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Kingdom of Cambodia

Cooperation Committee for Cambodia

Comité de Coopération pour le Cambodge



Cooperation Committee for Cambodia Strategic Directions 2004 - 2008 (5 Year Strategic Plan)

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CCC Strategic Directions 2004 – 2008

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Acronyms

Recognition

1. Overview

The Cooperation Committee for Cambodia (CCC) has played a major role, since its inception in 1991, in strengthening cooperation between Non-Governmental Organisations (NGOs) in Cambodia, to enhance the development of Cambodia. While Cambodia makes positive steps forward, the role of both International and Local NGOs remains significant, for the reduction of poverty and overall development of Cambodia (refer Country Context in Appendix 1). It is within this reality that the CCC Executive Committee (ExCom) confirmed the need for CCC to develop a strategic plan, to determine its vision, mission and core values, as well as set strategic objectives and activities for the next 5 years.

Since 1991, CCC has grown from a member organisation of 24 International NGOs to now represent 98 NGOs – 78 International and 20 Local – as well as 6 Associate members (Donor agencies and International Organisations). The growth in CCC reflects the commitment of member NGOs to promoting effective development in Cambodia through collaboration and joint efforts. This is now affirmed in our Vision statement: "*Cooperation by NGOs leading equitable development in Cambodia*". This is in accord with the CCC objectives in our organisational Charter:

"The objectives of the CCC are as follows:

- 1.2.1 To facilitate contact between and information exchange among NGOs represented in Cambodia with a view to strengthening participation and cooperation in NGO activities and to avoid duplication of effort.*
- 1.2.2 To provide a forum for NGO co-ordination on issues of common concern with a view to facilitating representation to Cambodian Government authorities, other governments, international agencies and influential persons."*

CCC has achieved these objectives, over 12 years, through active liaison on NGO matters with the Royal Government of Cambodia and donor agencies; representation of NGOs at Consultative Group Meetings; Members information meetings; the Resource Centre; publication of Information Directories; and support services for the Local NGO community, plus more. (A summary history of CCC is in Appendix 2.)

In the main, these services will not only be maintained but also enhanced and improved, as we formally work towards five strategic priorities for the next five years:

- 1. Relationship of cooperation and respect with the Royal Government of Cambodia**
- 2. Voice to donor community**
- 3. Information and communication services**
- 4. Supporting development of NGO sector in a changing environment**
- 5. CCC organisational development**

Achievement of the strategies planned for each of these areas will depend on implementing changes to current organisation structures and systems as well as ongoing capacity building of the staff of CCC. It will also necessitate greater reliance on project funding for CCC operations. Most importantly, it will require the ongoing commitment and participation of members, who value cooperation as the model for their work in Cambodia.

2. Steps in the Planning Process

As a member organisation, the main priority in developing the CCC Strategic Plan was to obtain member, as well as staff and other stakeholder input, for our planning for the next five years. All members were invited to participate in a number of ways in recent months (refer Appendix 3 for details). It is therefore pleasing to be able to record that nearly 60% of member organisations, as well as staff, representatives of the Royal Government of Cambodia, donor and other key agencies have been actively involved in the process.

The ExCom met in June 2003 to start developing the Vision, Mission and Values for CCC and a consultant commenced at the end of August 2003 to help facilitate the development of a five year strategic plan.

A SWOT analysis was completed in consultation with senior staff. This information was presented, along with the outcomes from the earlier ExCom session, to the Member Focus groups in September 2003. These groups provided input on the Vision and Mission and did further work on the SWOT analysis to identify key issues for CCC (refer Appendix 4). Structured interviews were then conducted with members and other stakeholders in October 2003, to continue to explore issues of concern for NGOs in the next five years. A summary of the feedback from the 40 interviews is included in Appendix 5.

This work was the starting point for a strategy day held on 24 October 2003 with the ExCom, selected former ExCom members and CCC senior staff. This group identified four strategic priorities for CCC for the next five years and then brainstormed where CCC should be in five years time for each of the areas. Preliminary work was also done in developing strategies to get us there.

Work on the Vision and Mission continued through each of these steps. The initial development of Values was done at a staff workshop and informed by contributions made by member agencies attending the October Members meeting.

The draft Strategic Plan was presented at the November Monthly Meeting and distributed electronically, with feedback invited from all member agencies before the final review stages by the ExCom in mid-late November.

It is important to note that this brings us to a new point in adopting a strategic approach as a member organisation. A strategy workshop was held in 1996 involving then current and previous ExCom members which led to the process of developing annual action plans that have been ratified at the CCC Annual General Meetings (AGM). This is in accord with Article 3.4.2 in the Charter that states "Each year the December monthly meeting shall serve as an Annual Meeting to review business activities of the previous year, and to discuss plans for the coming year."

However, the integration of strategic planning within every section of an organisation and for detailed budgeting purposes usually takes three to five years to be embedded in any organisation. Over the next few years we will be improving our strategic planning so as to make it an integral part of CCC operations.

This will require a systematic review process. Two-year action plans will be developed and performance will be monitored annually by the ExCom. The strategic plan will also be reviewed in 2007. A more detailed outline of the proposed review process is in Section 10.

3. CCC's Vision, Mission and Values

Vision

Cooperation by NGOs leading equitable development in Cambodia

Mission

CCC operates as a recognised membership organisation to promote the activities of NGOs for the benefit of the people of Cambodia, by:

- facilitating cooperation and supporting members on issues of common concern for NGOs
- providing current information services relevant to NGOs
- strengthening relationships with the Royal Government of Cambodia, to effectively influence policy and practice related to aid and development
- collectively representing NGOs to influence donors.

Values

Cooperation as the model for the way we work

We will see this by:

- *commitment from members to working together*
- *pursuing opportunities for members to learn from each other*
- *open and effective communication about what we do*
- *staff working as a team.*

Respect and equity in our relationships

We will put this into practice by:

- *showing respect to everyone we relate to, including their cultural and religious traditions*
- *respecting the laws and regulations of Cambodia*
- *valuing the diversity of members*
- *having a positive working environment where staff treat one another with respect*
- *ensuring that all staff are valued and recognised for their work.*

Quality and efficiency in our work

We will ensure this by:

- *ongoing skill development of staff*
- *a professional image in all communications*
- *setting quality service standards*
- *efficient use of resources.*

Openness

We will demonstrate this by:

- *good governance*
- *accountability and transparency in operating and financial systems*
- *encouraging ongoing improvement and good practice in all we do*
- *acting truthfully and in a manner that upholds the good name and reputation of CCC.*

4. External Analysis

To determine future strategic directions for CCC it is necessary to identify the main factors in the external environment that influence our operations. We have chosen to distinguish these as continuing and changing factors.

Continuing

- NGOs continue to fulfil a significant role in Cambodia, working collaboratively with the Royal Government of Cambodia, to achieve poverty reduction and other development aims. There is generally common commitment among NGOs to equitable and sustainable development, with a major emphasis on capacity building.
- There are increasing opportunities for cooperation with the Royal Government of Cambodia as they refine long term policies in many sectors and implement development strategies, e.g. National Poverty Reduction Strategy (NPRS) and Decentralization Plans.
- Misunderstanding and lack of trust exists between some Government Ministries and NGOs on different aspects related to changing NGO roles and development approaches in Cambodia. In addition, the lack of coordination amongst some government departments in relation to NGO regulations and the irregular application of procedures often affects NGO operations.
- There continues to be a need for regular, quality, accurate information related to NGO activities in Cambodia. The CCC Directories are widely referred to by the NGO community, Government Ministries and Departments, donor agencies and other important international development groups.

Changing

- The formation of Local NGOs in Cambodia continues to increase. Local NGOs are now actively involved in a wide range of different sectors and programmes throughout the country. Added now to this is the increasing trend for International NGOs to seek local partners.
- Increased development assistance by the multilateral and bilateral funding agencies directly to the government in the social sectors, particularly with investment loans, has changed the working relationship and dynamics between Government, NGOs and donor agencies.
- The recently established Government-Donor Partnership Working Group led by the CDC under the Consultative Group mechanism is aimed at more systematic implementation of partnership agreements including, simplification of internal rules and procedures as well as harmonization of various capacity building practices. As such, CCC and NGOs are expected to collaborate more within the frameworks of government policies and implementation strategies.
- A prevalent issue among NGOs, donors and Government officials is good practice for NGOs. There is a desire that good practices among the development community be recognised and a concern that unacceptable practice/behaviours, by a minority of NGOs, may disproportionately damage the image of the NGO community. While discussion about "good" or "best" practices is increasing, there are many different interpretations and no real or agreed meanings for these terms.

- CCC has recently been approached about participating in the development of good practice principles, together with the NGO community, by a key donor agency to Cambodia.
- Many NGOs are anticipating reduced funding for future development projects and increasing pressure to achieve a greater impact with fewer resources. One of the outcomes of this trend is that members have less time to actively engage in CCC activities.
- There has been an increase in other network groups. Some sectoral network groups have arisen to respond to specific issues and development needs. CCC has good cooperative links with these groups. Appendix 6 lists current networks.
- A growing number of members are also involved in sectoral networks and other specialized groups including NGO Forum on Cambodia, MediCam, NGO Education Partnerships (NEP), Disability Action Council (DAC), HIV/AIDS Coordination Committee (HACC), to name but a few. For example, currently approximately 30% of CCC members belong to MediCam and 30% to NGO Forum on Cambodia.

Reduced funding for some member's programs is forcing agencies to make difficult choices about what networks to continue to remain engaged with – both financially and through other involvement - including CCC.

- The rapid introduction of new information technologies has provided greater opportunities to gather and disseminate information to a broader audience, while at the same time increasing demands for more and faster processing of inquiries and information.
- There is a growing interest in partnerships with the business community, for both programming and information exchange.

5. Internal Analysis

Accomplishments

The core competencies or strengths of CCC are the knowledge and experience of senior CCC staff and the diversity and extensive experience of member organisations. This has facilitated the major accomplishments of recent years:

- CCC has a very good reputation amongst the development community in Cambodia as representing the broad NGO community, particularly International, NGOs. This has led to the successful completion of negotiations of a standard Memorandum of Understanding (MOU) between International NGOs and the Royal Government of Cambodia.
- Continued coordination of NGO views on various aspects of the development of Cambodia through the production of the NGO Statement and Representation of NGOs at the important Government/Donor Consultative Group Meetings.
- The Analysing Development Issues (ADI) Project continues to contribute to strengthening the capacity of NGO staff to analyse, debate and research key development issues in Cambodia. Over 200 Cambodians from almost 100 different NGOs have participated in the four-week training courses.
- Continued provision of relevant information services to member agencies, Government departments and donor agencies, through the Resource Centre, NGO Directories and Publications, member meetings and other general information services.
- Collaboration with the Cambodia Development Resource Institute (CDRI) in organising a successful seminar with Provincial Officials and representatives of International and Local NGOs aimed at enhancing cooperation between Provincial Officials and NGOs. Some practical recommendations were put forward and there was general agreement by all to continue to work towards improving communication and coordination mechanisms at the national and local levels.
- Successful partnering with CCC Members and Local NGOs in numerous events to enhance the NGO community voice to government and donor agencies and support of local NGO programs at the field level. These include VBNK and Star Kampuchea for the Provincial Governors-NGO Seminar, Silaka with Capacity Building Practices Survey, Banteay Srei with the Women's Resource Access Programme (WRAP), to name a few.

Membership

The membership of CCC has continued to increase in recent years and enquiries for membership continue to be received. This has provided a fairly stable source of funds to partially meet budget requirements.

However, while the number of members has been increasing, participation by members in various regular and other CCC activities has been decreasing. In the past member agencies served on the security committee (discontinued), chaired monthly member meetings, facilitated ad hoc committees and assisted with fundraising. However, changing organisational structures in the NGO community in Cambodia, over the last three to five years, has reduced the capacity for member participation and resulted in more activities being assumed by CCC office staff.

Staff

The staff of CCC are a dedicated team, with extensive knowledge and experience of NGOs and the development context in Cambodia. The number of senior staff has decreased, however, in recent years. When a senior staff member left in early 2001, jobs were redesigned to allocate work among existing staff for purposes of job enrichment. Only additional junior support staff have been added since then.

The achievement of increased work levels by CCC senior staff in recent years has been at the expense of staff and systems development.

Systems

Areas needing improvement relate especially to systems and operating standards – there is a need to review and upgrade policies and systems, including Human Resource systems, financial procedures and written administrative policies to support the increased workload.

Systems are no longer adequate for prioritising or actioning issues of common concern for members. There are also limited formal mechanisms for Government consultation and relationship building.

Information remains a major resource. CCC is in a unique position to access the NGO and development community for information on NGOs. However, there is a need to further develop systems for collecting and disseminating quality information and for the technology to support this.

Finances

Member fees have provided a consistent funding source for CCC operations, allowing flexible programming. However, member fees meet only approximately 50% of organisational needs. There has been a lack of longer term funding and limited options to charge fees for service.

Annual budgets are approved by the membership and yearly audits are performed on CCC financial statements and accounts. Project and funding proposals are reviewed and approved by the ExCom.

6. Strategic Priorities

The clearest theme through the strategic planning process was that members value the relationship that CCC has developed over many years with the Royal Government of Cambodia - including most recently the work done to develop the Memorandum of Understanding (MOU) – and that CCC should continue to be proactive in strengthening this relationship.

In addition to this members want CCC to take a more active role in influencing donor agencies, from the experiences of member organisations operating at the grass roots level of development in Cambodia. To be able to influence the Royal Government of Cambodia and donor agencies, CCC needs to have quality systems in place for collecting and sharing information. As an NGO member organisation CCC also needs to continue to be able to support the development of the NGO sector in a continually changing environment.

For CCC to meet these member needs and achieve its overall Mission into the future, it is critical that there be development of staff and systems.

This has led us to develop five strategic priority areas:

- 1. Relationship of cooperation and respect with the Royal Government of Cambodia**
- 2. Voice to donor community**
- 3. Information and communication services**
- 4. Supporting development of NGO sector in a changing environment**
- 5. CCC organisational development**

These five strategic priorities will now represent principal activity areas for CCC. The five year goals for each are listed below.

1. Relationship of Cooperation and Respect with the Government

By the end of 2008 we want:

- 1.1 Systems in place for regular dialogue with the Royal Government of Cambodia ministries that relate to Local and International NGOs on policy issues
- 1.2 Mechanisms established for regular collaborative exchange of information between CCC and the Royal Government of Cambodia
- 1.3 CCC recognised by the Royal Government of Cambodia as the key voice for NGO policy and activities.

2. Voice to Donor Community

By the end of 2008 we want:

- 2.1 CCC to be a priority point of reference for donors on the NGO sector in Cambodia
- 2.2 Mechanisms established for NGO experience in Cambodia to inform donor programming
- 2.3 Good practice by NGOs recognised by donors in their policy setting.

3. Information and Communication Services

By the end of 2008 we want:

- 3.1 CCC to be the preferred source of information about NGO sector in Cambodia
- 3.2 Quality systems for the collection and dissemination of information to members, the Royal Government of Cambodia and donor agencies
- 3.3 CCC technology and skills to be appropriate to support quality information systems.

4. Supporting Development of NGO Sector in a Changing Environment

By the end of 2008 we want:

- 4.1 CCC organisational and operating structures capable of identifying and responding in a timely manner to issues of concern to members
- 4.2 CCC to have strengthened the capacity of NGOs to contribute to discussions on development issues in Cambodia
- 4.3 CCC to have supported the development of good practice models and be actively encouraging their application by member organisations
- 4.4 Clear strategic alliances confirmed between CCC and other NGO networks in Cambodia to strengthen collective NGO voice.

5. CCC Organisational Development

By the end of 2008 we want:

- 5.1 Strategic planning processes understood and applied throughout CCC
- 5.2 Human Resource systems developed and implemented to support career planning for all CCC staff
- 5.3 Administrative and financial policies and procedures supporting accountability and transparency in CCC operations
- 5.4 Long term project funding in place to support ongoing operations of CCC.

Strategies we will implement to achieve these goals and the measures and timing for each are detailed in the following section.

7. Detailed Strategies

1. Strategic Priority: Relationship of Cooperation and Respect with The Royal Government Of Cambodia (RGC)

| Strategies/Key Activities | Measures/Timing |
|---|--|
| <p>1.1 Systems in place for regular dialogue with the RGC Ministries that relate to Local and International NGOs on policy issues</p> <p>Member Liaison Groups (1 CCC staff and 2 member representatives) established for relevant RGC Ministries and Departments, to meet together twice a year to:</p> <ul style="list-style-type: none"> ▪ exchange information (NGOs and RGC); and ▪ to represent NGO views on policy issues (RGC Ministries would include MoFA, Mol, CDC, CoM, MoEF, MRD, MoSALVY) <p>NGO Handbook, outlining RGC regulations and procedures, developed and updated bi-annually to promote understanding between NGOs and the RGC</p> | <p>ML Groups formed with Mol, MoFA & CDC 2004 Others 2005 –08 Visit records included in CCC Annual Report</p> <p>NGO Handbook 2004/05 on</p> |
| <p>1.2 Mechanisms established for regular collaborative exchange of information between CCC and the RGC</p> <p>Government officials/departments invited to give presentations at three member meetings per year</p> <p>Foster learning environment between NGOs and the Government through jointly organised annual events such as:</p> <ul style="list-style-type: none"> ▪ Provincial Governors-NGOs Seminar with CDRI ▪ CDC-Line Ministry-NGO Workshop <p>Proactive dissemination of accurate information on NGOs through CCC Publications to identified key government officials and departments</p> | <p>Member meeting reports 2004 on</p> <p>Workshop Reports 2004 on</p> <p>CCC Directories and other reports Ongoing</p> |
| <p>1.3 CCC recognised by the RGC as the key voice for NGO policy and activities</p> <p>Coordinate NGO input/follow-up to Consultative Group (CG) Meetings through preparation of NGO Statement and representation of NGOs to the CG meeting</p> <p>Contribute to advancing a supportive legal framework for NGOs in Cambodia through dialogue with key NGOs, networks and other interested stakeholders</p> | <p>NGO Statement / NGO Reports on CG Meeting ongoing</p> <p>Input reported in CCC Annual Report 2005 onwards</p> |

2. Strategic Priority: Voice to Donor Community

| Strategies/Key Activities | Measures/Timing |
|---|--|
| <p>2.1 CCC a priority point of reference for donors on the NGO sector in Cambodia</p> <p>Establish two-way interactive information sharing arrangement with key donor funding agencies through collection of donor reports/updates and distribution of CCC NGO Publications</p> <p>Involvement in appropriate joint Donor-NGO studies; and /or participation in donor agency panels; to influence development of policies and/or delivery of programmes.</p> <p>Produce bi-annual Directory on Donor Assistance to Cambodia, outlining donor funding guidelines and formats and contact details.</p> | <p>CCC Annual report 2005 on</p> <p>Member participation in studies – study reports &/or CCC Annual Report Ongoing</p> <p>Directory produced Bi-annually 2005 on</p> |
| <p>2.2 Mechanisms established for NGO experience in Cambodia to inform donor programming</p> <p>Promote opportunities for dialogue between donor agencies and NGOs through the ADI project special research reports.</p> <p>Allocate 1 Member meeting per year to donor presentations, including discussions on assistance, programmes and funding strategies</p> <p>Represent NGO voice through coordination of NGO input/follow-up to the NGO Statement and NGO representation to the CG Meeting (see 1.3 above)</p> | <p>CCC and ADI Annual Reports 2004/5</p> <p>Member meeting reports 2004 on</p> <p>NGO Statement / NGO Reports on CG Meeting Ongoing</p> |
| <p>2.3 Good practice by NGOs recognised by donors in their policy setting</p> <p>Ensure involvement of donor agencies in Good Practice project, to influence their commitment to and support of good practice by NGOs in Cambodia</p> <p>Link with donor agencies to influence government policy and regulations regarding NGOs</p> | <p>Good Practice Project reports 2004/05</p> <p>Good Practice Project reports 2006 on</p> |

3. Strategic Priority: Information and Communication Services

| Strategies/Key Activities | Measures/Timing |
|---|---|
| <p>3.1 CCC to be the preferred source of information about NGO sector in Cambodia</p> <p>Ensure accurate and comprehensive information is collected on NGOs through membership and links with NGO community at the national and provincial levels</p> <p>Ensure CCC NGO Directories and Publications are produced and reviewed regularly, to meet user requirements</p> <p>Develop a communication plan for effective dissemination of quality information to members and other stakeholders</p> | <p>Most up to date information held 2005 on</p> <p>Directories distributed User surveys 2004 on</p> <p>Written plan with procedures 2005 on</p> |
| <p>3.2 Quality systems for the collection and dissemination of information to members, Government and donor agencies</p> <p>Develop processes/procedures to identify and determine ongoing information needs of members</p> <p>Develop protocols for maintaining and facilitating access to CCC information resources</p> <p>Design and utilise integrated database system to produce NGO Directories, NGO mapping and customised information in a timely manner</p> | <p>Systems and standards developed for Information Services Section 2004/05</p> <p>Protocols developed 2004/05</p> <p>Working database 2004 on</p> |
| <p>3.3 CCC technology and skills to be appropriate to support quality information systems</p> <p>Continually upgrade hardware and equipment to support improved quality systems into the future</p> <p>Train staff in the use of software packages, website maintenance and database systems in support of improved quality systems</p> <p>Ensure selection of technologies to support improved access and distribution of CCC information to members and other stakeholders</p> | <p>Appropriate equipment installed 2004 on</p> <p>Training records and software being used 2004 on</p> <p>Usage statistics 2005 on</p> |

4. Strategic Priority: Support Development of NGO Sector in a Changing Environment

| Strategies/Key Activities | Measures/Timing |
|--|---|
| <p>4.1 CCC organisational and operating structures capable of identifying and responding in a timely manner to issues of concern to members</p> <p>Develop a systematic approach for choosing common issues for discussion and action (forums, publications, research etc):</p> <ul style="list-style-type: none"> - review CCC Charter and By-Laws to ensure they support responsive systems - communicate and practise revised systems for identifying items of common concern for members <p>Develop annual monitoring/review systems for Strategic Plan, to agree future directions</p> | <p>Charter & By-Laws updated 2004-2005</p> <p>Meeting records – Member and ExCom</p> <p>Updated Annual Action Plans</p> |
| <p>4.2 CCC to have strengthened the capacity of NGOs to contribute to discussions on development issues in Cambodia</p> <p>ADI project to promote debate on development issues among training participants and larger membership</p> <p>ADI project research/studies inform larger membership through regular and/or special meetings</p> <p>ADI project contributing to the NGO Statement processes through research and/or awareness raising activities on key development issues</p> | <p>Training course records and CCC meetings 2004/05</p> <p>Meeting Reports 2004/2005</p> <p>NGO Statement CCC Annual Report 2004/05</p> |
| <p>4.3 CCC to have supported the development of good practice models and be actively encouraging their application by member organisations</p> <p>Establish project to support development of good practice for Local and International NGOs</p> <p>Identify and articulate NGO good practices through active sharing and dialogue with members</p> | <p>Project proposal developed and project funded 2004/05</p> <p>Project reports etc 2006 on</p> |
| <p>4.4 Clear strategic alliances confirmed between CCC and other NGO networks in Cambodia to strengthen collective NGO voice</p> <p>Develop mechanisms for regular interaction with other NGO member organisations, networks and sectoral groups</p> | <p>CCC Annual Report 2004 on</p> |

5. Strategic Priority: CCC Organisational Development

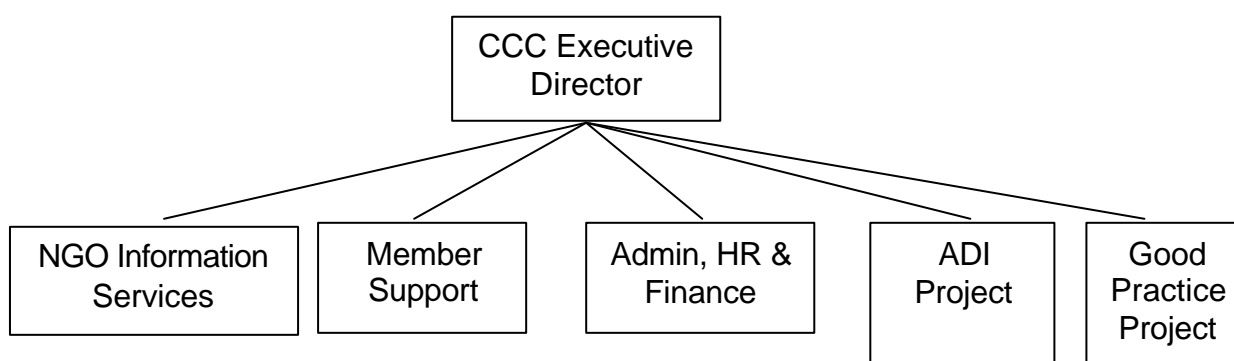
| Strategies/Key Activities | Measures/Timing |
|--|---|
| <p>5.1 Strategic planning processes understood and applied throughout CCC</p> <p>Develop annual plans for integrating CCC Vision, Mission and Values in operations and communications</p> <p>Develop section plans in line with strategic priorities</p> | <p>Plans documented and results reported in CCC Annual Report 2004 on</p> <p>Section plans used to develop organisation plans 2005 on</p> |
| <p>5.2 Human Resource systems developed and implemented to support career planning for staff</p> <p>Develop Human Resources Systems, including performance appraisals, with HR specialist.</p> <p>Conduct skills audit and review position descriptions to ensure appropriate staffing levels for CCC</p> <p>Invest in staff training and professional development to support organisational objectives</p> | <p>HR Specialist employed HR Systems documented and used 2004 on</p> <p>Additional senior staff member appointed 2004</p> <p>Training records ExCom minutes 2004 on</p> |
| <p>5.3 Administrative and financial policies and procedures supporting accountability and transparency in CCC operations</p> <p>Review and document administrative policies to facilitate quality services.</p> <p>Improve finance procedures and develop finance manual to ensure standards are adhered to</p> | <p>Operational standards developed and reviewed annually with staff 2004 on</p> <p>Revised policies documented. Finance manual produced 2004</p> |
| <p>5.4 Long term project funding in place to support ongoing operations of CCC</p> <p>Develop long range funding needs for each operational area and identify appropriate areas for project/other funding</p> <p>Identify potential donor agencies and submit funding proposals as needed</p> | <p>CCC Excom Minutes 2004 on</p> <p>Proposals developed and funded 2004 on</p> |

8. Implementation Issues

Effective implementation of the proposed strategies/key activities will require changing existing organisation structures as well as investment in significant systems development.

Currently the Executive and Assistant Directors share the major liaison and management roles. The demands on these roles have increased in recent years, as CCC has grown and there is less practical assistance from Members. To achieve the proposed strategies/key activities and to effectively build capacity of staff, a flatter organisation structure, along functional lines, is proposed as shown below (not reflecting levels or specific positions). This should provide a more sustainable structure.

Implementation will involve two main changes to the current organisation structure (refer Appendix 7) - the change of role of Assistant Director to have functional responsibility for the NGO Information Services section; and the creation of a new Member Support section. All current CCC staff would be included in the new structure.



NGO Information Services

The Information Services section will include the Resource Centre and have responsibility for the development of new Information Services. This will include establishing standards and systems for information collection and maintenance. This section will develop database and management information systems to produce Information Directories and other information as required. They will also implement strategies regarding developing links with donors, as well as confirming strategic alliances with other NGO networks.

These outcomes will only be achieved through capacity building for technical skills of staff. This will be assisted in the short term by the AYAD Volunteer Communications Officer. Ongoing strategic use of specialists will be required for this and other sections, to implement strategies and build staff capacity.

Member Support

The Member Support section will oversee liaison with Government departments, production and maintenance of the NGO handbook and technical enquiries from members e.g. on MOU, importation policy and registration criteria. This area will also have responsibility for Monthly Member Meetings and new member enquiries. This section should ideally be created by end 2004, once project funding has been

obtained for Information Services. Development of services will not be possible without staffing for this section.

Administration, Human Resources and Finance (AHF)

The AHF section will have existing responsibilities for Finance and Administration including management of support staff but also take on Human Resource Management. It will be necessary to obtain specialist assistance to conduct a skills audit to identify organisational needs and to develop Human Resource Systems.

Analysing Development Issues (ADI) and Good Practice Projects

These two projects – ADI (funded to 2005) and Good Practice (proposed) – will be funded separately and have their own specialist staff.

Executive Director

The Executive Director (ED) will retain overall responsibility for all CCC operations and for obtaining required project funding. As a team leader, the ED will be responsible for developing the CCC management team (managers of sections and projects).

In the immediate future the ED will have responsibility for implementation of the new Vision, Mission, Values and Strategic Priorities. This process will be assisted by the pending relocation of the CCC office. Changing the culture, to incorporate more quality standards and systems, will be assisted by a new working environment.

Implementation of the strategic plan will more effectively be achieved by continuation of the current ED for at least another term. There should also be a commitment to the ongoing professional development of the ED, especially so that the value of ongoing skill development is 'modeled from the top'.

Executive Committee

Strategy 3.1 refers to a review of the CCC Charter and By-Laws. One area for consideration is the ExCom. For effective strategic planning and support of the CCC management team, it is considered that the term for ExCom members needs to be a minimum of two years, with staggered appointments. As the ExCom is primarily a policy setting/monitoring group it would be more appropriate for the ExCom to meet 5 times a year (four regular and one planning meeting), rather than monthly. Monthly meetings create administrative pressures for the Executive Director and extraneous burdens on ExCom members.

Further, it is considered that to assist CCC respond to the changing NGO environment, it would be helpful if ExCom representation reflected membership in terms of Local and International NGOs, i.e. proportional representation.

Membership

CCC will need to continue to actively seek to increase its membership, to effectively represent the NGO community and ensure ongoing funding. The goal will continue to be to encourage membership from Local and International NGOs who are committed to equitable development and to cooperation.

CCC Name

As CCC has grown from 24 to 98 members the name "Committee" no longer best reflects its operations. It would seem appropriate to review the name without losing the acronym CCC, as the Charter and By-Laws are reviewed and possibly consider a new logo (or bi-line).

9. Budget Issues

CCC has historically been funded by a combination of member fees, income from sales and services and from direct project funds. Annual member fees are calculated by multiplying individual NGO country budgets by a set percentage point of .00225, with a minimum of USD150 to a maximum of USD3000. CCC has not changed or increased its fee structure since the last member fee percentage was approved in 1994 though the minimum fee was raised from USD100 to USD150 in 1996.

Member fees have typically represented between 40-60% of the CCC's total budget, excluding separately funded projects like the Analysing Development Issues Project, Gender and Development Programme and Development Analyst Unit. Sales and services, including cost sharing of the building, represent another 15-20%, leaving the remaining other 20-40% of CCC's budget and activities funded by other donors, project grants or service contracts.

CCC's strong financial base over the years has been in its member fees structure, which has allowed CCC flexibility to set its own agenda and work on issues of interest and concern identified by member organisations.

The size of INGO operations and overall NGO program budget levels in Cambodia have a direct impact on CCC funding levels. Any significant reduction in member NGO funding levels in Cambodia, or phasing out of member INGO programs, may directly affect the amount of revenue CCC receives from member fees. CCC's member fee revenue has peaked and stabilized since 2001 though the number of members continues to increase slightly every year.

For the future, CCC will need to generate a greater proportion of its budget from projects funded directly by donor agencies. Certain projects and services currently funded by member fees will need to be supplemented by donor funds or rewritten as separate projects, thereby allowing a greater amount of member fees to be used for other purposes and issues as determined by members. Any project funding proposals will continue to be submitted to the CCC ExCom for approval.

It is proposed to seek project funding to increase the services to be provided by the NGO Information Services section. Only when this is obtained will we be able to establish the Member Support section.

CCC will also need to continue to explore other opportunities for increasing its funding base.

10. Review Process

The documentation of this strategic plan provides the framework for an ongoing strategic approach to the management of CCC. This will require ongoing development, as well as review.

The detailed strategies have listed broad measures and time frames. These will act as a basis for developing Two-year Action Plans. Performance will be reviewed annually.

By 2005 it would be appropriate to consider each functional area developing their own two-year plan. Staff participation should ultimately be sought in developing the plans for each section. This should ensure their understanding of strategic priorities and encourage commitment to specific strategies. The Project Teams could submit annual (or longer) plans as appropriate.

An outline for ongoing review of performance and of the strategic plan is as follows:

2004

1. Two-year Action Plan (2004-2005), based on the key strategies/activities, developed, once Strategic Plan is ratified by members.
2. Executive Director oversees implementation of the action plan and provides a "continuous watching brief", with the five strategic priorities used as criteria for decisions on new opportunities that may arise.
3. ExCom monitor general progress of action plan at regular meetings.
4. Annual ExCom and Management Team planning/review meeting held September/October to review performance and agree priorities and budget allocations for achievement of the 2004-2005 Action Plan.

2005

5. Steps 2 and 3 continue
6. September/October ExCom and Management Team develop new Two-Year Action Plan (2006-2007). ExCom may also invite specialist or other participants. An updated SWOT analysis should be prepared to determine if any major environmental changes have occurred and if strategic priorities are still appropriate.
7. Revised Action Plan distributed to Members and then ratified at AGM.

2006

8. Steps 2 and 3 continue.
9. As per step 4, for 2006-2007 Action Plan.

2007

10. Review Strategic Plan, including Vision, Mission, Values and strategic priorities, unless ExCom have, through the review process, identified an earlier need.

Country Context

Cambodia is one of the poorer nations in the world. Cambodia ranks 130th out of 173 nations on the United Nations Development Programs Human Development Index (2002). Poverty in Cambodia has largely resulted from high population growth, inadequate opportunities, low capabilities, insecurity, exclusion and vulnerability (NPRS 2003, CSD/RGC, 20 Dec 2002).

The majority of rural Cambodians remain desperately poor. Approximately 36 percent (4.7 million) of the population lives below the poverty line (1999). Ninety percent of the poor live in the rural areas and 71% are engaged in agricultural activities.

Social

Cambodia's social indicators are amongst the lowest in Asia. Life expectancy at birth is 54 years (United Nations Human Development Report 2002). Seventy percent of the rural population does not have access to safe water and 81% does not have access to sanitation. The adult illiteracy rate when combined with the semi-literate is over 60%. The population of Cambodia was estimated at 11.5 million in 1998, and is growing at an average rate of 2.5 percent, the second highest growth rate in ASEAN (Association of Southeast Asian Nations) countries.

Prolonged civil war, internal displacement and other social and economic factors have resulted in almost 20% of households headed by women. Women are generally in a disadvantaged position in both family and society. The poverty rate for female-headed households is 48%.

Cambodia's most vulnerable groups include internally displaced persons, returned refugees, war widows, orphans, street children, squatters, ethnic minorities and people with disabilities. Poor health is a major cause of impoverishment and other forms of social deprivation.

Political

Cambodia is at peace today after decades of warfare and civil strife. The third national assembly elections, since the 1991 Paris Peace Accords, were held in July 2003. Commune Council elections were held in February 2002 in 1,621 communes and represent the RGC's efforts at encouraging new political developments towards improved local governance and increased grassroots participation in the nation's development processes.

The lack of significant progress in the area of legal and judicial reform however, continues to constrain further advancements in democratic processes and undermines the progress achieved in key social sector reform areas. In addition, lack of access to information and decision making of government policies has prevented the poor from participating in community activities.

Economic

Economic growth rates over the past decade have averaged approximately 5%, with low inflation and a stable exchange rate. These growth rates are insufficient to make a dent in the incidence of poverty. Gross Domestic Product is expected to grow by 6.1% for the period 2001-2005, mainly fueled by exports in the garment sector and growth in the tourism industry.

Agriculture accounts for 40% of GDP and employs 70% of the labour force. The average growth in agriculture employment has been less than 2% and is not keeping pace with the increase in the population. Low agricultural productivity and limited employment opportunities in rural areas are spurring migration from rural to urban areas.

Cambodia has a gross domestic product (GDP) per capita of around USD300 (2000). The estimated per capita income (2000) was USD271 with an average monthly income for wage earners of USD43. The standard of living for Cambodians is one of the lowest in Asia.

The Royal Government is a member of ASEAN, has joined the AFTA (the ASEAN Free Trade Agreement) and more recently acceded to the WTO (World Trade Organisation). Numerous legal reforms are underway to support Cambodia's WTO membership, yet some concerns remain that poor Cambodians may in fact be adversely affected by the implementation of the various trade policies.

National Development Priorities of RGC

The development vision of the Royal Government of Cambodia is to have a socially cohesive, educationally advanced and culturally vibrant Cambodia without poverty, illiteracy and disease. Realizing the vision will require continued adherence to the principles of the market economy, the values of democracy and social justice, human rights and welfare, and the formulation and implementation of policies to reduce poverty by promoting sustainable economic growth and social development (improved governance.)

The development strategies of the Royal Government of Cambodia are: (1) to foster broad based sustainable economic growth with equity, with the private sector leading the role; (2) to promote social and cultural development by improving access of the poor to education, health, water and sanitation, power, credit markets and information and appropriate technology; (3) to promote sustainable management and use of natural resources and the environment; and (4) to improve the governance environment through effective implementation of the Governance Action Plan.

Key priorities for implementation of the Governance Action Plan (GAP) include: civil service reform, decentralization, military demobilization, legal and judicial reform, gender equity, public financial management, anti-corruption and natural resource management. *The Government's key strategic message is that economic growth is a prerequisite for poverty reduction and that the key to economic growth is private sector development.*

The Royal Government of Cambodia, through a highly consultative process with government agencies, donors, NGOs, civil society organisations and key institutions produced and approved a National Poverty Reduction Strategy (NPRS) in late 2002. The NPRS outlines pro-poor actions to improve rural livelihoods, promote job opportunities, ensure better health, nutrition and education outcomes and to reduce vulnerability.

Development Management and External Development Assistance

The RGC is working towards strengthening development cooperation partnerships with all national participants, including government entities at various levels, NGOs, civil society and private sector as well as external development partners.

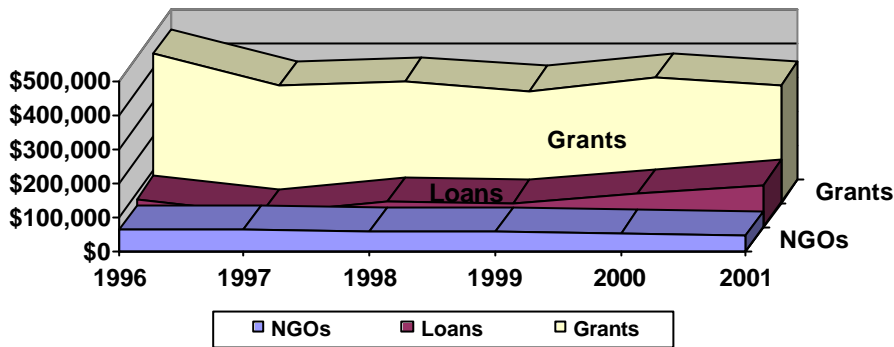
The Royal Government of Cambodia has identified the most critical constraints that continue to affect Cambodia's socio-economic development to include: human resource deficiency, a financial and foreign exchange gap, inadequate physical infrastructure and institutional capacity constraints.

Cambodia remains highly dependent on foreign assistance, around USD 500 million per year, comprising about 15% of GDP from 1998 to 2000 and 138 percent of the national budget. External assistance in 2000 was approximately \$40 per capita.

The nature of external development assistance however is changing in a few different ways; from humanitarian/relief to more social sectors and from technical cooperation grants to investment project loans. External assistance from grants by donors is leveling

off while lending agencies, including the World Bank, Asian Development Bank and Internal Monetary Fund are increasing their assistance. This increase in loans portion does have implications for future national budgets because of the increase in size of national debt and related debt charges.

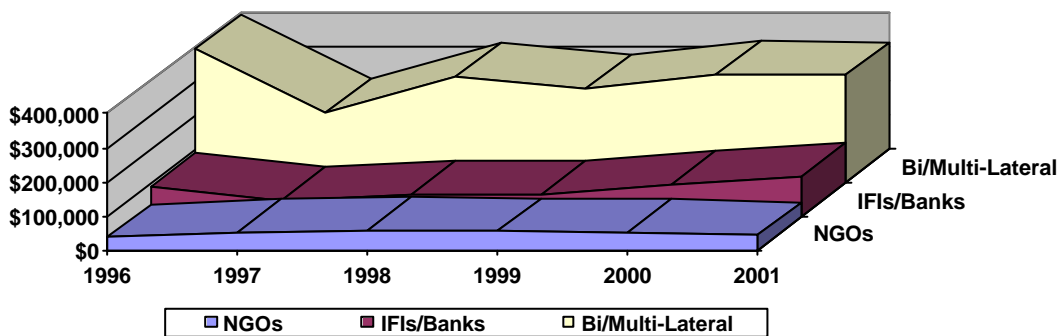
Graph 1: External Development Assistance by Terms



Source: Development Cooperation Report 2001, CDC/CRDB

Nearly all major donors channel a portion of their assistance to donor country NGOs and/or Local NGOs. NGO contributions have been fairly stable though this level is affected by global issues as well as changes in funding patterns and priorities by donor agencies, as described above.

Graph 2: External Development Assistance by Donor (US\$ 000) (Lending vs Grant Agency)

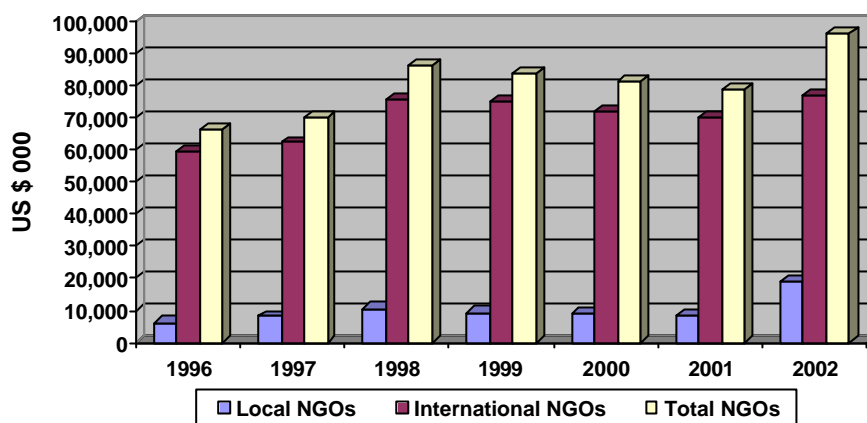


Source: Development Cooperation Report 2001, CDC/CRDB

NGOs and Civil Society

NGOs continue to contribute to the rehabilitation, reconstruction and development efforts of Cambodia. NGOs play a major role in supporting the provision of basic social services, often in remote communities and more importantly bring alternative approaches to development emphasizing participation, equity, gender sensitivity and environmental sustainability. NGOs have been instrumental in advocating for national reforms that pave the way for improvements in health, education, human rights, the legal system, social services, the environment and women's and children's rights.

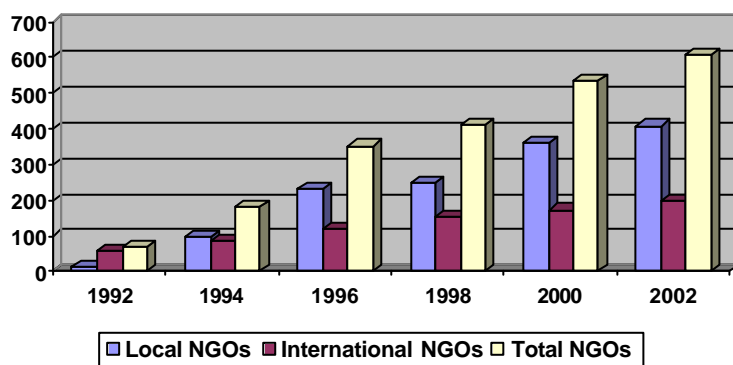
Graph 3: Summary of NGO Contributions (US\$ 000)



Sources: NGO Statement to the CG Meeting on Cambodia 1997-2002; Non-Governmental Organisations in Cambodia 1998 by CDC; 1998-2000 Development Cooperation Reports for Cambodia by CDC; 1999 Cambodian NGO Resource Directories by Ponlok; CCC Directories 2000-2002 (Note: 2002 figures are estimates) (NGO figures inclusive of bilateral, multi-lateral and core/own resources)

The number of International NGOs operating in Cambodia has stabilized at around 200-300 in the past few years. The number of Local NGOs and associations registered with the Royal Government continues to increase and is estimated at over 1,000. Statistics at CCC and CDC suggest however that fewer than 300 of these Local NGOs have project funds and/or are actively engaged in development related activities. (sources: CCC NGO Directories, CDC NGO Database)

Graph 4: Number of NGOs in Cambodia



Sources: CCC Directories (1992-2002); Non-Governmental Organisations in Cambodia by CDC (1998, 2000)

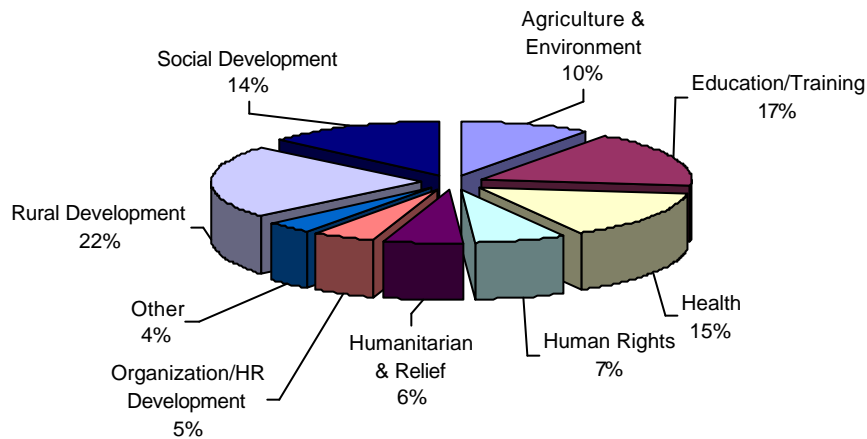
International NGO activities can be broadly classified into 4 main categories:

- Large scale service delivery dependent on bilateral and multilateral funding and implemented by large NGOs with experience in reconstruction and infrastructure development.
- Service delivery in conjunction with government institutions working through local structures and providing institutional capacity building especially at provincial, district and commune levels.
- Community development activities carried out by well-established NGOs with experience in working at village level to tackle basic causes of poverty.
- Development of local NGOs and community based organisations, encouraged and directly supported by international NGOs.

Local NGO activities can be broadly classified into 4 categories:

- Democracy and human rights organisations promoting democratic principles and respect for human rights through policy, training and other advocacy work.
- Development organisations involved in education, health, credit, income generation and other rural and urban development activities aimed at improving the lives of poor people.
- Support Service organisations focusing on human resource and organisation development training activities, as well as facilitating networking and advocacy related activities.
- Community based organisations and associations that are taking on a more active role in participating and managing their own development processes.

Graph 5: NGO Projects in Cambodia by Sector



Sources: CCC International Humanitarian/Development Assistance and Cambodian NGO Directories (1999-2001; 2001-2002)

Sources:

Country Strategy Plan Cambodia 2003-2005, Save the Children Australia
Development Cooperation Report 2001, CDC/CRDB, Royal Government of Cambodia, May 2002
Interim Strategic Plan 2002-2005, United States Agency for International Development/Cambodia, May 2002
National Poverty Reduction Strategy, Royal Government of Cambodia, December 2002
NGO Statement to the Consultative Group Meeting 2002, (CCC, MEDiCAM and NGO Forum on Cambodia)
Socio-Economic Development Priorities and the Official Development Assistance Needs, Royal Government of Cambodia, May 2002

SUMMARY HISTORY OF THE COOPERATION COMMITTEE FOR CAMBODIA (CCC)

1991 – 2003

| Dates | Key Points | Summary remarks |
|------------|---|--|
| Pre – 1991 | <ul style="list-style-type: none"> • Presence of some international NGOs working in Cambodia - mainly with the Government • Sectoral groups existed • NGO Forum on Cambodia outside of Cambodia • NGO discussions on formation of CCC - NGO coordinating body | <p>Period of international isolation of Cambodia</p> <p>Only a few NGOs and UN agencies present</p> |
| 1991 | <ul style="list-style-type: none"> • CCC formed for the purpose of <i>COOPERATION AND COORDINATION</i> • CCC receives formal accreditation from State of Cambodia (SOC) • First Executive Committee elected • First Executive Secretary hired | <p>Official recognition of CCC</p> <p>CCC established with 24 INGOs</p> |
| 1992 | <ul style="list-style-type: none"> • Explosion of International NGOs coming to Cambodia • First local NGOs established – mainly Human Rights focused • UNTAC arrives • ICORC | <p>Period of reaction to external needs and influences.</p> |
| 1993 | <ul style="list-style-type: none"> • Resource Center Library established with grants • Explosion of Local NGOs • Local NGO federation established • First Executive Secretary leaves | <p>CCC newly established and finding its way</p> |
| 1994 | <ul style="list-style-type: none"> • Increase in new NGOs - CCC role and services expanded • NGO Forum moved to Cambodia • E-mail project established • Charter revised and membership fees increased • Withdrawal of some members | <p>Period of consolidation</p> <p>“Year of Committees”</p> |
| 1995 | <ul style="list-style-type: none"> • Development Analyst (DA) Project funded • NGO Forum and CCC clarify roles • No chair of Executive Committee • New Executive Director appointed • Cambodian Assistant Director hired • Discussions on NGO Law • NGO Project database set up | <p>Year of transition and growth</p> <p>Previous structure no longer there but was still needed</p> |
| 1996 | <ul style="list-style-type: none"> • Major budget crisis early in year • Local NGOs increase/emerging Local NGO networks • New Development Analyst appointed • Increased support to government and Cambodia from UN, IO and Multi and Bi-lateral Agencies • Gender and Development (GAD) project approved • CCC Publications expanded | <p>CCC structure and staffing formalized</p> <p>Budget crisis resolved</p> <p>Successful maintenance of services</p> |

| | | |
|------|---|---|
| 1997 | <ul style="list-style-type: none"> • GAD Project starts • CCC leads successful NGO input at CG Meeting • Development Analyst Project funding reduced • MoFA introduces draft SPA for INGOs • Change in Executive Director, with three month gap period mid-year | <p>Another year of changes</p> <p>Period of instability for CCC, members and staff following political problems mid-year</p> |
| 1998 | <ul style="list-style-type: none"> • Focus on rebuilding relationships with RGC on issues of SPA, NGO Law, Aid Coordination • Information services maintained in difficult uncertain period and funding • GAD Project expands • DA project funding reduced/fewer activities • Analyzing Development Issues (ADI) Project developed | <p>National Elections</p> <p>Period of political instability</p> <p>Tension over RGC-NGO coordination issues</p> |
| 1999 | <ul style="list-style-type: none"> • Combined effort on NGO Statement to CG Meeting (CCC, NGO Forum and MEDiCAM) • Unresolved NGO Coordination, NGO Registration and Taxation issues • Analyzing Development Issues Project started • GAD Project plans independent future • AYAD volunteer joins to assist with NGO coordination issues • More INGOs localize and support Local NGOs | <p>New Government</p> <p>Period of stability</p> <p>More emphasis on coordination of information</p> <p>Less emphasis on representation to government</p> |
| 2000 | <ul style="list-style-type: none"> • CCC negotiates MOU content with the RGC • Assistant Director leaves for study abroad/not replaced • DA Unit funding ends • AYAD volunteer completes assignment • ADI Project success – 2 year project proposal developed • Resource Centre under funded • GAD/C separates from CCC to become local NGO | <p>Major representation issue around the MOU</p> <p>Some projects and activities phasing slowly out - DA, GAD, AYAD</p> |
| 2001 | <ul style="list-style-type: none"> • CCC and RGC finalise discussions on MOU • ADI Project enters second 2-year phase • Staffing levels reduced/work load reassigned • Project/External funding sources limited | <p>Completion of MOU negotiations</p> <p>CCC Membership reaches 100</p> |
| 2002 | <ul style="list-style-type: none"> • NGO Statement focuses on Poverty Reduction • CCC Staff and Resources strained • Initiated CCC Human Resources Forum • Started NGO Mapping Pilot Project • Piloted WRAP Community Workshop • ADI Project plans 3 year expanded phase | <p>RGC develops poverty reduction plans</p> <p>Commune Elections</p> <p>National Elections planned for 2003</p> |
| 2003 | <ul style="list-style-type: none"> • ADI Project new 3 year phase (2003-2005) • CCC/CDRI: Provincial Governor-NGO Seminar • NGO Capacity Building Practices Survey • Facilitated Cambodia-Philippine NGO Exchange through CCC Members • CCC Strategic Directions Exercise started • AYAD volunteer Communications Officer joined | <p>National Elections</p> <p>Increased Donor Coordination on RGC Plans/NPRS</p> |

CCC Strategic Directions Exercise Timeline and Outline of Process

The CCC has worked through a process for developing a Five Year Strategic Plan under the direction of the CCC Executive Committee (ExCom). The plan has been developed over a series of meetings, workshops and interviews from June to November and will be submitted for ratification at the CCC Annual General Meeting in December 2003. The main steps are outlined below:

- 1. CCC ExCom VAM Session: Monday 2 June 2003**
CCC ExCom and CCC senior staff held a Vision and Mission (VAM) brainstorming session to kick off the strategic directions exercise.
- 2. CCC Staff Meeting: Friday 5 September 2003**
Meeting with all staff to introduce CCC Strategic Planning Consultant and outline the proposed Strategic Directions process.
- 3. CCC ExCom Meeting: Tuesday 16 September 2003**
CCC ExCom reviewed the Strategic Directions Process, Outline and Timeframe with the CCC Strategic Planning Consultant.
- 4. CCC TOWS/SWOT Exercise: September 15-23 2003**
Developed TOWS/SWOT analysis with input from past CCC member exercises, group work with staff and various government and NGO reports and documents.
- 5. CCC Focus Group Sessions: Tuesday 30 September 2003**
This session involved CCC Members and CCC senior staff - reviewed the vision and mission statement and identified key strategic issues from TOWS/SWOT analysis.
- 6. CCC Staff Values Exercise: Friday 3 October 2003**
CCC staff developed some draft values for CCC's work and operations.
- 7. Requested Submission of Strategic Planning Documents - October**
To assist us in identifying issues of common concern for members in the next few years, we requested 2-5 years planning reports that CCC members had developed for their organisation.
- 8. CCC Members Monthly Meeting: Tuesday 7 October 2003**
Conducted an exercise to further develop values for CCC's work and operations.
- 9. Structured Individual Meetings to Discuss Key Strategic Issues – October**
Conducted 40 interviews with member organisations, government officials, some donor agencies and selected key persons during October to obtain further input on key strategic issues.
- 10. CCC Strategy Day – Friday 24 October 2003**
CCC ExCom, CCC senior staff and selected former CCC ExCom met to determine future direction, develop strategies and prioritize actions for CCC for the next 5 years.
- 11. CCC Senior Staff Meeting – Monday 27 October 2003**
CCC senior staff met to further develop key activities and strategies from the Strategy Day.
- 12. Feedback from CCC Members on Draft Strategic Plan - November**
The draft Strategic Plan was presented at the CCC Monthly Meeting on 4 November 2003. Feedback was sought during November to allow the CCC ExCom to consider final changes by mid November.
- 13. CCC Staff Meeting – Tuesday 4 November 2003**
The draft Strategic Plan was presented to staff with opportunity for feedback in same time frame as members.
- 14. CCC ExCom Meeting: Tuesday 18 November 2003**
CCC Excom reviewed/considered changes to the CCC Strategic Directions Plan before distribution to CCC members at end November.

TOWS (SWOT) and Strategic Priority Issues (from background reading, group work with staff & Members Focus group)

Threats

1. Less representative of NGO community as NGOs increase
2. NGOs choosing just to be involved with sectoral and issue based networks
3. Lack of Government coordination in relation to policies/procedures affecting NGOs
4. Donors not interested in NGO networks – increasing focus on issues and advocacy
5. Political change/instability that impacts NGOs operating in Cambodia
6. NGOs more independent and not seeking cooperative links
7. NGO poor practices affecting image of NGO community

Opportunities

1. Increasing interest in sustainable impact and models of capacity building
2. Interest in accreditation / recognition of good practise of NGOs
3. Cooperation with RGC as they refine long term policies & implement strategies, e.g. NPRS
4. Ongoing NGO activity in Cambodia – commitment to long term
5. Need for quality information on NGOs operating in Cambodia e.g. by donors, INGOs etc.

Weaknesses

1. Perception of CCC having too broad a focus
2. Lack of current organisation policies and systems, e.g. staff policy, financial policies
3. Limited funding – lack of project funding & limited options to charge fees for service
4. Limited/ad hoc mechanisms for Government consultation and relationship building
5. Capacity to maintain and disseminate up-to-date and quality information on NGOs

Strengths

1. Stable (slightly increasing) membership and members' history in Cambodia
2. Staff experience/expertise and knowledge of NGO community and development issues
3. Analysing Development Issues (ADI) Project outcomes
4. Member fees provide a consistent funding source for CCC operations
5. Good links/recognition with RGC & achievements in influencing on NGO policy, e.g. MOU
6. Good reputation/recognition of CCC as representing the broader NGO community
7. Access to NGO and development community for information on NGOs

Priority Issues arising from TOWS

1. Relationships with other networks/strategic alliances
2. How to obtain/retain members – value of CCC membership
3. Improve, strengthen relationship with RGC; streamline coordination between Government & CCC - follow on from MOU
4. Clarification of role of CCC vs sectoral/issue based groups, especially role with Government
5. Be recognised as the voice of NGOs
6. Assistance with capacity building for members
7. Build systematic relationships with Government and share information with members in a timely manner
8. Staff capacity building/staff development
9. Development of NGO good practice
10. Fund raising for project proposals
11. Quality relevant information – data collection; information management and services
12. Changing nature of NGO movement – e.g. INGOs phasing out, new models

FEEDBACK FROM STRUCTURED INTERVIEWS

Q1. WHAT ARE YOUR ORGANISATION'S FUTURE PLANS/MAIN PRIORITIES?

- Development of local NGOs and localization of projects. Many INGOs are planning to move from direct implementation of projects to more supporting and facilitating roles through local NGOs, Community Organisations and/or Commune Councils.
- Increased focus on capacity building including staff, local NGOs, partner organisations and government counterparts to plan and manage development activities.
- Some NGOs are including increased lobbying and advocacy roles to their agenda, to donors and the Royal Government of Cambodia.
- Support the decentralization process in Cambodia, including support and working with Commune Councils. Some NGOs are becoming more region specific focus – both in Cambodia and in Southeast Asia.
- More focused and targeted program approach reflecting realignment of organisation's goals to original mandate – often narrower in scope than general community development work.
- Develop and Implement a rights based approach in all programs.

Q2. WHAT DO YOU THINK ARE THE MAIN ISSUES CONFRONTING NGOs IN CAMBODIA OVER THE NEXT 5 YEARS. HOW SHOULD CCC BE INVOLVED IN THESE?

ISSUES

- Decreased funding as Cambodia is no longer a priority receiver of development assistance.
- Increased competition between NGOs, IOs and Government for decreased pool of funds.
- Growing capacities of Government Ministries/Fitting NGO priorities with Government
- Capacity Building for Local staff and Local NGOs / Increased Support for Local NGOs
- Difficulties and challenges of working with Government
- Government dependency on NGO assistance and development programs
- Law of NGO law
- Lack of skills (management and financial) in some NGOs
- Development of good practise standards/Good Governance for NGOs

ACTIONS

- CCC should engage in more advocacy to government
- CCC should assist NGOs in their lobbying efforts to donors including presenting data on country's development situation
- CCC should increase their level of coordination of NGOs
- Regular updates and presentations on Government policy
- Develop best practise standards/share information on best practise standards
- Share knowledge of members experiences in capacity building/offer training

Q3. IN WHAT WAYS AND ON WHAT SPECIFIC ISSUES DO YOU THINK CCC SHOULD BE STRENGTHENING ITS RELATIONSHIP WITH THE GOVERNMENT?

- Continue to maintain strong relationships with Government
- Become more proactive in dealing with Government
- Increased advocacy role
- Increased exchange of information between Government and NGOs on each others activities
- Refocus efforts on NGO law
- More collaborative events with Government

Q4. SHOULD CCC TAKE AN ACTIVE ROLE IN DEVELOPING/MONITORING BEST PRACTISE STANDARDS AMONG NGOs?

- CCC can arrange workshops and meetings to discuss good practice among NGOs, share knowledge and experience.
- Collect and disseminate information/templates to members on how best practise standards can be developed and modeled
- CCC can provide information on NGO best practise and play a supporting role but should not monitor NGOs on this aspect
- CCC can assist local NGOs by modeling and encouraging systems of accountability and transparency
- CCC can compile good examples of NGO projects/key sectors and disseminate information publicly- this reinforces accountability
- CCC should ensure a participatory approach and process to developing any NGO standards of practice and measures
- CCC should not perform accreditation or enforcement role as this may be better served by an independent board

Q5. WHAT ARE THE MAIN ADVANTAGES OF BELONGING TO CCC?

- The exchange of information and discussion of issues at monthly meetings
- Provision of information on government policies and regulations
- CCC's good relationships with the government
- Stronger collective voice of NGOs through CCC – feeling of protection/not being alone for Local NGOs
- CCC Publications
- Training courses offered by Analysing Development Issues (ADI) Project
- Development of the Memorandum of Understanding (MoU) for INGOs with the Government

PRIORITY ISSUES ARISING FROM STRUCTURED INTERVIEWS

1. NGOs need to coordinate more with Government plans and priorities.
2. Desire that CCC provide member-government information flow (including information on procedures)
3. Growing capacity of RGC Ministries and Departments to deliver services
4. Lack of NGO law (regulatory environment), yet perceived increasing control of NGOs and NGO activities by Government
5. Reduced funding for NGOs – issues of competition and access to funds
6. Changing donor priorities on aid and development
7. NGOs creating dependency models, with Government, programmes and communities
8. More effective capacity building for NGO staff
9. Need for good governance of NGOs
10. Member services – seeking more information, assistance, training and help with funding applications
11. Support for Local NGOs by CCC
12. Changing NGO environment – increasing focus on Local NGOs/partnerships
13. Need for sharing/developing good practice models
14. Advocacy to Government by CCC
15. CCC should be sharing information from NGOs to impact donor priorities

EXISTING NGO NETWORKS

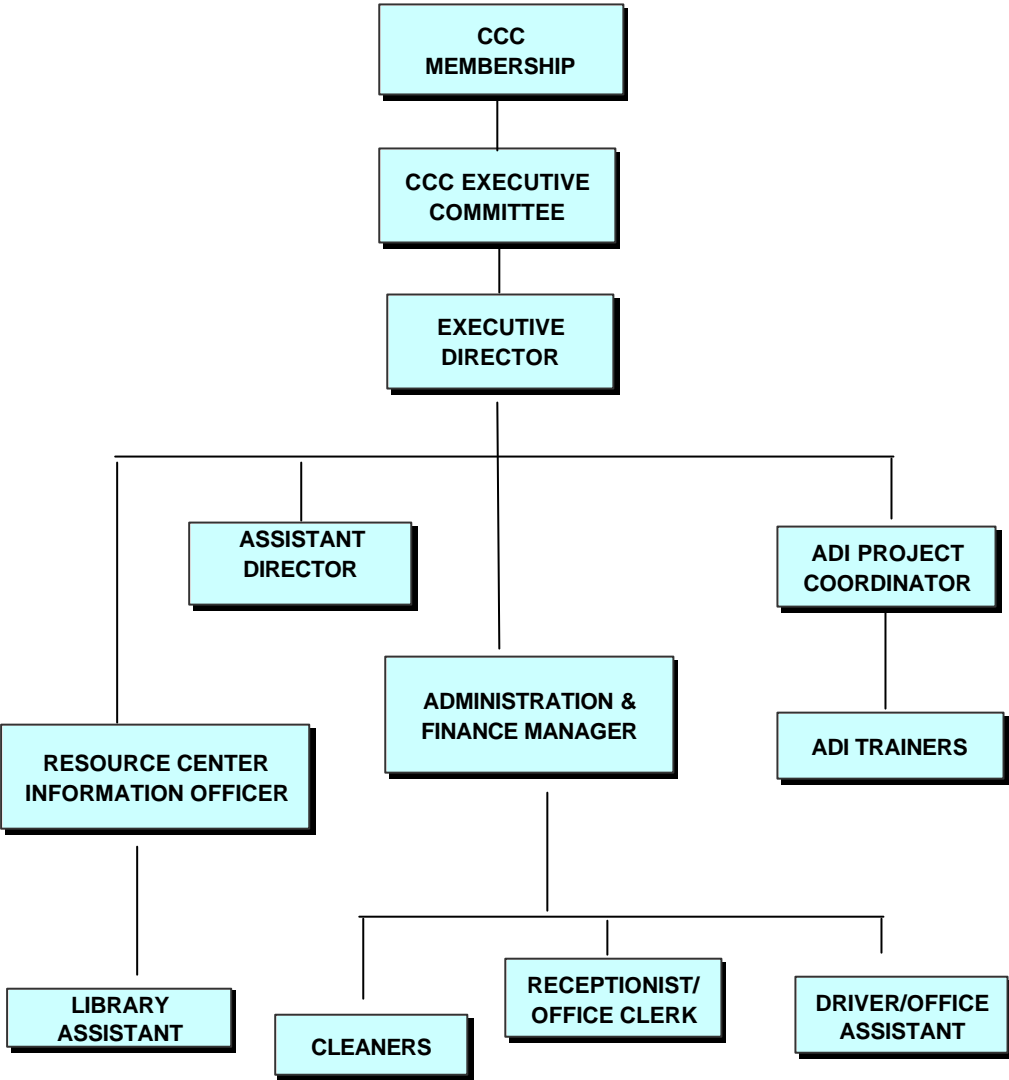
NETWORKING, MEMBERSHIP, SECTORAL GROUPS

Cambodian Community-Based Ecotourism Network (CCBEN)
 Cambodian Human Rights Action Committee (CHRAC)
 Cambodian Livestock Development Committee (CLDC)
 Cambodian Men's Network (CMN)
 Cambodian NGOs Alliance for Cooperation (CNAC)
 Cambodian People Living with HIV/AIDS Network (CPN+)
 Child Welfare Group (CWG)
 Committee for Free and Fair Elections (COMFREL)
 Community Forestry Network (CFN)
 Cooperation Committee for Cambodia (CCC)
 Dialogue
 Disability Action Council (DAC)
 Development Issues Forum (DIF)
 Early Childhood Sub Committee (ECSC)
 Environment Forum (EF)
 Gender and Development Networking (GADNET)
 Gender Forum (GF)
 HIV/AIDS Coordination Committee (HACC)
 MEDiCAM
 Mine Action Forum in Cambodia (MAF)
 Neutral and Impartial Committee for Free and Fair Elections (NICFEC)
 NGO Education Partnership in Cambodia (NEP)
 NGO Coalition to Address Sexual Exploitation of Children in Cambodia (COSECAM)
 NGO Committee on the Rights of the Child (NGOCRC)
 NGO Forum on Cambodia
 Non-Formal Education Partnership (NFEP)
 Pesticide Reduction Networking in Cambodia (PRN-C)
 Phnom Penh Home Care Network Group (PPHCNG)
 Resettlement Action Network (RAN)
 Star Kampuchea (SK)
 Water Supply and Sanitation Working Group (WATSAN)
 Wood Energy Network of Cambodia Sectoral Group (WENETCAM)

PROVINCIAL NGO NETWORKS

Battambang/Allied Foundation Cambodia
 Battambang/Neutral Network of Local NGOs
 Battambang/NGOs Alliance
 Banteay Meanchey/Cambodian NGOs Network
 Kampong Cham/NGO Advocacy Network
 Kampong Chhnang
 Kampong Speu
 Kampong Thom
 Kratie
 Prey Veng
 Pursat/Civil Society Advocacy Coordination Alliance
 Pursat/Free Development Forum
 Ratanakiri
 Siem Reap
 Sihanouk Ville
 Stung Treng
 Svay Rieng
 Takeo
 Region/Fisheries Action Coalition Team (FACT)

CCC ORGANISATIONAL CHART



ACRONYMS

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|---------|--|
| ADI | Analysing Development Issues (Project) |
| AGM | Annual General Meeting |
| ASEAN | Association of South East Asian Nations |
| AFTA | ASEAN Free Trade Agreement |
| AYAD | Australian Youth Ambassadors for Development |
| CCC | Cooperation Committee for Cambodia |
| CDC | Council for the Development of Cambodia |
| CRDB | Cambodian Rehabilitation and Development Board |
| CDRI | Cambodia Development Resource Institute |
| CG | Consultative Group (Meetings) |
| CoM | Council of Ministers |
| DA | Development Analyst |
| ED | Executive Director |
| ExCom | Executive Committee (of CCC) |
| GAD | Gender and Development (Project) |
| GAP | Governance Action Plan |
| GDP | Gross Domestic Product |
| HR | Human Resources |
| IFI | International Financial Institutions |
| KRA | Key Result Areas |
| ICORC | International Committee On Reconstruction of Cambodia |
| INGO | International Non Government Organisation |
| IO | International Organisations |
| MoEF | Ministry of Economics and Finance |
| MoFA | Ministry of Foreign Affairs and International Cooperation |
| Mol | Ministry of Interior |
| MoSALVY | Ministry of Social Affairs, Labour and Vocational Training and Youth Rehabilitation |
| MOU | Memorandum of Understanding |
| MRD | Ministry of Rural Development |
| NGO | Non Government Organisation |
| NPRS | National Poverty Reduction Strategy |
| RGC | Royal Government of Cambodia |
| SPA | Standard Protocol Agreement |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| TOWS | Threats, Opportunities, Weaknesses, Strengths |
| UN | United Nations |
| UNTAC | United Nations Transitional Authority in Cambodia |
| VAM | Vision and Mission |
| WRAP | Women's Resource Access Programme |
| WTO | World Trade Organisation |

RECOGNITION

The compilation of this strategic plan would not have been possible without the significant assistance of the staff of CCC and the Executive Committee. We gratefully acknowledge the participation of the Member and other organisations listed below. A very special thanks to Ms. Danelle McLeay, the strategic planning consultant, who managed the participatory processes and prepared the final strategic plan document.

MEMBERS

Action on Disability and Development
American Friends Service Committee
Australian People for Health Education
and Development Abroad
Australian Catholic Relief
Adventist Development and Relief
Agency
Banteay Srei
Cambodia Trust Rehabilitation Project
Cambodian Health Committee
Cambodian Human Rights and
Development Association
Cambodian Rural Economic
Development Organisation
CARE International in Cambodia
Caritas Cambodia
Catholic Relief Services/Cambodia
Program
Christian Care for Cambodia
Christian Outreach Relief and
Development
Christian Reformed World Relief
Committee-SEA Mainland
Church World Service
Community Legal Education Center
Concern Worldwide
Cooperation Int'l pour le Development et
la Solidarite
Digital Divide Data
Enfants et Development
Enfants Refugies du Monde
Family Health International /Impact
Cambodia
Food for the Hungry International
Cambodia
Forum Syd
Gender and Development for Cambodia
Handicap International Belgium
Handicap International France
Health Unlimited
International Co-operation for Cambodia
International Development Enterprises
Japan International Volunteer Centre
Japan Overseas Christian Medical
Cooperative Service
KHEMARA
Lutheran World Federation/Department
for World Service

Mennonite Central Committee
New Humanity
Norwegian People's Aid
Ockenden International
Oxfam Great Britain
Pact Cambodia
SABORAS
Save the Children Norway-Cambodia
Save the Children-Australia
Services for the Health in Asia & African
Regions
Shanti Volunteer Association
SILAKA
Soutien a l' Initiative Privee pour l' Aide
a la Reconstruction
Sovann Phoum
TEARFUND
The Asia Foundation
Vicheasthan Bandosbondal
Neakropkrong Kangea Aphivath
Voluntary Service Overseas
WATHNAKPHEAP
World Education/Cambodia
World Relief Cambodia
World Vision-Cambodia
Youth With a Mission
ZOA Refugee Care Netherlands

ASSOCIATE MEMBERS

Australian Agency for International
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Japan International Cooperation Agency
United States Agency for International
Development

OTHER AGENCIES

Asian Development Bank Cambodia Office
DanChurchAid
Cambodia Development Resource Institute
Khmer HIV/AIDS NGO Alliance
International Federation of Red Cross and
Red Crescent Societies
Partnership for Local Governance
Star Kampuchea
World Bank Cambodia Office

ROYAL GOVERNMENT OF CAMBODIA

Council for Development of Cambodia
Ministry of Interior