interest among the private capacity development providers represented in the group; 2) make clearer the selection process of the members and the role of CCC, trying to balance its necessary support to the group with the full independency on decision of their members; 3) increase the role and links with NGO networks, relevant public agencies and universities, considering even signature of MoU with them; 4) secure a real and effective commitment and dedication from the members of the group (most of them usually very busy people) with in-depth briefings and more operative but realistic agendas, schedules and to do's; 5) concentrate, as much as possible, the thematic focus of the initiative on good governance and aid effectiveness issues, even though they would not appear as the top priorities for the NGOs (they might not be even aware of it); 6) intensify the direct role of the NCDLWG on advocacy, not that much on research and/or other technical tasks (which can be more easily committed to external consultants).

**Is the networking, referral and information sharing component being effective and with no bias?<sup>25</sup>**

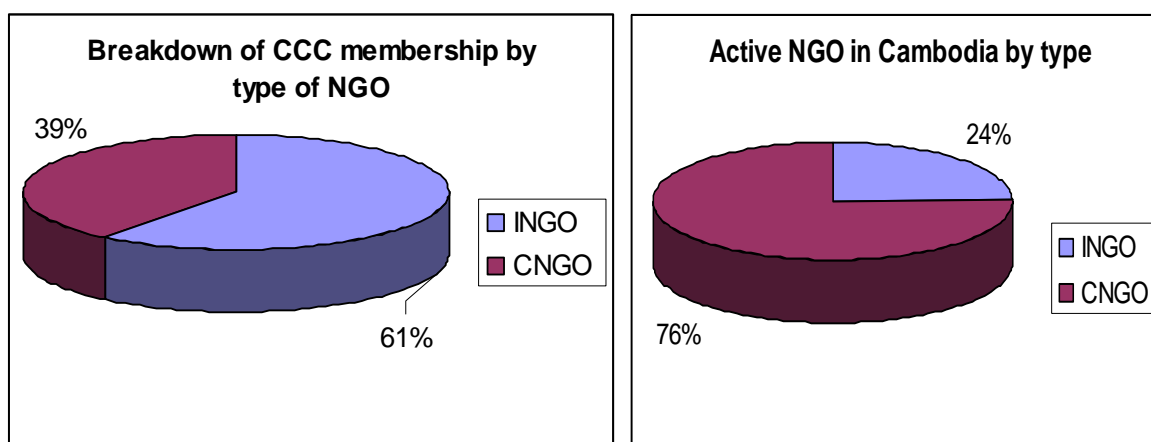
**50.** CCC membership has been gradually and continuously increasing over the years (except for some punctual periods, mostly due to internal organizational changes inside CCC). Nowadays there are 3 times more members than in 1992, when the initiative started, with an average annual increase of 10% and a significant total number of 152 members, equal or even above the average standards of similar networks in the region. The goal of expanding membership by 40% after the GHP period (2011-2015) is very likely considering the pace so far (by the end of 2012, when this evaluation was conducted, there was already an increase of 25%, thus being slightly over the expectations for the period). This means a clear strength and comparative advantage from CCC, which the organization should try to maximize in the future

<sup>25</sup> See footnote #18



**Figure 20:** Evolution of CCC membership (Source: evaluator based on data available on CCC's Website)

**51.** CCC NGO members are covering many different sectors of intervention (education, health, human rights, cultural issues, environment, gender, rural development, etc.) in a highly balanced and representative way. However, when the type of NGO is assessed, there is a clear predominance of INGO members (almost twice Cambodian NGO members). This proportion is not representative of the scope and weight of CNGO active in the country (3 times the INGO)<sup>26</sup>. Furthermore, it is not fully consistent with CCC's mission and vision of strengthening CSO sector in Cambodia (INGO play a very crucial role but they are not, *per se*, part of the Cambodian civil society, and sooner or later they shall withdraw from the country). According to CCC's own reflections, the limited membership from Cambodian NGO is mostly due to their lower capacity to afford the membership fees required by CCC<sup>27</sup>, since their budget is almost fully dedicated to direct field activities. Probably, the fact that CCC itself was initially promoted by INGOs and has been traditionally an INGO itself (just until December 2011) has also to do with that. In any case, CCC has not developed, so far, a specific strategy for targeting CNGO and/or increasing their participation as members. It cannot be forgotten that most of CCC's direct services under component 3 are just limited to its members.



**Figure 21:** CCC membership and active NGO in Cambodia (Source: evaluator based on CCC's data)

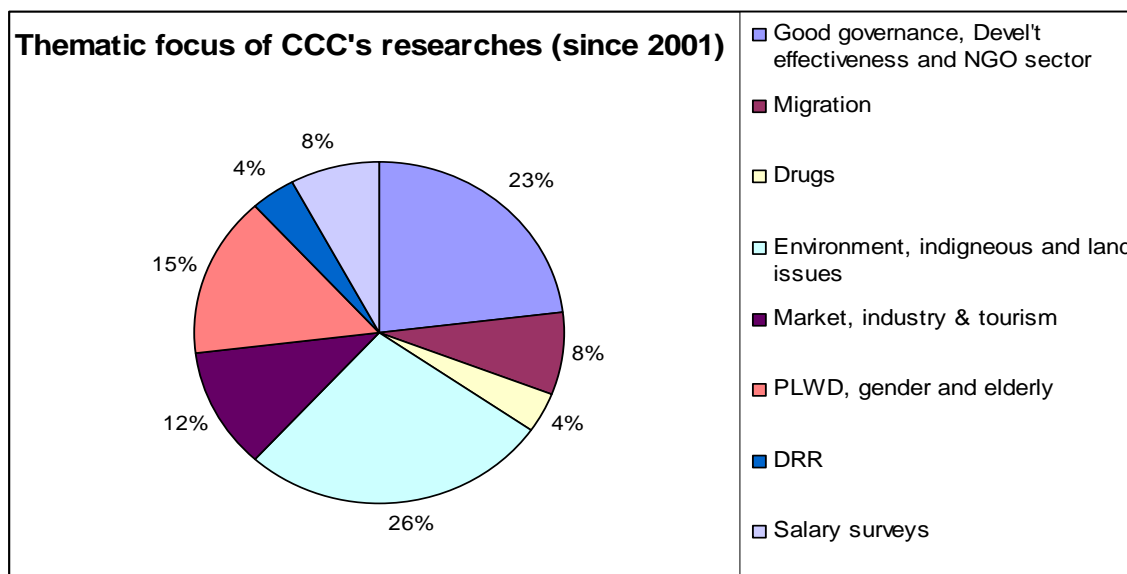
<sup>26</sup> As per CCC's own recent research on active NGO in Cambodia

<sup>27</sup> Though they are calculated taking into account financial turn-over of each organisation

**52.** CCC has produced a number of relevant and impacting researches, under component 3, during the last years. Some of them are directly related to good governance, development effectiveness and overall NGO scenario in Cambodia, which maximize the added value of the organisation and the links/synergies with other GHP components. Just as an example, the latest NGO census research in the country, conducted by CCC, revealed that just 1/3 of the NGO formally registered were really active. These crucial findings have been shared to relevant government agencies (as the *Council for the Development of Cambodia-CDC*), though they apparently did not know about it when asked during the evaluation (or, more probably, did not acknowledge the results).

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

**54.** Together with the above mentioned researches and databases, directly linked to good governance, development effectiveness and NGO sector (which represent approximately 23% of the total research activity by CCC) the organisation has been also involved in several sector-based publications, with predominance of land, indigenous and environmental issues (26% of the total production, since 2001). Those studies may be potentially relevant to CCC's members, but their thematic focus seems to be a bit more dispersed, lessening their links and synergies with the rest of GHP components and, thus, the added value of CCC.



**Figure 22:** Thematic focus of CCC's researches (Source: evaluator, based on CCC website)

**55.** CCC has been able to adopt a key leading role for mobilizing and channeling the voice of the NGO sector in Cambodia regarding key discussion process as the one for the new NGO Law (LANGO) with the government. Several documents have been drafted, proposed and spread by CCC among the NGO sector, with a comprehensive section of its Website<sup>28</sup> dedicated to this issue (including most relevant statements, recommendations and letters). This is a proof of the tremendous advocacy potential of CCC, as a network of networks for cross-cutting issues of general interest for the whole NGO sector, which has been widely acknowledged by all the stakeholders consulted during the evaluation.

<sup>28</sup> [www.ccc-cambodia.org/ccc-program/advice-referrals-linkages/lango.html](http://www.ccc-cambodia.org/ccc-program/advice-referrals-linkages/lango.html)



**56.** In line with the above mentioned key role of CCC for advocacy, linking civil society with government for decision-making, the organisation has promoted the creation of 3 multi-stakeholder platforms (Research Working Group-RWG; Short Term Task Team-STTT; Long Term Task Team-LTTT). They are excellent initiatives for gathering efforts and linking with other networks, with the ultimate goal of detecting, reflecting and advocating on development emerging issues and challenges. However, alike the NCDLWG, they are just at a very preliminary stage and in need of consolidating their ultimate goal and role, composition and representativeness. Particularly, the coordination and distribution of roles between CCC and NGO Forum (both co-promoters of the STTT and LTTT) must be clarified. The need to balance the necessary organisation and setting-up of minimum working procedures for those groups with a flexible and informal approach that allows them to act as a “*think-tank*” avoiding rigid institutionalization, is another key challenge remarked by their members during the evaluation.

**57.** GHP design is flexible enough for and CCC is alert to emerging opportunities for networking, at regional and international level, which is absolutely a key strategy for increasing its leadership, legitimacy and added value as a key actor for promoting good governance and development effectiveness in Cambodia. Various contacts and have been established by CCC with *BetterAid*<sup>29</sup>, the *Open Forum for CSO Development Effectiveness*<sup>30</sup>, *Reality of Aid*<sup>31</sup> and *CIVICUS*<sup>32</sup>, and CCC has actively participated in several key initiatives/fora on *Aid Effectiveness* in the region<sup>33</sup>. CCC has even adopted a leading role for the promotion and creation of a *South East Asian CSO regional platform for accountability and governance*, which is right now in the process of defining its ToR and consolidating adhesion from other organizations.

**58.** Linking CSO and Cambodian government for decision-making on good governance and development effectiveness is encouraged by most stakeholders consulted as the genuine and strategic role to be played by CCC in the future. Working at local level, in a pilot-basis, might be more feasible than doing the same at the central level, where pressures and political interferences are supposed to be much stronger. Some initiatives for linking provincial CSO networks with local authorities have been attempted by CCC (as the *Working Group for Partnership and Decentralization-WGPD*). However, there is not yet a clear strategy for it (including objectives, multiplying potentialities, criteria for selection of target provinces, etc.)

## 4.4 Impact

### Is the GHP design able to capture and measure the impacts it may contribute to create?

**59.** Comments made on paragraphs 30-31 about limitations for evaluating GHP effectiveness are also applicable here for the impact. Furthermore, the complexity of GHP and its process-based approach makes particularly challenging to define and measure reliable impact indicators. However, CCC has made big efforts for it and some relevant KPI are to be found in GHP (sometimes mixed-up with KPI for outcomes<sup>34</sup>). Anyway, most stakeholders consulted (including CCC’s donor agencies) seem to be reasonably aware of the inherent difficulties of capturing net impacts for such a comprehensive and long-term program, with so many other stakeholders also contributing for it. They appear to agree on the priority to measure more concrete direct outcome indicators, in a more realistic and feasible way, assuming as a starting hypothesis, that they shall necessary contribute to the ultimate goal/impact pursuit by GHP.

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<sup>29</sup> [www.betteraid.org](http://www.betteraid.org)

<sup>30</sup> [www.cso-effectiveness.org](http://www.cso-effectiveness.org)

<sup>31</sup> [www.realityofaid.org](http://www.realityofaid.org)

<sup>32</sup> [www.civicus.org](http://www.civicus.org)

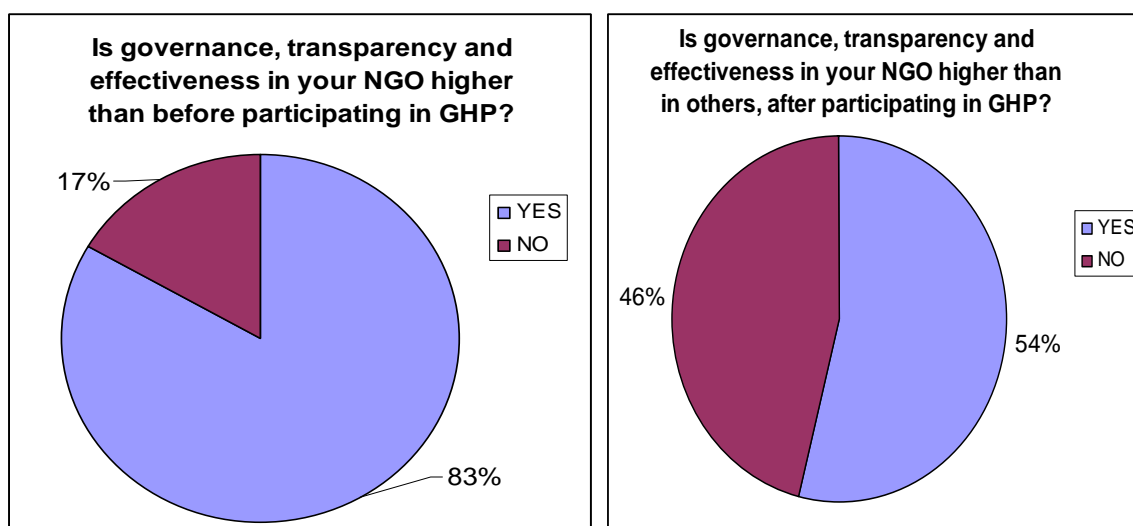
<sup>33</sup> <sup>4<sup>th</sup></sup> *High Level Forum on Aid Effectiveness in Busan*; *Post Busan* regional forums in Cambodia, Nepal and Cebu

<sup>34</sup> As the KPI 3.5 within component 3 (“*NGO sector performance shows improvement against baseline using agreed set of indices*”) which really refers to the ultimate goal of the GHP. For more details on proposed outcome and impact indicators see proposed alternative logframe design in Annexes

**60.** In any case, being this a mid-term evaluation, the stress has not been put on measuring the impact of GHP, which will be just eventually possible at the very end of the whole program in 2015. The ideas shared in the following paragraphs intend only to analyze trends and/or detect challenges, in order to allow CCC and the rest of stakeholders discussing about them. Therefore, they are to be taken so, and not as evidences obtained in a more scientific way.

### **Is the GHP contributing to a more cohesive, transparent, accountable and effective NGO sector in Cambodia?**

**61.** Almost all certified NGOs consulted during the evaluation (and also a sample of their beneficiaries) talked about increased transparency, internal cohesion, improved management and more effectiveness, after participating in the GHP, proving a very positive impact from it. However, some of them claimed that some components, as the certification, just acknowledged those previously existing strengths from the organisation, but did not create them strictly speaking. When the NGO were asked to compare their improvements with the average level of NGO sector, the impact was not so clearly stated (with only half of them acknowledging any significant difference with other NGO).

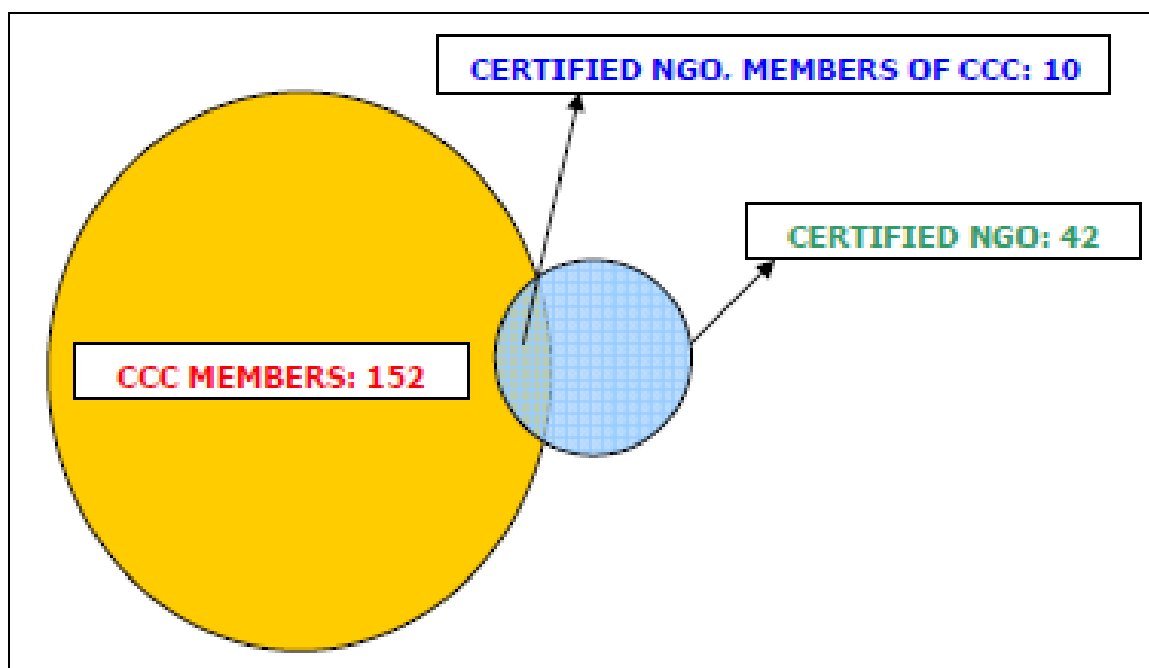


**Figure 23:** Impact of GHP perceived by target NGO (Source: evaluator, based on evaluation questionnaires)

**62.** According to CCC's registers, some certified NGO<sup>35</sup> have reported positive impacts on fund-raising after getting the certification, in terms of quantity of grants received, visibility and/or diversity of donors (being able to access some new ones). However, it is not possible to confirm that this impact has been extended to all certified NGO (not even to the majority of them). On the contrary, many certified NGO consulted during the evaluation workshops, expressed their concerns for not having experienced major improvements in terms of funding after the certification.

**63.** Majority of applicants and/or certified NGO are not members of CCC (currently less than 25% of certified NGO are also members to CCC). This is mainly due to the different NGO target profile for both components (Cambodian NGO for certification, INGO for membership) which has been already described in previous sections of this report. Anyway, the important point here is that this is seriously minimizing the chances of synergies, impact and multiplying effects among the different GHP components, since they are targeting different types of NGO.

<sup>35</sup> The cases of *Legal Action Centre (LAC)* and *Peace and Development Aid Organisation (PDAO)* are reported by CCC



**Figure 24:** Interrelation between members of CCC and certified NGO (Source: evaluator, based on data from CCC)

### Are there any other potential impacts as a direct or indirect consequence of GHP?

**64.** Certified NGO consulted during the evaluation reported some relevant attempts to internally replicate and disseminate the GPP standards (and, more broadly, the culture of good governance and transparency). This has been done through workshops involving the rest of the staff and other stakeholders (sometimes including representatives from CSO they work with) who did not participate directly in the certification process. Other similar initiatives by certified NGO at external level, aiming at promoting certification standards and/or good governance among other NGO, CSO and/or networks, have not been maximized yet. The initiative of learning forums promoted lately by CCC is so far restricted to internal exchange of experiences among those NGO already certified.

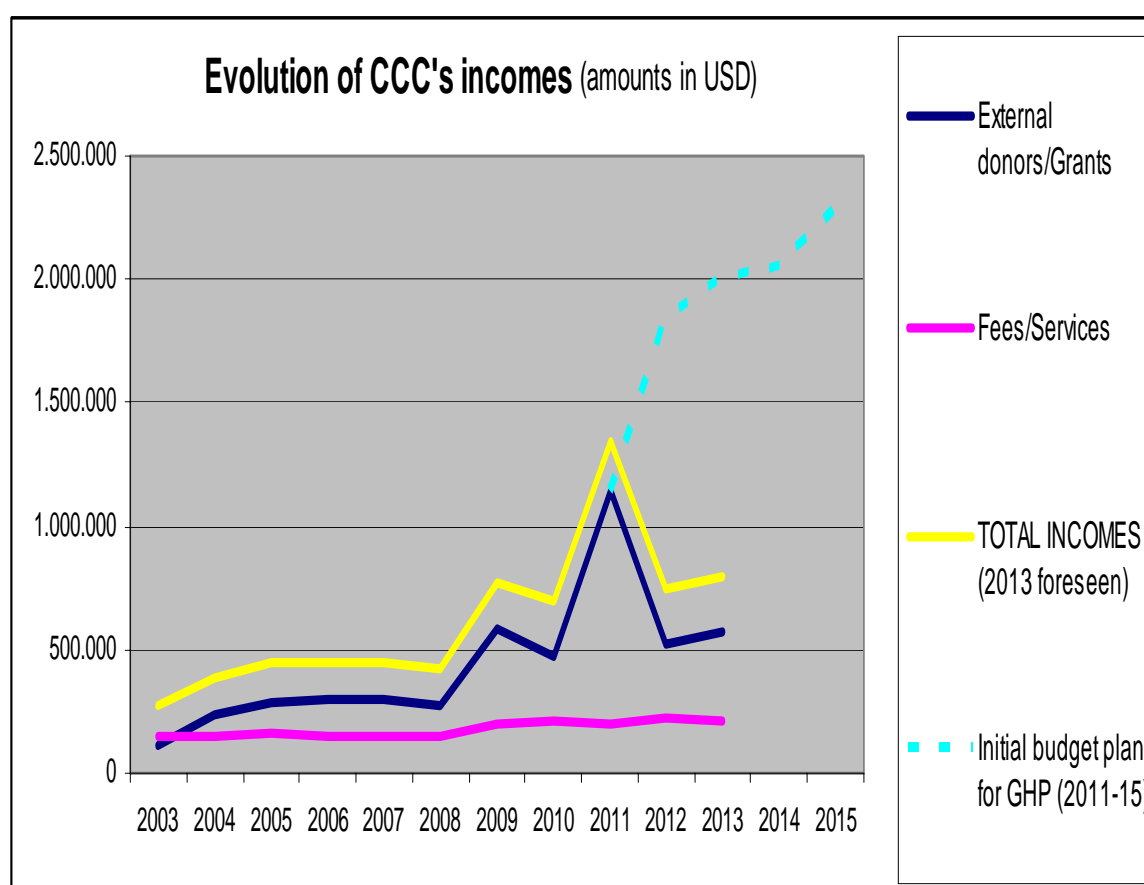
**65.** As a direct consequence of the advocacy and coordinating role of CCC, together with other relevant NGO platforms, the process of approval and issuance of the new LANGO in Cambodia has been repeatedly delayed by the government. This is a milestone and one of the most valued indirect impacts from CCC, according to many relevant stakeholders consulted during the evaluation.

**66.** CCC is playing a key role for mobilizing and gathering voices from NGO sector, creating multi-stakeholder platforms, networking and prioritizing good governance and development effectiveness in the national agenda. Only in 2012, more than 13 press releases, media appearances and /or public articles addressed the issue. All the stakeholders consulted during the evaluation were (with more or less intensity) aware of the importance of good governance and transparency, dealing well with concepts related to development effectiveness. Since CCC is the only organisation in Cambodia specifically addressing this issue, all this can be taken undoubtedly as a direct impact of GHP.

## 4.5 Sustainability

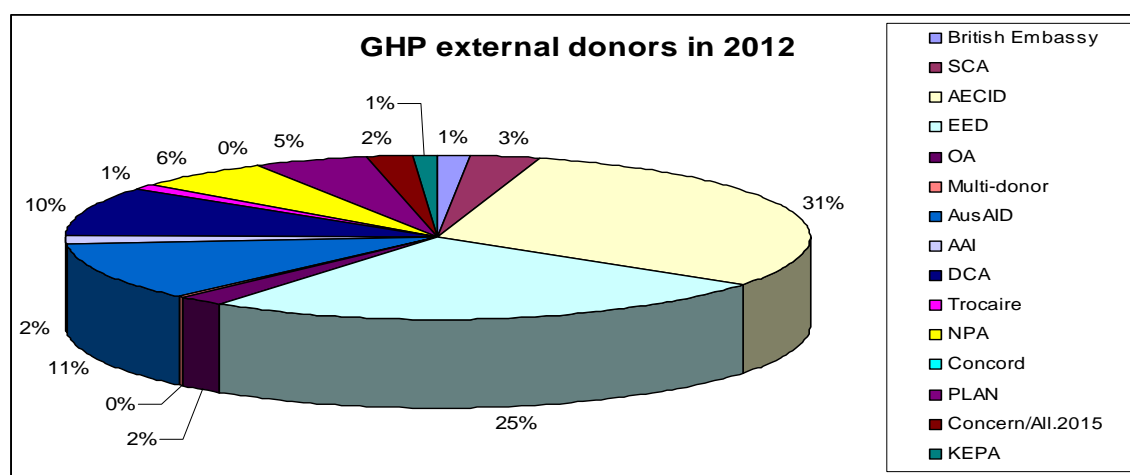
### Is the GHP financially sustainable?

**67.** Current global financial crisis and subsequent decrease of international ODA for Cambodia poses important financial threats, not only for CCC but also for most of its target NGO in Cambodia. Before 2008, external sources and CCC's own resources (mostly from membership fees and services) were running in a balanced way (the second represented around 40% of the total annual incomes). From 2008, and particularly in 2011, CCC's budget has grown up dramatically, almost exclusively as a consequence of the rapid increase of external grants/donors. This has allowed for a significant enlargement of GHP's scope and its potential impact. However, it also brings threats, as an excessive dependence from external and potentially unstable sources (now representing 75-85% of CCC's annual incomes). Internal organizational conflicts (staff has increased in 30% since 2007, and was expected to do it up to 50% if not for the financial constraints) and/or frustration for not being able to achieve expected outcomes due budget restrictions are other negative aspects to be considered. In any case, comparing the financial trend in 2012-2013 against the GHP budget initially planned for 2012-2015, it seems highly unrealistic that CCC will be able to raise such a formidable amount of funds (almost 300% over current incomes). This calls for a necessary redesign of GHP activities for the next years, aiming at reducing their scope to a more humble financial scenario, and trying to concentrate efforts on those components/initiatives where CCC could add more value, maximize its comparative advantages and achieve multiplying effects.



**Figure 25:** Evolution of CCC's incomes (Source: evaluator based on CCC's annual reports)

**68.** CCC has managed well to diversify and widen the range of donors supporting its activities, counting on up to 15 financial partners in 2012 and with no one of them exceeding from a 31% share. Depending on many external sources is always more financially sustainable than just relying on a couple of big donors. In any case, one of the biggest contributors within last years, AECID, which supported one third of the GHP budget in 2012, has decided to withdraw its support from 2013<sup>36</sup>. This can create some serious difficulties for CCC to find alternative sources able to cover such an important financial gap.



**Figure 26:** GHP external donors in 2012 (Source: evaluator, based on CCC's report)

**69.** There are some emerging opportunities to link and involve private business sector in Cambodia for financially supporting GHP. CCC is aware of this and some preliminary attempts have been made, but mostly related to technical support (auditing firms, consultancy firms, training institutions, etc.). However there have not been relevant achievements so far in terms of funding. Of course, not all private companies would be suitable for partnering with CCC, and a strict screening process should be done before entering into any agreement. Financial support could be sought not just (or even mainly) for CCC directly, but private donations to certified NGOs could be also explored as a way of increasing the motivation and incentives of GPP certification. The key role to be played by CCC here would be, thus, bridging the gap between NGO sector and business sector, channeling funds from the second to the projects implemented by the first. This model has been successfully attempted, among others, by Spanish *"Fundación Lealtad"*<sup>37</sup> (and other initiatives framed within ICFO<sup>38</sup> platform)

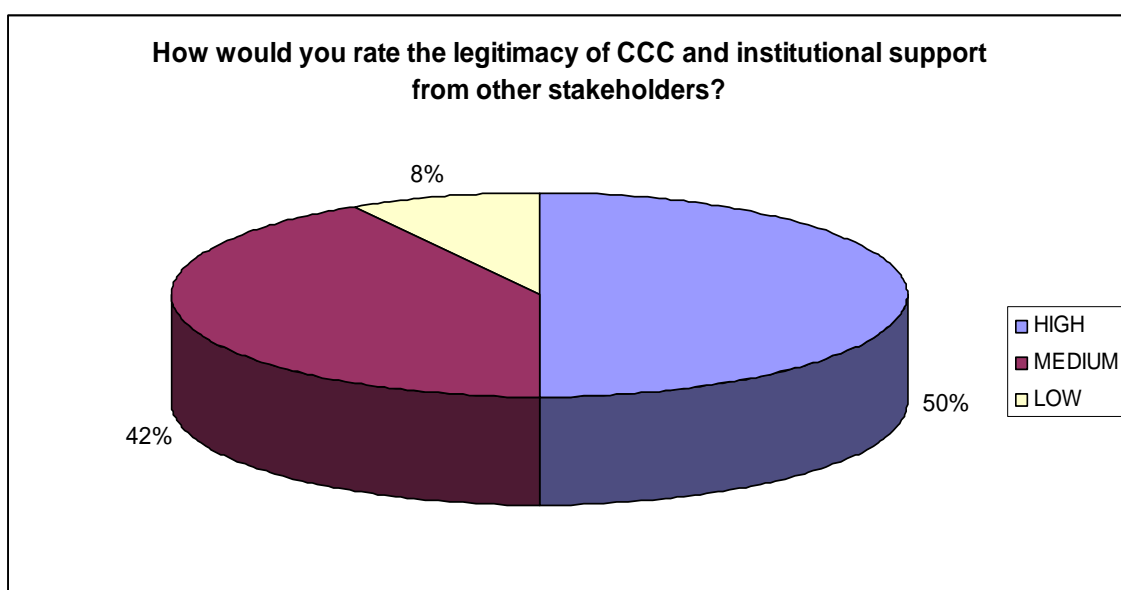
### Is the GHP institutionally sustainable?

**70.** CCC is a consolidated membership organization (the longest-established in Cambodia), fully registered as a Cambodian NGO, with an increasing support from its NGO members and a clear prestige and leading role regarding NGO sector. The NGO database is the only one of its nature in the whole country, being frequently consulted by NGO and donor agencies. CCC's reports, researches and recommendations are seriously taken into account by most relevant stakeholders in Cambodia, including public agencies (as CDC) in spite of the particular mistrust scenario between NGO sector and Cambodian Government already mentioned. The organization is well positioned in the regional and international networking scenario, having lately increased its links with key relevant platforms. Generally speaking, CCC as a Cambodian NGO, faces no serious challenges regarding its institutional sustainability, at least in the short and mid-term. This is widely acknowledged by most of the stakeholders consulted, with half of them considering that CC holds a HIGH legitimacy and less than 10% rating it as LOW.

<sup>36</sup> The decision has been adopted because of AECID financial constraints due to Spanish financial crisis, together with the future strategy of Spanish Cooperation to concentrate in just 1-2 specific sectors of intervention in Cambodia

<sup>37</sup> [www.fundacionlealtad.org](http://www.fundacionlealtad.org)

<sup>38</sup> [www.icfo.org](http://www.icfo.org)



**Figure 27:** Perception of CCC's legitimacy by other stakeholders (Source: evaluator, based on evaluation questionnaires)

**71.** Unlike other similar initiatives in SEA<sup>39</sup>, GHP and more specifically NGO-GPP certification, has not been directly supported or formally acknowledged by Cambodian Government so far. CCC has tried and pushed for it, achieving some informal and indirect support (for example, presence from some Government officials at the NGO certification events). However, a more formal acknowledgement and endorsement of GPP from Cambodian Ministry of Interior (MoI), Ministry of Finance MoFA) and/or any other relevant public department (as foreseen by GHP in one of its KPI) seems to be not very feasible and likely, at least at the short-term, considering the current prevailing environment of mutual mistrust between government and NGO sector.

**72.** GHP, and more specifically GPP certification, has been acknowledged and received direct institutional support (aside from financial grants) from some key INGO and international agencies (*AusAID*, *Save The Children* and *PLAN* are the most important ones). However, a wider institutional endorsement of GPP by international donors operating in Cambodia, for example requiring certification and/or giving priority to certified CNGO for funding, has not been achieved yet and seems not very likely in the short-term. Most donors consulted seemed to be reluctant to restrict their potential partnerships in the country to just those certified NGO, particularly considering that there might be also other ways to show the good governance and transparency of a Cambodian NGO (though right now, GPP is the only specific system in Cambodia).

**73.** An independent certification body, external to CCC, to whom the NGO-GPP would be transferred, was foreseen as an outcome of GHP. The initial idea was to set it up by 2013, in order to have it functional by 2014. The rationale for this initiative was achieving more legitimacy and strengthening institutional support towards certification system, by avoiding any bias/interference from CCC. In parallel to this evaluation, a specific feasibility study on that initiative, committed by CCC, was being undertaken by an external consultant, reason why this evaluation has decided not to enter in-depth into the issue in order to avoid overlapping. However, some key ideas have been discussed by the evaluator with the consultant in charge of the above mentioned feasibility study, together with some other key stakeholders, and there seems to be a common understanding on the need to rethink the whole idea, since threats appear to be stronger than opportunities for it.

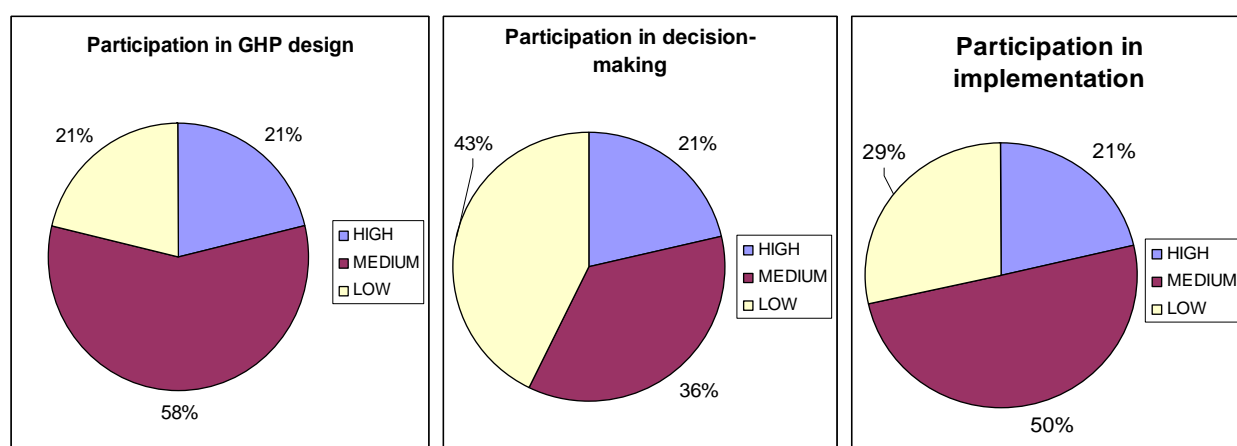
<sup>39</sup> The *Philippine Council for NGO Certification* (PCNC) for example, signed a MOA with the Department of Finance in which this authorized the PCNC to accredit NGOs applying for donee institution status, as long as these NGOs meet the minimum standards for certification. The certification from PCNC would then serve as the basis for the Bureau of Internal Revenue (BIR) to grant donee institution status to NGOs which have been certified by the PCNC

**74.** Just among the most relevant challenges detected for an independent certification centre are: 1) the new certification body will adopt the status of an NGO, similar to CCC now, so the same limitations are to be faced by it; 2) stronger support/acknowledgement to GPP from government, donor agencies and/or NGO community is not automatically to be achieved by just having a new NGO... on the contrary, some of them do not see clear the need to duplicate entities, who will be the trustees for the new one, its institutional legitimacy, management capacities and reliability, etc.; 3) even though an independent certification centre was created out of GHP, most of the incomes for it will keep coming from donors/grants, thus in a project/program basis (donor agencies do not usually fund organizations, but interventions); 4) the links between the new centre and CCC are not clear enough. If CCC keeps any management role in the new centre, as it is being considered (or even worst, if CCC receives funds from the new centre for that management role) then the independence could be questioned and, more relevantly, the reasons for creating a new entity fade out; 5) splitting up the GPP from CCC (and, thus, from GHP) goes against the recent philosophy of a single program-based approach promoted, limiting the synergies and interrelations among different components; 6) furthermore, it may result into a much less appealing program for donors and let CCC in a very difficult financial situation, without the possibility of channeling funds through the GPP initiative.

**75.** Imminent leave of CCC's current Executive Director (ED), promoter of new GHP approach and with a strong personality and leadership role in the organization, may affect to the institutional stability of CCC in the short-term. However, it also opens the window to some other potentialities and different ways of addressing the main challenges of the organization by the newcomer<sup>40</sup>. Strengthening the links, role and legitimacy of CCC among other key Cambodian networks, while increasing team building and clearing internal organizational structure and roles, seem to be among the main challenges for the close future, which the profile of the new ED should be able to address.

### Is there enough ownership of GHP by NGO sector in Cambodia?

**76.** Broadly speaking, all GHP components are spontaneously considered as a priority by Cambodian NGO sector consulted during the evaluation. Strong multi-stakeholder consultation process was conducted by CCC before starting up the different components of GHP, and participation from the target NGO in design, implementation and evaluation of GHP has been always promoted by CCC, thus increasing their ownership and the overall social/cultural sustainability. However, most of the NGO consulted during the evaluation still think that there is room to increase their participation, involvement and ownership of the program, with just 20% of the NGO and stakeholders consulted feeling that their participation had been maximized. Almost half of them consider that their participation for decision-making was low, which is not such an enthusiastic result for a membership-based organization as CCC is.



**Figure 28:** Feeling of participation from CCC stakeholders (Source: evaluator, based on evaluation questionnaires)

<sup>40</sup> By the time this evaluation report was delivered to CCC, Saroeun Soeung (former Head of Programs in CCC) had been appointed as new ED by the EXCOM



**77.** As previously mentioned, CCC conducted several rounds of contacts among NGO sector, seeking for their support and acknowledgment, before going for GPP certification. However, unlike other similar initiatives in SEA<sup>41</sup>, it can not be strictly affirmed that the GPP certification did come directly from a spontaneous and massive demand from NGO sector, involving most relevant NGO networks/platforms in the country from its very original steps. This has limited their deeper involvement in and ownership of the initiative (as proven, for example, by the fact that just a few of them, as full legal organizations, applied and/or got certified under GPP). Aside from institutional constraints, some more personal reasons, as strong egos, different leadership styles, etc. might be also preventing NGO networks from joining efforts and speaking with a single voice.

NGO Network	Applied for certification	Certified
CCC	YES	YES
NGO Forum	YES	YES
Medicam	YES	NO
NEP	YES	NO
CEDAW	NO	NO
HIV/AIDS Network	NO	NO
ADHOC	NO	NO
CCHR	NO	NO
CHRA	NO	NO
STAR	NO	NO
ECPAT	NO	NO

**Figure 29:** Certification of main Cambodian NGO networks (Source: evaluator, based on CCC's registers)

**78.** Many NGO consulted during the evaluation considered the NGO certification standards too high/strict, and therefore not accessible for them or suitable to their context and possibilities, at least in the short-term. That, of course, is leading to lack of motivation for applying. Currently, approximately 33% of applicants are succeeding in getting certification, having this rate decreased from the 50% of success in the initial years of GPP<sup>42</sup>. CCC's staff is aware of this, partially attributing it to a more severe screening and certification process within last years. From a more strategic point of view, the key dilemma between promoting an excellence certification system (alike ISO, for example) for distinguishing just a few "top quality" NGO, or going for a more flexible and less demanding system, which could widen the scope of NGO targeted and increase their average level of good governance and transparency standards up to the minimum required, is still open inside CCC.

**79.** Linked to the above mentioned, most of the NGO consulted complaint about GPP system being too much focused on just final certification (YES/NO) but not giving enough value to their motivation, efforts and transparency demonstrated by just applying and undergoing the certification process itself. They reasonably claim that the status, recognition and visibility of an applicant NGO which complies with 99% of the standards, is exactly the same as other which never decided even to apply. As one of the NGO participants expressed very graphically: *"...when we were at university, we could pass the exams by scoring 6 or 7 out of 10, but at GPP we are not rewarded but just getting 10 out of 10..."*. Other comparative certification systems establish different progressive categories (*"minimum certification → excellence"*, etc.) or simply report on the level of accomplishment with each one of the standards, in a more qualitative manner, without labeling the NGO applicant as just *"certified/not certified"*.

<sup>41</sup> For example, the *Philippine Council for NGO Certification* (PCNC) was organized and promoted by six of the country's largest national networks of NGO (currently acting as founding members) which represent amongst them more than 5.000 organisations

<sup>42</sup> See figure #15

**80.** Promoting multi-stakeholder working groups, outside and independent from CCC (NCDLWG, RWG, STTT and LTTT) is a sound strategy for increasing their ownership, involvement and, thus, the global sustainability of GHP. Although all of them adopt a similar role (strategic thinking, research and, above all, advocacy) each one is clearly addressing a different thematic issue. However, there is a risk since too many groups are being promoted by CCC at the same time, without a clear schedule for focusing efforts and consolidating some of them, before going for the others. Furthermore, their members are partially overlapping and usually involved in other committees and/or initiatives promoted by CCC. As a consequence of all that, and in spite of their initial commitment, they cannot secure their full availability for attending all the meetings, getting involved in complex research activities and/or analyze thick documents, etc (just as an example, less than 30% of the members of those working groups were able to attend the evaluation meetings called by CCC). At CCC's level, secretariat, management and follow-up role for such a big number of working groups at the same time could also imply burn-out and frustration among the staff in charge.

## 5. CONCLUSIONS AND LESSONS LEARNT

### A) ON THE COHERENCE, RELEVANCE AND PERTINENCE

- ❖ The GHP is a pioneering and unique initiative in Cambodia, fully coherent with new international agendas and initiatives on good governance and development effectiveness, relevant to the NGO specific challenging context in the country (new NGO Law) and really pertinent to the needs and interests of key stakeholders (though priority given to each one of GHP components varies depending on which stakeholder is asked about).
- ❖ The new GHP single-program approach has brought many benefits in terms of internal coherence and clarity, and its design is highly integral and comprehensive, addressing almost all relevant components with lots of synergies among them. However it might be too ambitious and faces the risk of an excessive dispersion of efforts and oversize of the organization's structure, particularly comparing with other similar initiatives in SEA (usually addressing just one or two components) and considering the financial constraints to be faced by CCC within next years.

### B) ON THE COST-EFFECTIVENESS

- ❖ CCC has suffered traditionally from a gap between top level managers and staff, with lack of qualified, stable and committed intermediate positions in the chain command. Furthermore, the overall qualification and skills of the field teams, particularly those in charge of capacity development component, are still uneven and not yet as sound as the pioneering and leading approach of the GHP demands. This is fully acknowledged by the organization and has been recently addressed by strengthening internal capacity building of the staff and appointing 3 new component managers, which hopefully will help to minimize this weakness.
- ❖ Objective statistics do not talk about a high staff turnover in CCC and the overall perception inside the organization is of a good working environment. However, the necessary flexibility required by GHP's approach to get adapted to emerging challenges, sometimes creates doubts and confusion about the concrete tasks and outputs to be performed by the staff. This, together with a hectic working plan, has contributed to create certain opinion, mostly outside CCC, of this organization as *"a too demanding environment"* and *"not so easy place"* to work in, which can negatively affect to the availability of qualified candidates for key positions in the future and to the overall visibility of CCC among the NGO sector.
- ❖ Budget execution and implementation schedule have been seriously affected by the unforeseen reduction of incomes in 2012 (almost 50% less than the planned budget). Presence of international volunteers in CCC, introduction of new ICT procedures for certification process and simplification of cross-cutting tasks as a consequence of the new single-program approach have partially helped to bridge the financial gaps.
- ❖ Staff and budget distribution among the 3 components of GHP is apparently balanced (both virtually leveled into thirds). However the rationale for giving exactly the same budgetary weight to all components of GHP is not fully disclosed, particularly considering the different importance given by the stakeholders and the potential added value and comparative advantages of CCC for addressing each one of them.

- ❖ In spite of a discrete cost/beneficiary ratio for the certification component, the performance indicators of the staff in charge are the same as in other similar SEA initiatives and the overall cost-effectiveness of the whole GHP seems to be reasonable for such a wide, comprehensive and potentially multiplying intervention.

## C) ON THE EFFECTIVENESS

- ❖ CCC has managed to define a proper logframe, with complex and detailed list of KPI for each component of GHP, which increases its accountability and facilitates the assessment on its performance and success. However most of the KPI refer just to the end of the period, outputs and outcomes are sometimes mixed and there are too many indicators for component 2 and 3 (some of them partially overlapping) which poses some difficulties to fully capture and monitor the essence of the development changes to be pursuit.
- ❖ The GHP is perceived as being overall effective by most of the stakeholders consulted and majority of the outputs are on the track according to projected indicators. However there are some shades depending on each component, with the bigger success generally attributed to components 1 and 3, and less to component 2 (which probably has to do with CCC's own expertise and comparative advantages for them).
- ❖ Comparing with certification figures from other similar initiatives in SEA and worldwide, GPP certification achievements so far are discrete, being this conditioned by the specific context in Cambodia (novelty of the initiative, smaller scope of NGO sector, lack of direct acknowledgment/endorsement by government). The number of GPP applications and certifications has been gradually increasing since the beginning, but turns over a worrying descend in lasts 2 years, possibly associated to poor incentives for it, which calls for urgent attention.
- ❖ The capacity development component has been strongly promoted by CCC during last years with revised methodologies, manuals and tools, creation of community learning forums, etc. This has been strategically decided, at least partially, by considering that in the future this component could cover the gap left by GPP certification component converted into an independent body outside CCC. Though the need for capacity development is obvious in Cambodia, there are lights and shadows on the role of CCC for it: coaching & mentoring for GPP certification applicants and promotion of advocacy groups (as NCDLWG) for incorporation of good governance and development effectiveness as cross-cutting issues in national training agendas are both excellent initiatives. On the contrary, CCC becoming "*one more*" training institution, open to a wider NGO target audience and addressing any kind of issue, in a demand-basis, does not seem to maximize the comparative advantages of the organization.
- ❖ CCC's membership figures have been regularly and interruptedly growing up since the creation of the organisation, having already exceeded mid-term expectations for GHP period. This, together with the leading role being played by CCC for the NGO Law (LANGO) discussion process between government and NGO sector, talks clearly about the effectiveness, utility and acknowledgment of CCC's networking, referral and information sharing services. It also gives clues for maximizing this component even more in the future, focusing as much as possible in good governance, transparency and development effectiveness issues and strengthening the facilitation/advocacy role of the organization in collaboration with other similar NGO platforms.

- ❖ So far GHP has indistinctly targeted INGO and Cambodian NGO (CNGO), considering the NGO sector in Cambodia as a whole, and with no specific strategy expressly designed for each group. However figures show that CNGO are predominant in certification and capacity development, while INGO presence as CCC members is much higher. Aside from lessening the likelihood of a combined impact of GHP (due to different target groups for each component) this is revealing differences in terms of roles, motivation, needs, challenges, capacities and financial resources between INGO and CNGO, which CCC has not yet sufficiently acknowledged and/or converted into more specific strategies for each.

## **D) ON THE IMPACT**

- ❖ A mid-term, participatory, and mostly qualitative evaluation is not, obviously, the best tool for measuring the impact of GHP. This should be done only after completion of the program, though important limitations, already acknowledged by most relevant donors, may be faced for it even at that point, in spite of CCC's efforts to minimize them (GHP is process-based, complexity of KPI, massive scope of the program, absence of control groups, etc.)
- ❖ According to the subjective and qualitative perception of the target NGO involved in GHP, some positive changes in their governance, transparency and effectiveness are taking place within their organizations (though some of them are not able to claim for clear differences with the rest of NGO sector).
- ❖ In addition to that, there are no doubts about CCC's key contribution to promoting new paradigms on good governance and development effectiveness in Cambodia, so as to strengthening the NGO sector as a whole, mobilizing efforts from civil society and facilitating the link between this and government for decision-making (as observed during the discussion process of new LANGO, or trough promotion of multi-stakeholder *think-tank* groups by CCC, etc.).
- ❖ Some GPP certified NGO have reported positive impacts on fund-raising after getting the certification, in terms of quantity of grants received, visibility and/or diversity of donors accessed. However, it is not possible to confirm that this impact has been extended to all certified NGO (not even to the majority of them). On the contrary, many certified NGO expressed their concerns for not having experienced major improvements in terms of funding after the certification, which obviously generates the risk of losing motivation among certified NGO and also for potential applicants.

## **E) ON THE SUSTAINABILITY**

- ❖ Current global financial crisis and subsequent decrease of international ODA for Cambodia poses important financial threats, not only for CCC, but also for most of its target NGO in the country. The impressive growth of financial resources experienced at the beginning of GHP (almost exclusively as a consequence of the success for channeling funds from external grants/donors) does not seem to be sustainable for the following years, as initially foreseen by CCC. Therefore, it calls for a necessary redesign of GHP activities for the next years, aiming at reducing their scope to a more humble financial scenario, and trying to concentrate efforts on those components/initiatives where the organization could add more value, maximize its comparative advantages and achieve multiplying effects

- ❖ CCC is perceived by most stakeholders as a well-positioned, leading and consolidated development actor in Cambodia and its voice is usually listened by them, in spite of the challenging scenario in the country (mistrust between government and NGO sector, NGO and networks sometimes managed by strong personal egos, etc.). CCC's links with other relevant CSO platforms, networks and initiatives on good governance, transparency and development effectiveness contribute to increase the legitimacy of the organization. However, there seems to be room yet for a more intense involvement and participation from CCC's stakeholders (particularly other Cambodian key NGO networks) in the organization's decision-making, design and implementation of activities.
- ❖ Though CCC has followed exhaustive consultation processes with Cambodian government, donor agencies and NGO networks and made strong efforts to get GPP certification acknowledged by them, the fact is that most of them are yet reluctant to formally endorse it and give clear funding priority and/or tax benefits to NGO certified (unlike other similar initiatives in SEA, where the idea of having a certification system came originally and directly from those stakeholders and/or counts on strong links with private business sector). This results in a challenging scenario for GPP, which has to deal with less concrete and tangible benefits of being certified.
- ❖ Many NGO consulted considered the NGO certification standards too high/strict, and therefore not fully accessible for them or suitable to their context and possibilities, at least in the short-term. They also complaint about GPP system being too much focused on just final certification (YES/NO) but not giving enough value to their motivation, efforts and transparency demonstrated by just applying and undergoing the certification process itself. From a more strategic point of view, the key dilemma between promoting an excellence certification system (alike ISO, for example) for distinguishing just a few "top quality" NGO, or going for a more flexible and less demanding system, which could widen the scope of NGO targeted and increase their average level of good governance and transparency standards up to the minimum required, is still open inside CCC.
- ❖ The initial idea of promoting an independent certification body, external to CCC, to whom the NGO-GPP would be transferred, may be theoretically pertinent for achieving more legitimacy and strengthening institutional support towards certification system, by avoiding any bias/interference from CCC. However, from a more practical level, there seems to be a common conclusion shared by this evaluation and the specific feasibility study commissioned by CCC for it, on the need to rethink the whole initiative, since threats appear to be stronger than opportunities. Organizational aspects (the new body as just "*another NGO*", links with CCC, financial resources, etc.) so as more strategic issues (legitimacy of the new centre, rupture of the GHP single-program paradigm, etc.) must be considered very carefully before deciding to spin-off a new certification centre.
- ❖ Promoting multi-stakeholder working groups, outside and independent from CCC (NCDLWG, RWG, STTT and LTTT) is a sound strategy for increasing their ownership, involvement and, thus, the global sustainability of GHP. However, doing it for all groups at the same time, without a clear schedule for focusing efforts and consolidating some of them first, before going for the others, could lead to unavailability from their members for getting really involved (some of them are overlapping) and/or impossibility and frustration among CCC's staff to properly organize, administrate and facilitate their regular functioning.

## 6. RECOMMENDATIONS

### **A) Concentrate the focus of GHP, aiming at maximizing CCC's comparative advantages, synergies and multiplying potential, in a context of financial constraints for the next 3 years**

- ❖ Revise GHP budget foreseen until 2015, reducing its scope (and subsequently also the activities) to a more realistic scenario of around 50% of the figures initially expected
- ❖ Rethink equal distribution of budget among the 3 GHP components, considering increasing share for components 1 and 3
- ❖ Be more proactive towards those target groups with highly multiplying potential and/or role as peer pilot models (as NGO networks, key CNGO partnering with many other NGO/CSO)
- ❖ Define specific strategies for INGO and CNGO, trying to increase coincidence of targets among the 3 GHP components and encouraging the role of INGO more as promoters of good governance among CNGO and facilitators for linking Cambodian civil society directly with government
- ❖ Concentrate capacity development efforts and targets on direct support for GPP certification potential applicants and promotion of good governance and development effectiveness as cross-cutting issues within training agendas and among selected NGO networks. Reconsider dispersing efforts for other issues (CPAR, APARO, ARO) and/or transforming CCC into another regular training centre in a demand basis
- ❖ Continue promoting community learning forums, as an excellent peer strategy, extending their scope not only to theory but also (and mostly) to good practice sharing, involving not only certified NGO and maximizing the use of new ICT (online forums) as a highly cost-effective tool for it
- ❖ Concentrate the focus of research, networking and advocacy efforts on good governance, transparency and development effectiveness
- ❖ Consider strategies for increasing the role and weight of CNGO as CCC members, particularly for those already involved in GPP. Explore the possibility of granting free membership for those NGO certified (or even for those just applying) since this would increase synergies and effectiveness of both components
- ❖ Intensify geographical focus and decentralization strategy of GHP, considering acting on just a couple of pilot provinces with a good enabling environment, for promoting more concrete, tangible and feasible initiatives on linking civil society with local authorities for good governance and development effectiveness. Design specific strategies for dissemination and scale-up of those successful experiences by other relevant stakeholders (national authorities, NGO networks/platforms, etc.)
- ❖ Revise and simplify the KPI of GHP, particularly for components 2 and 3, avoiding overlapping and confusion between outputs and outcomes, focusing on the second, proposing "control groups" for measuring net impacts, and increasing mid-term / process indicators



## **B) Increase legitimacy, support and more practical incentives for GPP certification**

- ❖ Intensify promotion, ownership and support of GPP certification among NGO networks in Cambodia, by targeting them with specific strategies and increasing their active role and participation in decision-making and implementation of the GPP
- ❖ Strengthen promotion and support of GPP from INGO and international donor agencies, not directly aiming at their exclusive acknowledgment of this concrete certification, but more at their requirement of good governance and transparency standards (in general, whatever they are the concrete labels) for those NGO partners they work with
- ❖ Continue seeking support and promotion from Cambodian Government to good governance and transparency certification systems for NGO in the country (in general, not just limited to GPP). Reconsider the goal of a more direct and official endorsement of GPP certification by public instances, since it seems to be not very realistic given the current context of mistrust among NGO and government
- ❖ Explore the emerging opportunities of Cambodian private business sector (international corporations, big commercial firms, etc., always securing their reliability) and link them with NGO sector, channeling their Social Corporate Responsibility (CRS) funds for projects implemented by those NGO certified under GPP
- ❖ Reconsider the idea of creating an independent certification body outside CCC, at least within the current GHP period up to 2015, until the weaknesses and threats of the GPP certification system detected in this evaluation (and in the specific external feasibility study conducted for it) have not been fully addressed

## **C) Increase accessibility of NGO certification and clarify its goal/approach (excellence for a few vs. transparency/self improvement for a wider target audience)?**

- ❖ Consider revision of current GPP standards and explore their categorization into 2 main groups: 1) those really and strictly key for ensuring good governance and transparency and 2) those more oriented to “excellence” in quality management. Explore the possibility of granting some recognition (maybe a different certificate) also for those applicants complying with the first group of standards, though not yet with all of them in the second
- ❖ Promote internal self-assessment of standards directly by the NGO themselves (an on-line tool would be ideal for it) as a way of self-improvement not necessarily linked to the issuance of any certificate. This could also serve as a good preparatory test, with a view to their formal application and external assessment under GPP later. Register somehow the NGO undergoing self-assessments (including KPI for capturing this also as an outcome of the GHP) and provide them with some kind of visibility too
- ❖ Reconsider charging fees to applicant organizations, at least to CNGO. The financial impact of that recent policy may not probably make a big difference in CCC's incomes, but is more likely to refrain a good number of potential applicants from applying (already hesitating, since some of them do not see more practical consequences after being certified).

- ❖ Record and assess more qualitative and disaggregated data on the profile of GPP applicants and certified NGO (size, type, sector, geographical scope, etc.) tailoring specific strategies for targeting those underrepresented, in case some potential bias is detected.

#### **D) Deepen into CCC's strategic role and links with other key stakeholders, as a "network of networks" on good governance**

- ❖ Increase visibility and marketing on the role of CCC as a genuine Cambodian key "network of networks" focused on good governance, transparency and development effectiveness as cross-cutting issues among CNGO peers. Avoid getting involved in too many disperse initiatives, giving priority to those closely connected to the above mentioned thematic issues
- ❖ Increase the overall focus and priority of GHP on Cambodian NGO, strengthening their key and leading role as genuine part of civil society in Cambodia. Do not oversize the role and ownership of GHP by INGO, limiting them more to facilitation, funding and advocacy
- ❖ Move forward and strengthen coordination and links with other key Cambodian NGO networks (particularly NGO-Forum) deepening into clarification of roles, added value and synergies from each, and considering even signature of formal MoU between them and/or attempting some joint pilot proposals
- ❖ Carefully and gradually increase CCC's key and leading role for bridging gaps between NGO sector and Cambodian Government (MoI, MoFA, CDC, etc.) promoting an scenario of increasing mutual trust and collaboration for the development of the country through small pilot and more practical initiatives
- ❖ Continue strengthening CCC's role and linkages with other regional and international networks/platforms on good governance and development effectiveness. However, try to balance this strategy with the necessary and priority consolidation of CCC's role and position in Cambodia first.
- ❖ Make sure that the profile and skills of new Executive Director of CCC include personal ability, flexibility and empathy as to strengthen ties with other NGO networks and the government
- ❖ Continue the strategy of promoting multi-stakeholder working groups focused on advocacy or "*think-tanks*" external to CCC, but avoid an excessive multiplication of them at the same time in order to concentrate efforts, avoid dispersion and minimize risks of lack of commitment from members participating in more than one group. Consider the possibility of merging some of the already existing groups into just one with various internal sections
- ❖ Explore the idea of transforming part of Component 3 into an "*Observatory on good governance and development effectiveness in Cambodia*" providing other stakeholders (in the country, SEA region and worldwide) with regular updated information, discussion forums and critical analysis on this issue. Online tools are optimal for this purpose.
- ❖ Increase participation and contribution from university sector (both private and also public) in GHP, clarifying their role and comparative advantages for it. Consider even signing formal MoU between CCC and some of them for more concrete initiatives/collaborations
- ❖ Consider the possibility of designing common proposals between CCC and some of the certified NGO for more concrete initiatives on good governance and development effectiveness on the field, with a pilot approach, which could be even submitted to third donor agencies more focused on concrete "tangible" projects

## **E) Strengthen capacities and consolidate CCC's internal structure and organizational chart**

- ❖ Increase efforts to balance necessary flexibility, dynamism and adaptability of GHP's staff to emerging challenges/issues, with a clearer description of roles, concrete tasks and expected outcomes from each position, in order to avoid confusion, burn-out and frustration among CCC's team
- ❖ Clarify with more detail the role, job description and KPI pursued by CCC's team in component 2 (currently partially overlapping with components 1 and 3) and the same in component 3 (currently partially overlapping with operational team)
- ❖ Maximize and give outmost care to the role and close collaboration of recently recruited component managers, since they are the key for securing synergies and coordination among the 3 components of GHP and a clear transmission of strategies/commands from upper directive level to the technical staff in charge
- ❖ Increase and level training, research and evaluation capacities of CCC's staff, as a key factor for the success of GHP and for achieving the leading/pioneering role foreseen for CCC among the NGO sector in Cambodia
- ❖ Assign tasks to the staff in a realistic basis, avoiding overburden but also oversize of CCC's staff in a less sustainable way, particularly considering financial constraints for the next years. Outsourcing for some innovative tasks, as it is being done, is fine but creation of mixed teams jointly composed of external consultants and internal staff in order to progressively increase capacities of the second, seems a better option in the mid-term
- ❖ Emphasize the role and skills of the new CCC's Executive Director as internal motivator, communicator and promoter of a smooth and participatory working environment among the staff

## ANNEXES

## 6.1 Summary table of recommendations

	SHORT-TERM	MID-TERM
<b>Common to all 3 components</b>	<ul style="list-style-type: none"> <li>❖ Revise GHP budget foreseen until 2015, reducing its scope (and subsequently also the activities) to a more realistic scenario of around 50% of the figures initially expected</li> <li>❖ Be more proactive towards those target groups with highly multiplying potential and/or role as peer pilot models (as NGO networks, key CNGO partnering with many other NGO/CSO)</li> <li>❖ Define specific strategies for INGO and CNGO, trying to increase coincidence of targets among the 3 GHP components and encouraging the role of INGO more as promoters of good governance among CNGO and facilitators for linking Cambodian civil society directly with government</li> <li>❖ Revise and simplify the KPI of GHP, particularly for components 2 and 3, avoiding overlapping and confusion between outputs and outcomes, focusing on the second, proposing "control groups" for measuring net impacts, and increasing mid-term / process indicators</li> <li>❖ Increase visibility and marketing on the role of CCC as a genuine Cambodian key "network of networks" focused on good governance, transparency and development effectiveness as cross-cutting issues among CNGO peers. Avoid getting involved in too many disperse initiatives, giving priority to those closely connected to the above mentioned thematic issues</li> <li>❖ Increase the overall focus and priority of GHP on Cambodian NGO, strengthening their key and leading role as genuine part of civil society in Cambodia. Do not oversize the role and ownership of GHP by INGO, limiting them more to facilitation, funding and advocacy</li> <li>❖ Make sure that the profile and skills of new Executive Director of CCC include personal ability, flexibility and empathy as to strengthen ties with other NGO networks and the government</li> <li>❖ Continue the strategy of promoting multi-stakeholder working groups focused on advocacy or "think-tanks" external to CCC, but avoid an excessive multiplication of them at the same time in order to concentrate efforts, avoid dispersion and minimize risks of lack of commitment from members participating in more than one group. Consider the possibility of merging some of the already existing groups into just one with various internal sections</li> <li>❖ Clarify with more detail the role, job description and KPI pursued by CCC's team in component 2 (currently partially overlapping with components 1 and 3) and the same in component 3 (currently partially overlapping with operational team)</li> <li>❖ Maximize and give utmost care to the role and close collaboration of recently recruited component managers, since they are the key for securing synergies and coordination among the 3 components of GHP and a clear transmission of</li> </ul>	<ul style="list-style-type: none"> <li>❖ Rethink equal distribution of budget among the 3 GHP components, considering increasing share for components 1 and 3</li> <li>❖ Move forward and strengthen coordination and links with other key Cambodian NGO networks (particularly NGO-Forum) deepening into clarification of roles, added value and synergies from each, and considering even signature of formal MoU between them and/or attempting some joint pilot proposals</li> <li>❖ Carefully and gradually increase CCC's key and leading role for bridging gaps between NGO sector and Cambodian Government (MoI, MoFA, CDC, etc.) promoting an scenario of increasing mutual trust and collaboration for the development of the country through small pilot and more practical initiatives</li> <li>❖ Continue strengthening CCC's role and linkages with other regional and international networks/platforms on good governance and development effectiveness. However, try to balance this strategy with the necessary and priority consolidation of CCC's role and position in Cambodia first.</li> <li>❖ Increase participation and contribution from university sector (both private and also public) in GHP, clarifying their role and comparative advantages for it. Consider even signing formal MoU between CCC and some of them for more concrete initiatives/collaborations</li> <li>❖ Consider the possibility of designing common proposals between CCC and some of the certified NGO for more concrete initiatives on good governance and development effectiveness on the field, with a pilot approach, which could be even submitted to third donor agencies more focused on concrete "tangible" projects</li> <li>❖ Assign tasks to the staff in a realistic basis, avoiding overburden but also oversize of CCC's staff in a less sustainable way, particularly considering financial constraints for the next years. Outsourcing for some innovative tasks, as it is being done, is fine but creation of mixed teams jointly composed of external consultants and internal staff in order to progressively increase capacities of the second, seems a better option in the mid-term</li> <li>❖ Increase and level training, research and evaluation capacities of CCC's staff, as a key factor for the success of GHP and for achieving the leading/pioneering role foreseen for CCC among the NGO sector in Cambodia</li> <li>❖ Increase efforts to balance necessary flexibility, dynamism and adaptability of GHP's staff to emerging challenges/issues, with a clearer description of roles, concrete tasks and expected outcomes from each position, in order to avoid confusion, burn-out and frustration among CCC's team</li> </ul>

	<p>strategies/commands from upper directive level to the technical staff in charge</p> <ul style="list-style-type: none"> <li>❖ Emphasize the role and skills of the new CCC's Executive Director as internal motivator, communicator and promoter of a smooth and participatory working environment among the staff</li> </ul>	
<b>GPP certification component</b>	<ul style="list-style-type: none"> <li>❖ Intensify promotion, ownership and support of GPP certification among NGO networks in Cambodia, by targeting them with specific strategies and increasing their active role and participation in decision-making and implementation of the GPP</li> <li>❖ Reconsider the idea of creating an independent certification body outside CCC, at least within the current GHP period up to 2015, until the weaknesses and threats of the GPP certification system detected in this evaluation (and in the specific external feasibility study conducted for it) have not been fully addressed</li> <li>❖ Promote internal self-assessment of standards directly by the NGO themselves (an on-line tool would be ideal for it) as a way of self-improvement not necessarily linked to the issuance of any certificate. This could also serve as a good preparatory test, with a view to their formal application and external assessment under GPP later. Register somehow the NGO undergoing self-assessments (including KPI for capturing this also as an outcome of the GHP) and provide them with some kind of visibility too</li> <li>❖ Reconsider charging fees to applicant organizations, at least to CNGO. The financial impact of that recent policy may not probably make a big difference in CCC's incomes, but is more likely to refrain a good number of potential applicants from applying (already hesitating, since some of them do not see more practical consequences after being certified).</li> <li>❖ Record and assess more qualitative and disaggregated data on the profile of GPP applicants and certified NGO (size, type, sector, geographical scope, etc.) tailoring specific strategies for targeting those underrepresented, in case some potential bias is detected.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Continue seeking support and promotion from Cambodian Government to good governance and transparency certification systems for NGO in the country (in general, not just limited to GPP). Reconsider the goal of a more direct and official endorsement of GPP certification by public instances, since it seems to be not very realistic given the current context of mistrust among NGO and government</li> <li>❖ Strengthen promotion and support of GPP from INGO and international donor agencies, not directly aiming at their exclusive acknowledgment of this concrete certification, but more at their requirement of good governance and transparency standards (in general, whatever they are the concrete labels) for those NGO partners they work with</li> <li>❖ Explore the emerging opportunities of Cambodian private business sector (international corporations, big commercial firms, etc., always securing their reliability) and link them with NGO sector, channeling their Social Corporate Responsibility (CRS) funds for projects implemented by those NGO certified under GPP</li> <li>❖ Consider revision of current GPP standards and explore their categorization into 2 main groups: 1) those really and strictly key for ensuring good governance and transparency and 2) those more oriented to "excellence" in quality management. Explore the possibility of granting some recognition (maybe a different certificate) also for those applicants complying with the first group of standards, though not yet with all of them in the second</li> </ul>
<b>Capacity development component</b>	<ul style="list-style-type: none"> <li>❖ Continue promoting community learning forums, as an excellent peer strategy, extending their scope not only to theory but also (and mostly) to good practice sharing, involving not only certified NGO and maximizing the use of new ICT (online forums) as a highly cost-effective tool for it</li> </ul>	<ul style="list-style-type: none"> <li>❖ Concentrate capacity development efforts and targets on direct support for GPP certification potential applicants and promotion of good governance and development effectiveness as cross-cutting issues within training agendas and among selected NGO networks. Reconsider dispersing efforts for other issues (CPAR, APARO, ARO) and/or transforming CCC into another regular training centre in a demand basis</li> </ul>
<b>Networking, referral and information-sharing component</b>	<ul style="list-style-type: none"> <li>❖ Consider strategies for increasing the role and weight of CNGO as CCC members, particularly for those already involved in GPP. Explore the possibility of granting free membership for those NGO certified (or even for those just applying) since this would increase synergies and effectiveness of both components</li> </ul>	<ul style="list-style-type: none"> <li>❖ Concentrate the focus of research, networking and advocacy efforts on good governance, transparency and development effectiveness</li> <li>❖ Intensify geographical focus and decentralization strategy of GHP, considering acting on just a couple of pilot provinces with a good enabling environment, for promoting more concrete, tangible and feasible initiatives on linking civil society with local authorities for good governance and development effectiveness. Design specific strategies for dissemination and scale-up of those successful experiences by other relevant stakeholders (national authorities, NGO networks/platforms, etc.)</li> <li>❖ Explore the idea of transforming part of Component 3 into an "<i>Observatory on good governance and development effectiveness in Cambodia</i>" providing other stakeholders (in the country, SEA region and worldwide) with regular updated information, discussion forums and critical analysis on this issue. Online tools are optimal for this purpose.</li> </ul>

## 6.2 Program alternative logframe proposed

MORE EFFECTIVE AND TRANSPARENT CIVIL SOCIETY SECTOR IN CAMBODIA, PLAYING A STRONGER ROLE FOR THE DEVELOPMENT OF THE COUNTRY		
Increased volume of funds received and managed by target NGO		
Increased number of public reports, external evaluations, audits, etc. disseminated by target NGO		
Increased participation in decision-making initiatives among target NGO/platforms and with government and other key stakeholders		
Perception of increased transparency and effectiveness among target NGO by beneficiaries, government, donors, media and other key stakeholders		
Number of good governance initiatives replicated / scaled-up by target NGO themselves		
A VOLUNTARY, SELF-REGULATORY CERTIFICATION SYSTEM ON GOOD GOVERNANCE FOR NGO IS CONSOLIDATED AND WIDELY ACKNOWLEDGED IN CAMBODIA	CAPACITY DEVELOPMENT RESOURCES, WITH GOOD GOVERNANCE AS A PRIORITY CROSS-CUTTING ISSUE, ARE ACCESSIBLE FOR NGO IN CAMBODIA	NETWORKING, LINKAGES AND INFORMATION-SHARING ON GOOD GOVERNANCE IS PROMOTED AMONG NGO AND WITH OTHER KEY STAKEHOLDERS IN CAMBODIA
Increased number of certified NGO	Good governance and development effectiveness prioritized within training agendas in Cambodia	Increased number of CCC's new members and % of Cambodian NGO members
Increased number of applicant NGO	New links, collaborations, initiatives on capacity development started and maintained by CCC members	Number of researches shared with stakeholders
Increased number of donors acknowledging the certification	Increased rate of applicants certified after training, coaching and mentoring from CCC	Good governance issues prioritized within NGO platforms strategies and government
Increased number of other key stakeholders supporting certification (Gov't, private sector)	Increased self-confidence from staff to perform their task	Increase use of database information by NGO and other stakeholders
Increased rate of applications / staff / year	Better performance by facilitators as assessed by participants	Increased level of awareness on good governance issues among NGO and other stakeholders
Decreased rate of working days / application	Number of NGO participating in learning forums and their opinion on effectiveness of them	Increased number/scope of regional/international networks/initiatives in which CCC participates/promote
Increased number of NGO using GPP as a self-assessment tool, even not formally applying for the certificate		Increased % of own resources for technical services by CCC



MAIN GROUPS/CATEGORIES OF ACTIVITIES		
Screening applications	Learning forums with certified NGO and CCC members	Advocacy for enabling environment for NGO and decision-making platforms with public bodies at national level
Revise standards for INGO	Training of trainers with certified NGO for replication	Advocacy for enabling environment for NGO and decision-making platforms with public bodies at provincial level
Assessing feasibility of independent centre	Capacity development, coaching and mentoring for NGO applicants	Researches on NGO / CSO good governance, M&E, etc.
Monitoring and follow-up of certifications, applicants	Research and documentation on capacity development	Development, management and update of NGO database
Strengthening support towards CCC	Increasing use of ICT for capacity development	Promoting linkages, referrals and advice among NGO and with other stakeholders
Increase capacities of VFA	Develop pilot manuals and methodology for capacity development	Consolidate and strengthen the role of multi-stakeholder strategic and research working groups
Enhance use of ICT and procedures	Linking existing training resources and capacity development needs from NGO sector	Increase coordination and synergies of CCC with other NGO networks, in and outside Cambodia
Increase visibility of certified NGO	Consolidate and strengthen role of NCDL	Promotion and visibility of CCC's services, particularly among Cambodian NGO
Target multiplying agents (networks, key NGO)	Enhance capacities of capacity building staff	Enhance capacities of CCC's staff
Approach private sector to link with certified NGO for funding		
Strengthen capacities of GPP team		

### 6.3 List of key informants and activities

KEY INFORMANT / STAKEHOLDER	EVALUATION ACTIVITY DETAILS / SCOPE
CNGO/INGO members of CCC	Massive questionnaire to 152 NGO (13 of them answered, including AFSC, HIV Education and Care, CRDT, DPACAM, FIDR, Help Age Asia, Livelearn, LWD, Neary Khmer, Norwegian People's Aid, PNKS, Trocaire)
CCC managers / directors	Questionnaire + Meeting with Lun Borithy, Saroeun Soeung, Kem Sambaddh
CCC staff (component 1)	Questionnaire + Discussion group with members of the team (7 persons)
CCC staff (component 2)	Questionnaire + Discussion group with members of the team (7 persons)
CCC staff (component 3)	Questionnaire + Discussion group with members of the team (8 persons)
CCC operational staff	Questionnaire + Discussion group with members of the team (6 persons)
CCC EXCOM members	Discussion group guided by semi-structured questionnaire (5 persons)
Representatives from certified NGO	Discussion group guided by semi-structured questionnaire (8 NGO, including CRDT, SORF, PDAO, CFED, ICSO, DDSP, LAC, SCC)
Final beneficiaries of NGO certified and/or participant in training activities	Workshop with SCC and 7 community leaders targeted by their projects
Representatives from CDC (and Mol if available)	Interview with Secretary of State, from Mol Interview with 2 representatives from CDC
Donor agencies (public and private)	Interview with AECID. Other 5 donors already represented in other groups
Other external informants	Individual interviews and/or questionnaire (2 persons, including Jenny Pearson, and Open Forum)
Members of VCS WG / NCCC	Discussion group guided by semi-structured questionnaire (5 members)
Members of NCDLWG	Discussion group guided by semi-structured questionnaire (5 members, including PWC, APLUS, PPIC, CordAid, DPA )
Members of STTT / LTTT	Discussion group guided by semi-structured questionnaire (5 members, including Action Aid, HRAC, Oxfam, DPA)

## 6.4 List of documents and bibliography

### A) PROVIDED BY CCC

- GHP monitoring report from January-December 2011
- GHP monitoring report from January-June 2012
- CCC's Strategy Plan (2009-2013)
- CCC's vision 2015
- GHP plan (2011-2015)
- Financial information on GHP by component and year
- List of members of CCC's Excom and profile
- List of members of VCS WG and NCCC and profile
- Updated master list of GPP certification applicants and certified NGO
- CCC's administrative, staff and organizational chart
- Records on impact from GPP
- Updated list of CCC's members
- VCS application form and instructions
- GHP plan for 2013
- 

### B) EXTERNAL SOURCES

- PCNC Guidebook on the Basics of NGO Governance
- The Evolution of NGO Accountability and its Implications on Philippine NGOs
- One World Trust - CSO database files
- SGS - NGO Benchmarking files
- Certification report by USAid
- Certification in Humanitarian Practice
- Pakistan certification system
- Herramienta Transparencia y Buenas Prácticas de la CONGDE Spain
- Effective Accountability NGO SRI Briefing paper
- Uganda certification system, process and benefits

## 6.5 Evaluation matrix

Nº	CRITERIA / EVALUATION QUESTION	Nº	INDICATOR / OPERATIVE QUESTION	PRIORITY	SOURCE / TOOL TO COLLECT INFO	TYPE	COMMENTS / REMARKS
1	<b>PERTINENCE / COHERENCE</b>						
1.1	Is the GHP pertinent to the real needs of the NGO sector in Cambodia?	1.1.1	Which are currently the main needs/weaknesses/challenges of Cambodian NGO to become a more effective agent for the development of the country?		Online massive questionnaire to Cambodian NGO (members of CCC)	QNGO	Ideally including those targeted and not targeted by GHP. CCC to translate in khmer
					Online questionnaire to International NGOs operating in Cambodia (members of CCC)	QINGO	Those in CCC's database
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	To be jointly selected between evaluator and CCC
					Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEf	To be conducted by CCC staff during visit to Battambang??
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	If other Cambodian authorities are involved, also include them
					Interview with main donor agencies (public and private) in Cambodia	IDON	Basically those with previous contacts with CCC
					Findings of previous available researches on the same issue by CCC and/or other agencies	DCCC	If any, as the recent "CSO Contributions to the Development of Cambodia 2011"
		1.1.2	Prioritize the following components (1. voluntary certification, 2. capacity development, 3. knowledge management, referral and links) according to their importance for achieving a more transparent, cohesive and effective NGO		Online massive questionnaire to Cambodian NGO (members of CCC)	QNGO	
					Online questionnaire to International NGOs operating in Cambodia (members of CCC)	QINGO	Please note that CCC is going to conduct 1) Need Assesments for CSO capacity development and learning and 2) 2012 NGO Contribution report within this quarter and next one.

			sector in Cambodia		Interviews with certified NGOs	ICERT	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
					Interview with main donor agencies (public and private) in Cambodia	IDON	
		1.1.3	Are there other emerging issues, key focuses and/or priorities, aside from those currently addressed by GHP, that should also be considered in order to achieve a more transparent, cohesive and effective NGO sector in Cambodia?		Online massive questionnaire to Cambodian NGO (CCC's database)	QNGO	
					Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
					Interview with main donor agencies (public and private) in Cambodia	IDON	
1.2	Is the GHP consistent with the Cambodian legal and institutional policy framework, strategies, agendas, monitoring indicators regarding the NGO	1.2.1	Which are the main legal and institutional instruments in Cambodia, regarding NGO sector?		Interview with representatives from CDC (other authorities can be also targeted)	ICDC	This 1.2 the informants should be included NGOs too so that we can see their view how our works are consistent with the law of Cambodia
					Interview with main donor agencies in Cambodia	IDON	
					Assessment of key Cambodian legal/institutional instruments on NGO sector	DEXT	
		1.2.2	How much and in which way the GHP is consistent,		Interview with representatives from CDC (other authorities can be also targeted)	ICDC	

	sector?		complementary, synergic with those instruments previously identified?	Online massive questionnaire to Cambodian NGO (CCC's database)	QNGO	
				Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
				Interview with main donor agencies (public and private) in Cambodia	IDON	
				Assessment of key Cambodian legal/institutional instruments on NGO sector	DEXT	
		1.2.3	In which way the GHP could contribute even more to the Cambodian government's efforts to achieve a more effective and transparent NGO sector and beyond in the country?	Interview with representatives from CDC (other authorities can be also targeted)	ICDC	We should look at how the GHP contribute to effective development and transparency beyond CSO.
				Interview with main donor agencies (public and private) in Cambodia	IDON	
				Assessment of key Cambodian legal/institutional instruments on NGO sector (including successive drafts of NGO Law)	DEXT	
1.3	Is the GHP consistent with the international framework/agenda regarding the NGO sector?	1.3.1	Which are the main international strategies, policies, declarations, agendas, frameworks, etc. regarding NGO effectiveness and transparency?	Interview with main development agencies in Cambodia	IDON	Not only donors to CCC, also UUNN, ADB...
				Assessment of key international frameworks, declarations, strategies, etc. regarding role of NGOs	DEXT	
		1.3.2	Has the Cambodian Government endorsed, acknowledged and/or adhered to them?	Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
				Interview with main development agencies in Cambodia	IDON	
		1.3.3	Which role is GHP playing/ in which way it is consistent, complementary, synergic with those agendas, policies, strategies, frameworks?	Interview with main development agencies in Cambodia	IDON	
				Assessment of key international frameworks, declarations, strategies, etc. regarding role of NGOs	DEXT	
1.4	Is the GHP internal design clear and coherent?	1.4.1	Which has been the rationale and/or advantages for gathering previous CCC's projects into a single multi-year program as GHP?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Other key informants outside the EXCOM could also be interviewed
				Assessment of GHP design, logframe and reports	DCCC	

		1.4.2	Is there any potential disadvantage and/or risk envisaged for the new multi-year program approach?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP design, logframe and reports	DCCC	
		1.4.3	Has the opinion of key stakeholders been channeled and taken into account when designing / revising the GHP?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
					Online massive questionnaire to Cambodian NGO (CCC's database)	QNGO	
					Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Assessment of CCC identification workshops, consultations and other records	DCCC	
		1.4.4	Which are the main similarities and differences of GHP's design comparing with other similar initiatives (in Cambodia, SEA and worldwide)?		Interview with CCC managers and staff	ICCC	
					Interview with representatives from other organisations dealing with similar programs (in SEA and Europe)	IEXT	CCC to help the evaluator linking with some of them in SEA
					Assessment of GHP's logframe and other similar programs' designs (including CCC's own reports, researches, etc.)	DEXT	
		1.4.5	Are there clear and well differenced activities, outputs and outcomes for each one of		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Also UNDP and CIVICUS, if not present in hte EXCOM



			the 3 components of the GHP, with interconnection and no overlapping among them?		Assessment of GHP design, logframe and reports	DCCC	
<b>2</b>	<b>COST- EFFECTIVENESS</b>						
<b>2.1</b>	Has CCC got enough and adequate HHRR?	2.1.1	Is CCC's organisational chart clearly defined, with overall goal and concrete tasks, responsibilities and communication channels for all positions fully known by the staff and management?		Interview with CCC managers and staff (including former staff, if available)	ICCC	
					Assessment of CCC's organisational chart, job descriptions, recruiting records, briefing and debriefing and internal communication procedures	DCCC	
		2.1.2	Is the background and capacities of CCC's staff, management and EXCOM adequate for the task they are asked to perform?		Interview with CCC managers and staff (including former staff, if available)	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of CCC's organisational chart, job descriptions, recruiting records, internal communication procedures	DCCC	
		2.1.3	Is the turnover of CCC's staff and management reasonable within changing process to GHP (according to the standards for NGO sector in Cambodia)?		Interview with CCC managers and staff (including former staff, if available)	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interviews with certified NGOs	ICERT	
		2.1.4	Which are the most positive aspects of the working environment in CCC and main aspects in need to be enhanced?		Interview with CCC managers and staff (including former staff, if available)	ICCC	
<b>2.2</b>	Are the resources effectively used	2.2.1	Are there relevant variations between the effective		Interview with CCC managers and staff	ICCC	

	for GHP consistent with the expected ones?		expenses of GHP (per each budgetline) and the budget initially foreseen?		Assessment of CCC's internal records (proposals, reports)	DCCC	
		2.2.2	Are there relevant variations between the effective duration of GHP activities / components and the schedule initially foreseen?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's internal records (proposals, reports)	DCCC	
<b>2.3</b>	Is CCC's overall structure cost-effective?	2.3.1	Is the the ratio (and its evolution) between number of target NGOs (trained, applying, certified) and number of staff involved within last 5 years reasonable?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's internal records (staff, reports)	DCCC	
		2.3.2	Is the ratio (and its evolution) between number of target NGOs (trained, applying, certified) and program budget within last 5 years reasonable?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's internal records (staff, reports)	DCCC	
		2.3.3	Is the cost per target NGO (trained, applying, certified) in line with other similar initiatives / programs in SEA and Europe?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's and other similar programs' annual reports	DEXT	
					Interview with representatives from other organisations dealing with similar programs (in SEA and Europe)	IEXT	
					Assessment of GHP's logframe and other similar programs' designs (including CCC's own reports, researches, etc.)	DEXT	
		2.3.4	Are new Information and Communication Technologies (ICT) being maximized in the GHP?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	

					Assessment of CCC's website/online tools and the same from other similar organisations/initiatives	DEXT	
2.4	Is the GHP's overall internal design cost-effective?	2.4.1	Are the resources (staff, budget) assigned to each one of the 3 GHP components, coherent and balanced considering each one's target scope?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's internal records (staff, reports)	DCCC	
		2.4.2	Are the resources (staff, budget) assigned to each one of GHP 3 components, coherent and balanced considering each one's strategic priority (as found out in question 1.1)?		Interview with CCC managers and staff	ICCC	
					Assessment of CCC's internal records (staff, reports) and findings from question 1.1	DCCC	
3	EFFECTIVENESS						
3.1	Is the GHP's desing able to capture and measure its effectiveness?	3.1.1	Are the indicators and sources currently proposed for GHP reflecting the outcomes and goals of the program (and not just outputs and/or activities)?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Including UNDP and CIVICUS
					Assessment of GHP's logframe and other similar programs' designs	DEXT	
		3.1.2	Is there a proper baseline and it is regularly updated?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
		3.1.3	Is there any kind of "control group" to measure the net effects to be specifically assigned to GHP (and not to other external factors)?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP's baseline assessments, researches and previous reports	DCCC	

		3.1.4	Are the M&E tools, procedures and systems used by CCC able to capture and measure the outputs and goals of the GHP?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
3.2	Are the effects of GHP really focused on its target groups, without bias?	3.2.1	Has the NGO sector in Cambodia been properly characterized, including different types of NGO/CSO, and the most vulnerable and/or strategic ones for GHP have been detected?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
		3.2.2	Has the GHP incorporated proactive strategies to specifically target / give priority to certain target groups (most vulnerable and/or most strategic NGO)?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP's proposals and reports	DCCC	
		3.2.3	Is the profile of actual GHP target NGOs showing any bias (type of organisation, scope/size, sector, geographic area, etc.)?		Interview with CCC managers and staff	ICCC	
					Online massive questionnaire to NGOs targeted by GHP	QNGO	Only for those targeted by the GHP
					Assessment of CCC's databases on targeted NGO	DCCC	
		3.2.4	Is it coherent / strategic that GHP targets INGO in Cambodia, together with local NGO?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
3.3	Is the GHP being overall effective?	3.3.1	Are the achievements of the voluntary certification component relevant and according to expected indicators so far?		Interview with CCC managers and staff	ICCC	Component 1 team, including VFA
					Interview with members of VCS WG and NCCC	IVCS	Applicant and certified NGOs.
					Online massive questionnaire to NGOs targeted by GHP	QNGO	
					Assessment of GHP's proposals and reports	DCCC	

		3.3.2	Which are the concrete and effective advantages of being certified under the NGO-GPP?		Interview with members of VCS WG and NCCC	IVCS	donors of applicant and certified NGOs
					Online massive questionnaire to NGOs targeted by GHP	QNGO	
		3.3.3	Are the achievements of the capacity development component relevant and according to expected indicators so far?		Interview with CCC managers and staff	ICCC	Component 2 team
					Inteview with NCDLWG and communities of learners	INCDLG	
					Online massive questionnaire to NGOs targeted by GHP	QNGO	
					Assessment of GHP's proposals and reports	DCCC	
		3.3.4	Are the achievements of the knowledge management, referral and linking component relevant and according to expected indicators so far?		Interview with CCC managers and staff	ICCC	Component 3 team
					Interview with STTT and LTTT, and Research WG	ISTTT	Including BetterAid, the Open Forum for CSO Development Effectiveness, Reality of Aid and CIVICUS
					Online massive questionnaire to NGOs targeted by GHP	QNGO	
					Assessment of GHP's proposals and reports	DCCC	
		3.3.5	Are there any other relevant effects not originally foreseen that have been achieved by GHP?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Online massive questionnaire to NGOs targeted by GHP	QNGO	
					Assessment of GHP's proposals and reports	DCCC	
4	IMPACT						
4.1	Is the GHP's desing able to capture and measure the key impacts it may create?	4.1.1	Are the indicators and sources currently proposed for the ultimate objective of GHP reflecting the overall goal of GHP and impact of the program to the mission and vision of CCC?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Including UNDP and CIVICUS
					Assessment of GHP's logframe and other similar programs' designs	DEXT	
		4.1.2	Is there a proper baseline and it is regularly updated?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	

				Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
		4.1.3	Is there any kind of "control group" to measure the net impact to be specifically assigned to GHP (and not to other external factors)?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
		4.1.4	Are the M&E tools, procedures and systems used by CCC able to capture and measure the impact of the GHP?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Assessment of GHP's baseline assessments, researches and previous reports	DCCC	
4.2	Is the GHP contributing to a more cohesive, transparent, accountable and effective NGO sector in Cambodia?	4.2.1	Are the 3 components of GHP targeting the same NGOs in order to create synergies and complementarities among them?	Interview with CCC managers and staff	ICCC	
				Assessment of GHP's reports	DCCC	
		4.2.2	Is there any relevant difference in terms of cohesion, transparency, accountability and effectiveness between the NGO targeted by the GHP and others not targeted?	Online massive questionnaire to NGOs targeted and not targeted by the GHP	QNGO	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Including all donors and partners to CCC, even if not members to EXCOM
				Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QNGO	
				Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
				Interviews with certified NGOs	ICERT	
				Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
				Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
		4.2.3	Have the NGO targeted by GHP experienced any	Online massive questionnaire to NGOs targeted by the GHP	QNGO	

			relevant positive change in terms of cohesion, transparency, accountability and effectiveness before and after participating in the program?		Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	Some NGO certified could also be interviewed
					Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
4.3	Are there any other indirect impacts as a consequence of GHP?	4.3.1	Has the GHP or some of its components been replicated and/or scaled-up by other development agents (in Cambodia and/or at regional level)?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
					Assessment of GHP reports and minutes of meetings/events	DCCC	
		4.3.2	Has CCC promoted and/or contributed to any other initiative, though initially not foreseen within GHP, aiming at strengthening the NGO sector and its role (in Cambodia and/or at regional level and global level)?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Online questionnaire to International NGOs operating in Cambodia (CCC's database)	QINGO	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
					Interviews with certified NGOs	ICERT	



				Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
				Assessment of GHP reports and minutes of meetings/events	DCCC	
<b>5</b>	<b>SUSTAINABILITY</b>					
<b>5.1</b>	Is the GHP financially sustainable?	5.1.1	Have most relevant financial risks been identified and contingency / mitigation measures considered?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Assessment of GHP identification papers	DCCC	
		5.1.2	Is current funding for GHP balanced and diversified, without excessive dependence from just one source?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Assessment of GHP's financial reports	DCCC	
		5.1.3	How are the future funding perspectives from main donors in Cambodia towards the GHP (particularly considering current global financial crisis)?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Assessment of donor mappings already available and GHP financial reports	DCCC	
		5.1.4	What do target NGO think about the fees charged by CCC for its services? Is there room for increasing them?	Online massive questionnaire to NGOs targeted and not targeted by the GHP	QNGO	Some target NGO could also be interviewed
				Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
				Interviews with certified NGOs	ICERT	
				Assessment of GHP's financial reports	DCCC	
		5.1.5	Is the GHP maximizing other potential sources for income generation (media, private sector, consultancy, external services)?	Interview with CCC managers and staff	ICCC	
				Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
				Interview with representatives from other organisations dealing with similar programs (in SEA	IEXT	

					and Europe)		
					Assessment of GHP's financial reports	DCCC	
					Interview with CCC managers and staff	ICCC	
					Interview with representatives from other organisations dealing with similar programs (in SEA and Europe)	IEXT	
					Assessment of GHP's technical and financial reports	DCCC	
					Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of feasibility studies prepared by CCC	DCCC	
					Assessment of documents on other similar initiatives available	DEXT	
					Interview with CCC managers and staff	ICCC	
<b>5.2</b>	Is the GHP institutionally sustainable?	5.2.1	Have most relevant institutional risks been identified and contingency / mitigation measures considered?		Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Assessment of GHP identification papers	DCCC	
					Interview with CCC managers and staff	ICCC	
		5.2.2	Is CDC and/or other relevant Cambodian public authorities involved, participate and provide institutional support to GHP?		Interview with representatives from CDC (other authorities can be also targeted)	ICDC	
					Assessment of MoA, MoU, etc. signed with CCC. GHP reports	DCCC	
					Interview with CCC managers and staff	ICCC	
		5.2.3	Are relevant international agencies operating in Cambodia involved, participate and provide institutional support to GHP?		Interview with main partner agencies / donors to CCC	IDON	
					Assessment of MoA, MoU, etc. signed with CCC. GHP reports	DCCC	
					Interview with CCC managers and staff	ICCC	
		5.2.4	Are other relevant		Interview with CCC managers and staff	ICCC	

			stakeholders (universities, media, consultants, etc.) involved, participate and provide institutional support to GHP?		Interview with external consultants, collaborators and other stakeholders to CCC	IEXT	To be jointly selected between evaluator and CCC
					Assessment of MoA, MoU, etc. signed with CCC. GHP reports	DCCC	
		5.2.5	Has the GHP/CCC been linked to other initiatives / networks / platforms (at national and/or regional level) and receives institutional support from them?		Interview with CCC managers and staff	ICCC	
					Interview with external consultants, collaborators and other stakeholders to CCC	IEXT	To be jointly selected between evaluator and CCC
					Assessment of MoA, MoU, etc. signed with CCC. GHP reports	DCCC	
		5.2.6	Is CCC's EXCOM stable, committed, representative (including gender) and well balanced (including members from all key stakeholders)?		Interview with CCC managers and staff	ICCC	
					Interview with members of EXCOM	IEXCOM	
					Assessment of by-laws and minutes of the EXCOM meetings	DCCC	
		5.2.7	Is an independent NGO certification centre likely to receive more institutional support and credibility from relevant stakeholders? Why or why not?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Interview with representatives from CDC (other authorities can be also targeted)	ICDC	If other Cambodian authorities are involved, also include them
					Assessment of feasibility studies prepared by CCC	DCCC	
					Assessment of documents on other similar initiatives available	DEXT	
5.3	Is there ownership of the GHP by the target NGO sector in Cambodia?	5.3.1	Have most relevant social/cultural risks been identified and contingency / mitigation measures considered?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Assessment of GHP identification papers	DCCC	
		5.3.2	Which is the overall opinion about the GHP and its		Online massive questionnaire to NGOs targeted and not targeted by the GHP	QNGO	Some target NGO could also be interviewed

			legitimacy by the NGO (including INGO) sector in Cambodia?		Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
		5.3.3	How is the participation from target NGO (and evolution within last 5 years) in the management / steering of the GHP?		Interview with CCC managers and staff	ICCC	
					Online massive questionnaire to NGOs targeted by the GHP	QNGO	Some target NGO could also be interviewed
					Interviews with certified NGOs	ICERT	
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
		5.3.4	Have the target NGO somehow undertaken the implementation of some of the tasks/activities of the GHP by themselves?		Interview with CCC managers and staff	ICCC	
					Online massive questionnaire to NGOs targeted and not targeted by the GHP	QNGO	Some target NGO could also be interviewed
					Interviews with certified NGOs	ICERT	
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Interviews with representatives from main Cambodian NGO networks/platforms (to be selected)	INETW	
		5.3.5	Is an independent NGO certification centre likely to be more credible/legitimated for target NGOs and increase their ownership? Why or why not?		Interview with CCC managers and staff	ICCC	
					Interview with main partners, donors and external consultants / collaborators to CCC	IEXCOM	
					Online massive questionnaire to NGOs targeted by the GHP	QNGO	Some target NGO could also be interviewed
					Interviews with final beneficiaries from certified NGO	IBENEF	To be conducted by CCC staff during visit to Battambang??
					Assessment of feasibility studies prepared by CCC	DCCC	
					Assessment of documents on other similar initiatives available	DEXT	

## 6.6 Questionnaires used for the evaluation

<b>SUBJECT: CCC's GOVERNANCE HUB PROGRAM (GHP)</b> <b>TARGET: CAMBODIAN NGO AND INGO MEMBERS TO CCC</b> <b>SCOPE: 152 MEMBERS OF CCC</b> <b>TOOL: ONLINE QUESTIONNAIRE RECEIVED AND ANSWERED BY EMAIL</b> <b>TIME TO BE COMPLETED: 30-45 MINUTES</b>
<p>According to your opinion, which are currently the 3 main needs / challenges of Cambodian NGOs in order to become a more effective agent for the development of the country?</p> <p>1. 2. 3.</p>
<p>Prioritize the following components of CCC's GHP, according to their importance for achieving a more transparent, cohesive and effective NGO sector in Cambodia:</p> <p>-Voluntary certification system for good professional practices (HIGH / MEDIUM / LOW)          -Capacity development (HIGH / MEDIUM / LOW)          -Knowledge management, information sharing, referral and links with other key stakeholders (HIGH / MEDIUM / LOW)</p>
<p>Which other key focuses/components (aside from those 3 listed above) do you think that should also be addressed in order to achieve a more transparent, cohesive and effective NGO sector in Cambodia?</p> <p>- -</p>
<p>How much do you consider that GHP is consistent, complementary and/or synergic with Cambodian legal and institutional policy framework, strategies, agendas? (HIGH/MEDIUM/LOW)          Which ideas/aspects would you remark on this matter?</p> <p>- -</p>
<p>How much would you say that your opinion has been channeled and taken into account by CCC when designing / revising the GHP? HIGH / MEDIUM / LOW          In which concrete activities for designing the GHP have you participated?</p> <p>- -</p>
<p>Do you think that all Cambodian NGOs are having the same opportunities to participate and get involved in GHP, without serious bias? (YES / NO / I HAVE DOUBTS)          If you answered NO or I HAVE DOUBTS, which reasons would you remark for it?</p> <p>- -</p>
<p>How would you score the effectiveness / success of CCC's NGO Voluntary Certification System so far? (HIGH / MEDIUM / LOW)          According to your opinion, which are the main achievements of the above mentioned Voluntary Certification System so far?</p> <p>- -</p> <p>And the main difficulties / obstacles for it?</p> <p>- -</p>
<p>Which are the concrete and effective advantages of being certified under the Voluntary Certification System?</p> <p>- -</p>

<p>How would you score the effectiveness / success of CCC's Capacity Development program/component so far? (HIGH / MEDIUM / LOW)</p> <p>According to your opinion, which are the main achievements of the above mentioned program so far?</p> <p>-</p> <p>-</p> <p>And the main difficulties / obstacles for it?</p> <p>-</p> <p>-</p>
<p>How would you score the effectiveness / success of CCC's Knowledge Management, Referral and Linking component so far? (HIGH / MEDIUM / LOW)</p> <p>According to your opinion, which are the main achievements of the above mentioned program so far?</p> <p>-</p> <p>-</p> <p>And the main difficulties / obstacles for it?</p> <p>-</p> <p>-</p>
<p>Which other relevant effects (positive or negative) from CCC's GHP could you remark?</p> <p>-</p> <p>-</p>
<p>Do you perceive any relevant difference in terms of cohesion, transparency, accountability and effectiveness between the NGO participating in the GHP and others not targeted? YES / NO</p> <p>If you answered YES, please specify which one</p> <p>-</p> <p>-</p>
<p>As an NGO targeted by GHP, have you experienced any relevant positive change in terms of cohesion, transparency, accountability and effectiveness before and after participating in the program? YES / NO</p> <p>If your answer was YES, please specify which one</p> <p>-</p> <p>-</p>
<p>The fees charged by CCC for its services (such as membership fee, publications, etc) are: HIGH / MEDIUM / LOW</p> <p>Do you think there is still room for increasing them and the members would accept? YES / NO</p>
<p>Which is your opinion about the legitimacy and institutional support from other stakeholders for GHP in Cambodia? HIGH / MEDIUM / LOW</p> <p>Which are the main threats / obstacles for it?</p> <p>-</p> <p>-</p>
<p>How would you rate your participation at decision-making level of CCC'S GHP? (HIGH / MEDIUM / LOW)</p> <p>If you answered LOW please list the main difficulties /obstacles found</p> <p>-</p> <p>-</p> <p>In which way could CCC improve participation / involvement from member NGOs in GHP decision-making?</p> <p>-</p> <p>-</p>
<p>How would you rate your participation for GHP direct activity implementation? (HIGH / MEDIUM / LOW)</p> <p>If you answered LOW please list the main difficulties /obstacles found</p> <p>-</p> <p>-</p> <p>In which way could CCC improve participation / involvement from member NGOs in GHP activity implementation?</p> <p>-</p> <p>-</p>
<p>Do you think that an independent NGO Certification Centre (external to CCC) would become more legitimated and sustainable? YES / NO</p> <p>Please, justify your answer</p>

<b>SUBJECT: CCC's GOVERNANCE HUB PROGRAM (GHP)</b> <b>TARGET: CCC MEMBERS AND RELATED WORKING GROUPS</b> <b>SCOPE: 50 PERSONS</b> <b>TOOL: PRELIMINARY QUESTIONNAIRE BY EMAIL + SEMI-STRUCTURED INTERVIEW</b> <b>TIME TO BE COMPLETED: 120 MINUTES + 3 HOURS FOR INTERVIEW</b>
Which has been the rationale and/or advantages for gathering previous CCC's projects into a single multi-year program as GHP? Have most relevant risk of this option been identified?
Has the opinion of key stakeholders been regularly channeled and taken into account when designing / revising the GHP?
Which are the main similarities and differences of GHP's design comparing with other similar initiatives (in Cambodia -if any-, SEA and worldwide)?
Are there other emerging issues, key focuses and/or priorities, aside from those currently addressed by GHP, that should also be considered for period 2013-2015 in order to achieve a more transparent, cohesive and effective NGO sector in Cambodia?
Are new Information and Communication Technologies (ICT) being maximized in the GHP?
Are the background, capacities, number and stability of CCC's staff, management and EXCOM adequate for the task they are asked to perform?
Has the NGO sector in Cambodia been properly characterized, detecting different types of NGO/CSO, with the most vulnerable and/or strategic ones for GHP properly detected and effective measures to target them set in place?
Is the profile of actual GHP target NGOs showing any bias (type of organisation, scope/size, sector, geographic area, etc.)?
Is it coherent / strategic that GHP targets INGO in Cambodia, together with local NGO?
Are the achievements of the voluntary certification component relevant and according to expected indicators so far?
Are the achievements of the capacity development component relevant and according to expected indicators so far?



Are the achievements of the knowledge management, referral and linking component relevant and according to expected indicators so far?
Are there any other relevant effects not originally foreseen that have been achieved by GHP?
Are the 3 components of GHP targeting the same NGOs in order to create synergies and complementarities among them?
Is there a proper baseline, regularly updated, and "control groups" to measure the net effects / impact of the GHP?
Are the M&E tools, procedures and systems used by CCC able to capture and measure the impact, outputs and goals of the GHP?
Has the GHP or some of its components been replicated and/or scaled-up by other development agents (in Cambodia and/or at regional level)?
Is current funding for GHP balanced and diversified, without excessive dependence from just one source?
How are the future funding perspectives from main donors in Cambodia towards the GHP (particularly considering current global financial crisis)?
Is the GHP maximizing other potential sources for income generation (media, private sector, consultancy, external services)?
Which would be the tentative skyline (in terms of highest scope of target NGO) for the GHP with its current resources?
Which are most relevant risks / external factors for GHP (financial, institutional, social)? Have they been properly identified and contingency / mitigation measures considered?
Is CDC and/or other relevant Cambodian public authorities involved, participating and providing institutional support to GHP?

Are relevant international agencies operating in Cambodia involved, participating and providing institutional support to GHP?
Are other relevant stakeholders (universities, media, consultants, etc.) involved, participating and providing institutional support to GHP?
Has the GHP/CCC been linked to other initiatives / networks / platforms (at national and/or regional level) and receives institutional support from them?
Is CCC's EXCOM stable, committed, representative (including gender) and well balanced (including members from all key stakeholders)?
How is the participation from target NGO (and evolution within last years) in the management / steering of the GHP?
Have the target NGO somehow undertaken the implementation of some of the tasks/activities of the GHP by themselves?
Which are the advantages for promoting an independent NGO certification centre sustainability, more legitimacy, increased ownership by target NGOs)? Have most relevant risks of this strategy been identified?

<b>SUBJECT: CCC's GOVERNANCE HUB PROGRAM (GHP)</b> <b>TARGET: EXTERNAL STAKEHOLDERS</b> <b>SCOPE: AROUND 30 PERSONS</b> <b>TOOL: PRELIMINARY QUESTIONNAIRE BY EMAIL + SEMI-STRUCTURED INTERVIEW</b> <b>TIME TO BE COMPLETED: 1 HOUR FOR EACH INTERVIEW</b>
Which are currently the main needs/weaknesses/challenges of Cambodian NGO to become a more effective agent for the development of the country?
Prioritize the following components (1. voluntary certification, 2. capacity development, 3. knowledge management, referral and links) according to their importance for achieving a more transparent, cohesive and effective NGO sector in Cambodia
Are there other emerging issues, key focuses and/or priorities, aside from those currently addressed by GHP, that should also be considered for period 2013-2015 in order to achieve a more transparent, cohesive and effective NGO sector in Cambodia?
Which are the main legal and institutional instruments in Cambodia, regarding NGO sector?
How much and in which way the GHP is consistent, complementary, synergic with those instruments?
In which way the GHP could contribute even more to the Cambodian government and international donors' efforts to achieve a more effective and transparent NGO sector and beyond in the country?
Which international agendas, declarations, indicators, etc. regarding NGO effectiveness and transparency has the Cambodian Government endorsed, acknowledged and/or adhered to?
Which role is GHP playing/ in which way it is consistent, complementary, synergic with those agendas, policies, strategies, frameworks?
Are international agencies/donors operating in Cambodia involved, participating and providing institutional support to GHP?
In which way can future trends, strategies, etc. of your own agency affect (positively or negatively) the GHP?
Which are most relevant risks / external factors for GHP (financial, institutional, social)? How to address/minimize them?
Which are the advantages for promoting an independent NGO certification centre (sustainability, more legitimacy, increased ownership by target NGOs)? And most relevant risks of this strategy?