

Funding Report Form

Global Standard for CSO Accountability – Extension Phase 2018/19

SECTION 1: General Information

Name of organisation that received funds: Cooperation Committee for Cambodia (CCC)
Project title: Enhancing the Accountability's CSOs within Cambodia through the Global Standard

Funding period (start and end date): 1 October 2019 to 30 November 2020

Grant Amount: Euro 2,5000

Main contact person

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SECTION 2: Achievements and Impact

1. Purpose of funding request:

- Promote the use of and engagement with the Global Standard through its partnership
- Create a knowledge pool on how the Global Standard enhances the impact and resilience for CSOs in Cambodia
- Strengthen the capacity of CSOs at regional levels on the Global Standard.

2. Summary of project accomplishments during grant period:

CCC works closely with 10 local applicant NGOs, which located in north-western, eastern and south-western of the country, to enhance the internal systems, policies, and practices toward the organizations well practice the good governance, accountability and transparency through utilizing the accountability framework which is the paramount initiative from nine managing code organizations in the world, called Global Standard for CSO Accountability (GS).

With long trusted credit of CCC especially with the content of GS to strengthen the internal systems, policies, and practices, those 10 applicant NGOs were fully committed to participate and make the revision of organizational systems, policies, and practices. The systems such as the project monitoring and evaluation that did not exist before was also developed to support the organization, and they will continue this system in the next implementation. This project enhances the sustainability for 10 organizations since this



programme will benefit in building their internal healthy organization in policies and system as well as accountable project implementation.

3. List of activities during the grant period:

Please go to number 4 since it is strongly related with each other.

Outcome	Achieved? (Yes/No)	Achievements and measurements of success
1.1. Facilitate preparation workshop on GS with 10 NGOs	Yes,	<p>1.1. 10 NGOs had been aware about GS (3 clusters, 12 commitments), project life cycle, and were fully committed to participate with the project.</p> <p>As a result of this workshop, individual organization expressed their commitment to participate the project GS since they could build up their capacity specially to align the systems and policies with GS.</p>
1.2. Facilitate the organizational assessment	Yes,	<p>1.2. 10 NGOs received the assessment from CCC and understood their gaps.</p> <p>CCC developed self-assessment tool for 11 applicant NGOs to assess the internal capacity of the organization related to the good governance, good resource management, and dynamic program practices. Through the self-assessment tool, 11 applicant NGOs used it to assess the internal capacity and sent the result to CCC for review and clarification. To verify with the assessment result, CCC has met with 11 applicant NGOs at their offices and interview two specific team individual office of 11 applicant NGOs with two specific teams, management team and finance team, including review the supporting documents relating to finance transaction and system, human resource document, and other meeting minutes. As a result, we found out the areas that need to improve of 11 applicant NGOs especially the gap that we could integrate the content of GS into those 11 applicant NGOs. However, 1 NGO dropped their application due to closing its operation as the organization face financial crisis.</p>



<p>1.3. Produce organizational assessment reports</p>	<p>Yes,</p>	<p>1.3. 10 NGOs Assessment reports are produced and shared with applicant NGOs for fulfilling their gaps.</p> <p>Based on the self-assessment tool and face-to-face individual meeting with 11 applicant NGOs, the report of 11 applicant NGOs was produced in order to define the gap and find out an opportunity to integrate the content of GS. Regarding the report, CCC worked with 11 applicant NGOs on the specific areas as followings:</p> <ul style="list-style-type: none"> • Human Resource Management (HRM) Policy/Staff Manual: CCC supported 11 applicant NGOs to review and revise the HRM to make sure it really aligns with the content of GS on the cluster A (respect the human rights, gender equality, child rights, etc.) • Financial Policy: CCC worked with 11 applicant NGOs to review and revise the financial policy and also a bit go deeply on the system and daily practice to make sure financial system, policy, and practices well inform the accountability and transparency within the organization, especially to make sure it could align with the cluster C of GS relating to the use of resource transparently and effectively. • Monitoring and Evaluation (M&E): CCC provided general concept of M&E and went deeply to the designation on M&E framework/plan, data collection tools, report writing, etc. as well as to make sure the project development and implementation strongly alignment with the cluster B of the GS related to the participatory approaches of developing the proposal, strongly partnership, etc.
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<p>1.4. Facilitate the integration of GS to 10 NGOs</p>	<p>Yes,</p>	<p>1.4. Some contents of GS integrated into 10 NGO policies, system, and practices.</p> <p>As agreed from the beginning or stating in the Memorandum of Understanding (MoU), CCC and 10 applicant NGOs work together to strengthen or review the organizational policies, systems, and structures to align with 3 clusters, 12 commitments of the GS. The 10 applicant NGOs received the capacity building and reflected with their own existing policies simultaneously. Furthermore, the bi-weekly mentoring and coaching to 10 applicant NGOs can support them to have a wider picture to synchronize. As a result, the revised policies like the personnel policy, financial policy, the monitoring and evaluation, conflict of interest, grievance, etc. align with the 3 clusters, 12 commitments of GS. For example, the final version of the personnel policy of the Preserving Indigenous People's Languages Organization (CIPL) align with the commitment #1 on justice and inclusion, commitment #2 on women's rights and gender equality. More specifically, the manual on personnel policy stipulates equal opportunity for staff recruitment as well as non-discrimination in terms of salary between men and women. The manual also acknowledges the importance of gender equality concerning the organization's own decision making processes.</p>
<p>1.5. Review, support, and advise 10 NGOs to reflect the revised systems and policy compared to GS</p>	<p>Yes,</p>	<p>1.5. Progress report of 10 NGOs alignment with GS</p> <p>The focal person of the GS project has been working with 10 applicant NGOs very closely. Both the start-up meeting and every capacity building have always drawn participants' attention to reflect the existing policies and systems with 3 clusters, 12 commitments of GS. Every consultant like Monitoring and Evaluation Consultant, Finance Consultant usually reflects the existing systems and policies of the 10 NGOs and to explain how to develop and revise the policies to comply with GS. As a result, the</p>



		review of final draft policies found that the entire contents comply with commitments and key action points of GS.
1.6. Facilitate the integration of the Global Standard into GPP Standards	Yes,	<p>1.6. The final version of GPP Standards with some content of GS.</p> <p>The focal point of GS project made orientation of GS to freelance consultant to have a wider picture of GS. One crucial message to discuss with the consultant was to synchronize the entire contents of GS to Governance and Professional Practices (GPP). Furthermore, we requested the freelance consultant to review the GS's contents in detail. As a result, the three principles of GPP Standard like Good Governance (9 standards 26 indicators), Good Resource Management (5 standards, 19 indicators), and Dynamic Program Practices (7 standards, 16 indicators) complying with GS's contents. For further information about the alignment between GPP and GS, please review the GPP Standard or go to the page #6.</p>
1.7. Promote Global Standard with CSOs in Cambodia through Awarding Ceremony and Certified Learning Forum of GPP, Bi-monthly meeting of CCC's member, and provincial NGOs network forum or meeting.	No,	1.7. Due to Covid-19, this activity could not be accomplished.
1.8. Conduct field monitoring with some NGOs	Yes,	<p>1.8. The revised systems and policies of 10 NGOs aligning with GS.</p> <p>The proposed schedules to do the compliance monitoring with 10 applicant NGOs were discussed and agreed from both sides. The main purposes of monitoring just want to address three queries as follows:</p>



		<ul style="list-style-type: none"> Do the applicant NGOs share with their staff about three clusters, 12 commitments of the GS? Do the applicant NGOs really reflect the three clusters, 12 commitments with their key relevant stakeholders? Especially make the revision of key organizational policies by engaging key stakeholders? Do the revised policies align with GS? <p>The compliance monitoring with 10 applicant NGOs at field were found that the reviewed and revised policies including the monitoring systems were developed by using the participatory approaches and especially the revised ones really align with the content of GS.</p>
1.9. Conduct reflection workshop and share best practices amongst 10 NGOs.	No,	1.9. Due to the COVID-19, we could not make the gathering. We requested to move out this activity. The revised budget did not include this activity.
1.10. Include the topic of GS into the agenda of Civil Society Day	No,	1.10. Due to the COVID-19, we could not make the gathering.
1.11. Promote GS in four regional workshops	Yes,	1.11. Promote GS in four regional workshops. CCC has worked with 15 provincial NGO networks (15 provinces) to build their internal capacity in complying with new regulation of the Royal Government of Cambodia (RGC). The pre-meeting and discussion with the focal point of CAN (Coalition, Advocacy and Networking) was conducted to find out the better way to have the effective presentation. As a result, there were 37 NGOs in Kampot, 43 NGOs in Siem Reap, and 29 NGOs in Rattanakiri province participating in the GS presentation.
2.1 Develop the assessment tool aligning with GS	Yes,	2.1 The assessment tool used to define the capacity of 10 NGOs. With the high commitment to work with 11 applicant NGOs to enhance the internal system,



		<p>policies, and practices toward the NGOs well practice accountability, CCC initiates the self-assessment tool with highly reflection to the GS content for applicant NGOs to learn, review, and make a change the internal practices and policy of the organization. As a result, the self-assessment tool and crucial guiding questionnaires for senior management team and finance team were developed successfully and used by 11 applicant NGOs.</p>
<p>2.2 Produce a case study of the implemented Global Standard NGOs.</p>	<p>Yes,</p>	<p>2.2 Three case studies produced.</p> <p>CCC produced 3 case studies and shared it with Rendir Cuentas for bi-monthly newsletters. Generally, CCC shared the newsletter with its members and posted into the facebook's account.</p>
<p>2.3 Promote the contents of GS through social media like twitter, Facebook, website, etc.</p>	<p>Yes,</p>	<p>2.3 Number of view, like, comment, and share.</p> <p>Because of the fact that the content of the GS legitimizes the Governance and Professional Practices Standards (GPP), CCC uploaded both Global Standard and guiding material into the CCC website which could access through this link: https://www.ccc-cambodia.org/en/what-we-do/governance-system-and-tools/global-standard-for-cso-accountability. Moreover, in the website, CCC also wrote some texts to promote the GS which could use to enhance the CSO's accountability.</p> <p>CCC shared the monthly newsletter with its relevant stakeholders such as 204 CCC's members, 15 provincial NGO's network, and 104 CCC's working group members (Information Communication Technology, Finance, Human Resource Working Group, Community Based Organization, Taxation, Research Advisory Baord, Do No Harm, Monitoring and Evaluation). CCC highly promotes the contents of GS with its members and key relevant stakeholders. For example, CCC included the key contents of GS into the 2018 annual report which could access through this link: https://www.ccc-cambodia.org/en/resources/ccc-publications-and-reports/reports/annual-report-2018 on the</p>



		<p>page 14. Last but not least, CCC posted the video of GS and GS Standard in CCC's Facebook.</p>
<p>2.4 Produce newsletter/ content for blog spot</p>	<p>Yes,</p>	<p>2.4 The updated information about GS and key successes were shared with CCC's members, certified NGOs, and provincial NGOs network.</p> <p>As mentioned above, CCC produced three testimonies and shared with its members. Those are:</p> <ul style="list-style-type: none"> • Starting a journey towards Transparency and Accountability in Cambodia • Feedback as an Approach for Nurturing CCC's Membership • Global Standard Bridging to have the Practical Policy and System.
<p>2.5 Conduct online mentoring and coaching with interested NGOs.</p>	<p>Yes,</p>	<p>2.5 At least 10 NGOs received mentoring and coaching through online.</p> <p>At the same time to provide the capacity building to 10 applicant NGOs, CCC usually mainstreams the contents of GS (3 clusters, 12 commitments) including to address some crucial questions raised by 10 applicant NGOs during the capacity building. For example, before we went to provide the capacity building on monitoring and evaluation, we had gone through the cluster B (people driven work, strong partnership, advocating for fundamental change, and open organizations) and explained how the 4 commitments connecting to monitoring and evaluation.</p>
<p>2.6 Design Global Standard into Khmer context</p>	<p>Yes,</p>	<p>2.6 Global Standard in Khmer language finalized and posted into CCC's website.</p> <p>CCC has done this task. Right now CCC has the Global Standard (Guiding materials and Global Standard) in Khmer language, which uploaded in CCC's website. Please go to this link for the Global Standard and Guiding Material: https://www.ccc-cambodia.org/en/what-we-do/governance-system-and-tools/global-standard-for-cso-accountability.</p>



<p>3.1 Facilitate to set up regular online platform to build up CSOs capacity in Lao, Viet Nam, and Thailand.</p>	<p>No,</p>	<p>3.1.1 Contents of GS (12 commitments, key action point, indicator, policies) shared to CSOs in Lao, Vietnam, and Thailand.</p> <p>We have not done this activity. Instead of this, GPP Manager of CCC went to Myanmar and met five NGOs to discuss about accountability framework like Global Standard, 3 clusters and 12 commitments with five NGOs over there. We found that Myanmar does not have the accountability framework for NGOs.</p>
<p>3.2 Share best practices of GS through learning forum/round table discussion in ASEAN CSOs.</p>	<p>No,</p>	<p>3.2.1 A tool/materials of GS discussed in ASEAN CSOs</p> <p>Due to covid-19, this activity was conducted in a virtual meeting with a limited number of participants, therefore, the organizer did not offer CCC any seat.</p>
<p>3.3 Work with regional platforms such as Asia Development Alliance (ADA), Asia Democracy Network (ADN) to promote the important of the Accountability</p>	<p>No,</p>	<p>3.3.1 At least a few commitment of GS shared in ADA and AND.</p> <p>Due to covid-19, ADA and AND changed from physical meeting to virtual meeting. Virtual meeting has been conducted in a short time, therefore, CCC did not have time to promote the GS with them.</p>
<p>3.4 Promote best practices of GS into AGNA meeting</p>	<p>No,</p>	<p>3.4.1 At least several commitments of GS were raised and discussed in AGNA meeting.</p> <p>Due to covid-19, this activity has not done.</p>
<p>3.5 Work with ACFID to promote the GS with CSOs in Asia Pacific.</p>	<p>No,</p>	<p>3.5.1 At least five CSOs in Asia Pacific learnt and reviewed their internal system compared to GS.</p>

4. Progress of outcomes (refer to original outcomes proposed in the application):

5. Who has benefited from this project? Direct and indirect?

As mentioned in the proposal, 10 applicant NGOs are the direct beneficiaries of this project. CCC worked closely with 10 applicant NGOs to review and revise the existing organizational



policies (the policy could be human resource management policy, financial policy, conflict of interest policy, grievance policy, child protection policy). CCC worked with the consultant, both finance consultant and monitoring and evaluation consultant, to define the gaps of 10 applicant NGOs and build up the staff capacity. Training and coaching are the key methodologies we used to build up the capacity of 10 applicant NGOs. All key activities, approaches, and interventions we used have the main and specific purpose to align the policies, systems, and practices of 10 applicant NGOs with 3 clusters, 12 commitments of GS toward the role model organization in practicing the accountability and transparency.

6. How were different stakeholders engaged?

As mentioned in the proposal, CCC is a membership based and oldest organization within Cambodia. CCC works with its 200 members and 15 provincial NGO networks to share the last updated regulations/laws and build up their capacity in complying with the law's requirements. CCC works with 400 CBOs all over the country to build up their capacity for good governance and accountability. Also, CCC is a co-chair of technical working group on taxation with the RGC. Through several channels as mentioned above, we could mainstream both GS activities and contents to those 3 channels.

7. Which steps have been taken to ensure the sustainability of the project?

As mentioned in the proposal, although the GS project finished, CCC is committed to work with 10 applicant NGOs to encourage them to apply for GPP certificate. The neo-system of GPP Standards which integrate and align with GS contents make very flexible and easy ways for applicants to apply for because of the fact that each/individual applicant NGO could have a choice or option to apply. For example, one time for three principles or one time for one or two principles. The neo-one has three principles like good governance, good resource management, and dynamic program practices.

Based on CCC's experience working with 10 applicant NGOs, the revised policies, systems, and practices align with GS and GPP standards so that we could encourage them to apply for GPP certificate. Furthermore, we could make a motivation with them to apply for CCC's members.

8. How were gender-specific objectives achieved in the implementation of the project? What worked well, what did not?

The gender-specific objective could be achieved because of several reasons as followings:

- As mention above, we used two approaches for building up the capacity of 10 applicant NGOs, training and coaching. Noticeably, all 10 applicant NGOs usually assigned both male and female staff to participate in each online training (counting 45% female and 55% male staff). Each online capacity building usually had 45% of female staff to take part in. The female participants were provided an equal opportunity to learn and express their opinion on the topic.



- The concept of gender is included in gender policy/human resource management policy. In the process of working with 10 applicant NGOs, the focal point of CCC and two consultants (finance consultant and monitoring and evaluation consultant) led the NGOs to reflect the existing policies and systems with the concept of gender base. For example, all statements in the human resource management policy have to show the equal opportunity and to give an equal right for participation and decision-making. Besides from this, the designation of the M&E system tries to make the equal participation between male and female.

9. How did you manage environmental implications of the project? What worked well, what did not?

10 applicant NGOs have high commitment to build up their capacity on policy development, financial management, and monitoring and evaluation aiming to align with 3 clusters, 12 commitments of the Global Standards. As mentioned on the proposal, we have conducted and followed through all the selection process, and signed MoU with 10 applicants NGOs with agreement to follow all the proposed activities in the project. However, on the stage of following up on the draft version of the revised policies, they could not submit the revised version on time, and they requested to delay due to the fact that the processes to review and revise the policy need longer time than expected. Although there is late submitting on draft version, they still had on high commitment to accomplish it.

10. Identify any risks that did occur during the implementation phase, how you dealt with them and any impact on the organisation and team as well as on the outcomes of the project. Please refer to the risks identified in the project proposal as well as any risks that may came up during the implementation of the project.

As mentioned above, 10 applicant NGOs actively participated in the project since it is a good opportunity for them to build up the internal systems, policies, and practices. During the implementation of the project, we haven't encountered any risk yet so far.

11. Identify and discuss any challenges related to the project funded and how you dealt with them.

Due to COVID-19, CCC could not implement some activities of the project as stated in the proposal. However, CCC decided to make some changes/adjustments on the method by conducting training and meeting through online rather than working face-to-face.

Due to COVID-19, one applicant NGO, YMCA, decided to drop out applicant as they faced with financial problems with no funding support from donors. So, there are only 10 applicant NGOs remained.



12. Are you satisfied with your current results? What would you like to do differently in the future?

Yes, I am very satisfied with the result because of the fact that the capacity of 10 applicant NGOs were built up and addressed to their real needs. They have internal systems, policies, and practices stronger than before, and we believe that they have enough capacity to apply for GPP certificate.

One thing that we will change in the next phase, for capacity building or revision of the organizational policies, we will focus only on two areas/two policies for the individual organization.

SECTION 3: Financial Reporting

Please provide us with

- a detailed a financial report based on the budget provided with the project proposal
- a narrative to the financial report, explaining key changes, challenges or highlights that affected expenditures

SECTION 4: Comments

Please share any additional information you believe is relevant to this grant.