



គណៈកម្មាធិការ
សហប្រតិបត្តិការដើម្បីកម្ពុជា
Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា
Vision: Sustainable development for Cambodia

Feasibility Study on CSO Development Effectiveness in Cambodia

TERMS OF REFERENCE

1. Rationale

The Cooperation Committee for Cambodia (CCC) was established in 1990. The organization is deeply respected and is recognized as the largest Non-Governmental Organization (NGO) membership based organization in Cambodia. CCC currently has more than 160 NGOs as members, comprised of both local and international NGOs. CCC is recognized for its leadership, coordination, advocacy, and networking among all development actors to: 1). Promote good governance and institutional effectiveness; 2). Improve the enabling environment and inclusive partnerships for development¹.

Since 1990s, mushroom of CSOs in Cambodia, thousands of civil society have established and operated. They are registered and non-register (traditional) organizations. At least 4,000 registered NGOs and associations, and of which about 1,315 were active in the country² with around 4,000 projects benefit to 1,300,000 beneficiaries from an average of US\$ 571,370 per CSO. By end of 2016, there 555 INGOs have MoU with MoFA. On the other hand, the grassroots organization, CBO group estimated of about 25,000 scattering across Cambodia. Around 100 community forests legally recognized³. At least 10 umbrella and network organizations in Phnom Penh such as CCC, NGO Forum, HACC, NEP, etc. and approximately 20 provincial NGO networks. Those CSO sector works in different fields, strategies and approaches in dealing with good and service delivery, rights based to development and policy engagement, and so on.

Over the last 15 years, Cambodia has entered a period of sustained high annual economic growth, though this is overshadowed by the observation that the benefits of growth have not been equitably shared amongst all social groups⁴. In addition, even though the Overseas Development Assistance landscape is changing, Cambodia's dependency upon foreign development assistance is long-standing. While Cambodia received increasing aid, loans and investment from China, the country maintains positive relationships with donors from other countries, who provided less developmental fund from year to year.

At the regional level, several countries in in Southeast Asia⁵ prohibit the operation of unregistered CSOs, and in some cases reinforce these requirements with criminal sanctions. This is particularly problematic where the registration procedures are highly cumbersome, take significant time and resources for organizations to negotiate, and provide state agencies with wide discretion to deny or delay registration. In Cambodia, the political economic analysis identified that while relationships at local government level hold the greatest promise for constructive and meaningful civic engagement, it is important national level CSO and Government relations are strengthened (Oxfam, 2015).

¹ The mid-term review of the Governance Hub Program (GHP Phase 2, 2014-2018) was undertaken in 2016 in response to the rapidly changing situation both globally and in Cambodia, particularly the UN Sustainable Development Goals and the national political context. The review and stakeholder engagement confirmed CCC needed to make some modifications to the organizational strategic elements, specifically the Mission Statement, to make it more informative and understood by the audience.

² CCC, (2012), CSO contribution to development of Cambodia: Challenge and Opportunities.

³ Bottomley, R. (2014), The Role of Civil Society in Influencing Policy and Practice in Cambodia, Report for Oxfam Novib.

⁴ World Bank Poverty Assessment 2013: "Where Have All the Poor Gone?"

⁵ The Law Affecting Civil Society in Asia: Developments and Challenges for Nonprofit and Civil Society Organizations *Report prepared by the International Center for Not-for-Profit Law (ICNL) December 6, 2016, a report by Mark Sidel and David Moore*

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In Cambodia, the RGC has put their efforts to reduce corruption, appointment of capable ministers and staff and implementation of social accountability framework⁶, while the civil society has expressed concerns about Law on Associations and NGOs, the draft Cyber Crimes Law, Trade Union Law and the Agricultural Land Management Law. There is a belief that the existence of the laws could reduce the citizen and civil society organization (CSO) consultations, and enable the government to have excessive powers to silence independent dissent, impose undue restrictions on the rights to freedom of expression, association and peaceful assembly; as well as to inhibit the creation of an enabling environment for CSOs. With these trends there is a pressing need from all stakeholders, particular the civil society to work together to strengthen it towards sustainable democracy and development.

The issues, challenges and tough situation raised above lead to a number of concerns, including difficulties in implementation of development activities, shortage of fund, and shrinking space for CSO. CCC sees CSOs are playing an important part to address these and to assure the sustainability development of Cambodia. Reflecting on the current development trends, there had been many change from social, political, economic that affect to civil society development such as civic space through imposing many different legal and policies such as LANGO. The fluctuation of tension from political parties had been affecting to civil society operation. The change of Cambodia economic status from a poor to a low middle income country affect to funding status for civil society. Global development and its localization of Sustainable Development Goal is a new direction of development for another next fifteen years (2016-2030). And the role of private sector taken part to be more potential and engagement, and may others. These needs CSOs make joint effort to discuss and fine out of better work together in response to changing situation.

CCC has a belief that by building a unity among actors in civil societies, the government and international organizations, the CSO council multiplies the opportunities for dialogue and exchange through a better means of communication and collaboration between CSOs and the RGC to tackle the issues of all forms in the country independently. One of the main recommendations of the feasibility on CSOs Center is that there is a need to engage a short-term service of consultant work to develop business plans to identify the major concerns of the potential stakeholders and functions of the center to best serve CCC members and private sector to have mutual benefits and sustainable operations of the two parties. While participants of CCC AGM 2017 also suggested a feasibility study on CSO harmonization and accountability to assure the most effective working approach and sustainability of the new way of CSO collaborative mechanism in the future.

For the reasons above, CCC has a plan to hire external consultant team to conduct a feasibility study on CSO Future, with three main objectives as follows.

2. Objectives

The specific objectives of the assignment are to:

- 1) Assess the development and trends of social, economic and political situation at global and national levels having impact on CSOs;
- 2) Assess the performance and function of CSOs, Networks and Technical Working Groups toward the development of the country; and
- 3) Explore working mechanism, strategies and functional roles for CSOs in the new development context in Cambodia.

3. Key Expected Results

- a) Identified the keys new development and trends of social, economic and political situation of the country at global and national levels, using SWOT and situation analysis to produce recommendations for better formation of strategies for CSO sector;
- b) Documented the performance and functions of CSOs, Networks and CSOs Technical Working Groups toward the development of the country; and
- c) Suggested working mechanism, strategies and functional roles for CSOs in the new development context in Cambodia.

⁶ OXFAM Synthesized Report (2014). Political Economy Analysis of Civic Space in Cambodia: Challenges and Opportunities for Active Citizenship

4. Methodology

Consultant team will conduct a desk review on relevant documents that response to the need of this study, including Sustainable Development Goals (SDGs), a feasibility study of CSOs Center for Sustainability Development, and new fundraising trends and opportunities and many other related documents.

For the primary data, the target respondents for the research are leaders of CSOs, umbrella/network organizations, local authority, government officials, development partners, ambassadors and private sector. Those respondents are both at national and sub-national levels.

The consultant team could propose the most appropriate methodology that better response to the need of the study, including semi-structured interviews with key informants, focus discussion group (FDG), and/or plenary discussion (PD) and consultative meetings/workshops as appropriate.

All the data collection tools such as survey questionnaires and interview guideline will be developed by the consultant team, with some advice and direction from CAN component and Research Advisory Board (RAB).

5. Key Tasks, Responsibilities, and Scope

The technical proposal is supposed to contain the appreciation of the ToR, description of the methodologies and approaches to employ and relevant information.

With the exception of the Inception Report, the consultant shall be responsible for:

- Producing the key research findings and generate recommendations for 25 - 30 pages, and along with a brief about two pages, and present them to the CCC's meetings⁷.
- Working with CCC to identify key respondents and to agree in discussion with CCC.
- The consultant makes the appointment with respondents, and prepares in-depth interview and tool with relevant stakeholders.
- Consultant could suggest the appropriate technique in collect data, and key thematic issues for analyses data in response to the results reflecting in this study (Perception Report).
- Collecting and sharing relevant documents and reports from the review in this study.
- Suggesting a first launching activity derived from the list of recommendations with also a plan to join the activity⁸.
- Making the final draft of report available in Khmer and English.

6. Timeframe

The overall assignment is expected to be started from **18 April 2017** and accomplished on **30 May 2017**. The consultant is expected to present the zero draft by **Mid May 2017**, including the amendments and comments made and submission of the final version of document as per the timeframe and assignment stimulated in the ToR.

7. Selection Criteria

- In depth knowledge of Cambodia civil society organizations, national and regional development context.
- Strong skills in development of strategic plan, program, budgeting, proposal and fund raising
- Extensive relevant experience in developing strategies, organizational development, leadership and management, particularly in NGO sector;
- Practical experience in managing and coordinating multi-disciplinary operations, and addressing competing needs;
- Extensive experience in facilitation and participatory planning processes, strategic planning, or results based management;
- Strong background experience in qualitative research and analysis;

⁷ There will be three short presentations to the CCC team as mentioned in the milestones of consultation delivery, and a noth er two presentations for CCC meetings as scheduled in the CCC Event Calendar 2017.

⁸ This is a new requirement by CCC in accordance with the research study concept note of CCC.

- Strong communication and networking with different stakeholders
- Master Degree or higher in Public Administration, Development Studies, Public Policy, social science, human rights or other relevant fields

Interested candidates should submit Expression of Interest (EOI) to the Cooperation Committee of Cambodia (CCC) by **Friday 7 April 2017** to: recruitment@ccc-cambodia.org The EOI should include: proposed clear research methodology; budget; proposed relevant documents, detailed timeframe; and demonstrate how the applicant addresses the selection criteria. Applicants should also include a copy of their CV or team members CVs.

Shortlisted applicants may be asked to attend an interview and provide written examples of their own research (in English).

8. Payment Schedule

The budget for this assignment is around US\$10,000 but subject to negotiate. All payments shall be made in three milestones: 1.) 30% upon having the draft inception report the contract signed by CCC and the consultant; 2.) 35% upon having the draft report, supporting documents and relevant documents submitted by the consultant; and 3.) 35% upon having the final training report and final update of materials of training materials submitted by the consultant.

9. Contact Person and Supervision

The consultant(s) will work under the consultative direction and technical advice of Research Advisory Board (RAB) of CCC.

The consultant(s) will directly with Mr. Long Phanith, Policy Development Specialist (PDS) of CCC, for research coordination and meeting arrangement. All documents related to the deliverables must be submitted to Mr. Long Phanith, who is the correspondent person of this contract, via Email: phanith.long@ccc-cambodia.org and phone: 099 57 30 30 or 097 8888 926.