



ANNUAL REPORT

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Coalition for Partnership in Democratic Development

NUTURING **D**EMOCRATIC **A**CCOUNTABILITY

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MESSAGE FROM THE CHAIRPERSON

The organization's vision is a Cambodian society where diverse citizens have equal access to quality, inclusive and social equity public services and sustainable democratic development for Cambodia. Throughout the reporting period, the CPDD has continued nurturing inclusive partnerships for good governance practices across the target areas. These efforts have contributed to enabling the civic engagement environment and sustainability of the network members across the country. At community level, network members have interacted, and support the target beneficiaries to actively exercise their rights and voice their concerns and priorities to inform their councils' decision making, and for more responsive service delivery actions across the target SNAs. As transparent and accountable local governance is at the heart of the civil society's involvement in the country reform process, the CPDD - through utilizing its members' potential - have activated a number of civic engagement mechanisms, including roundtable discussion, Provincial Partnership Dialogues, and Multi-Stakeholders Dialogues across the target provinces. The CPDD has been networking for exchange among the network members active in this field, for capacity building and learning, and collective civil society feedback to national level for policy improvements.

MESSAGE FROM EXECUTIVE DIRECTOR

Over the years, the network members have gathered manifold experiences in the enablement of citizens and local authorities in local democratic governance, in exploring civic participation mechanisms in local planning and budgeting, and the local development process at large. Capacitating citizens to engage local councils and utilizing mechanisms of participation has been widely practiced at sub-national levels, in particular at commune level, and has been mainstreamed into most sectors of NGO activities Cambodia. The CPDD members have been among the pioneers and those who have explored opportunities and innovations, as the D&D reform process evolved. All in all, the CPDD aims at nurturing democratic accountability¹ in the provision of responsive public services, inclusion and justice through the promotion of a common voice and meaningful engagement of civil society, and this aim is further guiding the formulation of the CPDD's 2021-2030 10-Year Strategic Directions and field interventions.

¹ Citizens, as the key actors in a democracy, have authority over their elected officials. Citizens have authority over their councils because citizens voted for the councils. This is referred to as democratic accountability. Source: Organic Law training modules, by GIZ/NCDD-S.

ACKNOWLEDGMENTS

The CPDD has unique potential and strength by joining force among its members, and NGO networks from different fields and working directly to nurture democratic accountability and good governance through the promotion of a common voice and meaningful engagement of civil society. The coalition commits itself to nurture democratic accountability and good governance and promoting transparency, accountability, mutual respect, cooperation, non-political approaches, and non-discrimination. Our mandates will not be reached if we work without the great financial and technical support from Pact Cambodia since the beginning of 2003, GIZ, UNDP, EWMI, DCA, and API who are our core donors as well as some ad hoc supports from our friends as local donors and partners.

CPDD acknowledges of good cooperation and support from relevant coalitions, national and international organizations inside and outside Cambodia, government ministries especially the National Committee for Sub-national Democratic Development (NCDD) Secretariat that provided CPDD with abilities to nurturing democratic accountability and good governance through the promotion of a common voice and meaningful engagement of civil society.

Thus, we express our appreciation to our members, NGO networks, donors, relevant stakeholders and government for their support. We also thanks to our Secretariat staff for their efforts in implementing the projects as well as coordination to push CPDD forward in nurturing democratic accountability and good governance through the promotion of a common voice and meaningful engagement of civil society.

EXECUTIVE SUMMARY

The organization's vision is Cambodian society where diverse citizens have equal access to quality, inclusive and social equity public services and a Sustainable and Democratic Development for Cambodia. We are nurturing inclusive partnership for good governance, enabling environment and sustainability of CSOs in Cambodia as well as serving the long term democratic and social development needs of Cambodia through empowering people and CSOs to interact and engage, exercise their rights to hold the government to account for their decisions, that respond to the needs, interests, and priorities of its citizens, including Increased enabling environment for women and youth human rights activists. Strengthening civic engagement and utilizing NGO's potentials for developing transparent and accountable local governance have been at the heart of the civil society's involvement in the Cambodia SNDD reform process over the past 20 years. The CPDD has been networking for exchange among NGOs active in this field, for capacity building and learning and for advocacy as civil society counterpart to the government's NCDD-S. Over the years, the network members have gathered manifold experiences in the enablement of citizens and local authorities in local democratic governance, and in exploring civic participation mechanisms in local planning and budgeting, as well as the local development process at large. Capacitating citizens to engage local councils and utilizing mechanisms of participation has been widely practiced at sub-national levels, in particular at commune level, and has been mainstreamed into most sectors of NGO activities Cambodia. The CPDD members have been among the pioneers and those who have explored opportunities and innovations, as the D&D reform process evolved. All in all, the CPDD aims at nurturing democratic accountability² in the provision of responsive public services, inclusion and justice through the promotion of a common voice and meaningful engagement of civil society, and this aim is further guiding the formulation of the CPDD's 2021-2030 10-Year Strategic Directions and field interventions. **50 % of CPDD members gained knowledge** and engaged in organizational capacity assessment joint to learn from each other's experience, lessons learned, and good practices that inform collective actions, influence, and engage members in the decision-making process that promote good governance practices and increases the operational effectiveness of informs collective actions, and influence policies. CPDD-knowledge database (or information hub) established and regularly updated on the CPDD website to enhance democratic accountability for responsive public services and supported the development of the collective intelligence platform for monitoring NP2 and SNA activities and included the design, testing, and delivery of a digital platform that enables Cambodian residents to provide feedback data on the performance of sub-national administrations. There are 200 people increase in visitors to the CPDD website to engagement on to enhance democratic accountability for responsive public services and supported the development of the collective intelligence platform for monitoring NP2 and SNA activities and included the design, testing, and delivery of a digital platform that enables Cambodian residents to provide feedback data on the performance of sub-national administrations. **50 CPDD members engaged with** consultative meeting/stakeholder policy/national workshop and join advocacy meeting with influence the national policy and decisions that inform SNA transparent, responsive, and accountable public services that prepared by CPDD. There are **around 10 of CPDD members** who shared the good practices with CPDD members that conducted 3 quarterly meetings and annual CPDD members meeting such as Village Support Group (VSG), Independent Democracy of Informal Economy Association (IDEA), Hagar (HG), Silika (SK), Star Kampuchea (SKC), Youth Representative Development Program (YRDP), Advocacy and Policy Institute (API), NAK AKPHIVATH SAHAKUM (NAS)etc based on resulted of participants can share about the good practices on implemented of decentralization and deco-centralization reforms, shared about the needs and respond from citizen when get commune service/ heath canter service/ school service and public service. 50% of CPDD members engaged/contributed in the joint CSOs recommendations or

² Citizens, as the key actors in a democracy, have authority over their elected officials. Citizens have authority over their councils because citizens voted for the councils. This is referred to as democratic accountability. Source: Organic Law training modules, by GIZ/NCDD-S.

Statements based on conducted the national consultative, dialogue with CPDD members, Street vendor, Pact's partners, stakeholder, and government that promoted to access information, to help and solve their problems that happened during the Covid-19 and influence policy development and implementation for the interests of YWEs (street vendors) and address the Social Protection Law, Public Order Law, NSSF Law, MSME related law and business enabling environment and other skills related to their business.

INTRODUCTION

About CPDD

Background and Mandate

The Coalition for Partnership in Democratic Development (“CPDD”), formerly known as the Working for Partnership in Decentralization (WGPD), is a non-profit, non-partisan coalition of Cambodian and international non-government organizations (“NGOs”) as well as individuals working on decentralization and de-concentration reforms in Cambodia. Officially registered with the Ministry of Interior (MoI) in July 2017, CPDD is currently the only network organization that focuses explicitly on decentralization reform in the country. The network is comprised of 111 members non-government organizations (NGOs). The CPDD has built good working relationships with the key Government’s democratic development institutions and agencies, especially the Secretariat of the National Committee for Sub-National Democratic Development (NCDD-S), the Association for Sub-National Councils (ASAC), sub-national administrations and donor agencies throughout the country.

The decision to register and change its name from WGPD to CPDD was decided collectively by the network members in 2017, with the expectation that, the CPDD will improve its governance and organizational structure, substantial network capacity and greater contributions to deepen the implementation of SNDD. The CPDD aims to nurture democratic accountability and good governance through the promotion of a common voice and meaningful engagement of civil society. It is in alignment with these aims the 2021-2030 10-Year Strategic Directions has been formulated.

Our Vision and Mission

The *vision* of the CPDD is “A Cambodian society where diverse citizens have equal access to quality, inclusive and social equity public services”.

The mission of the CPDD is “Nurturing democratic accountability and good governance through the promotion of a common voice and meaningful engagement of civil society”.

The coalition commits itself to nurturing democratic accountability and good governance and promoting transparency, accountability, mutual respect, cooperation, non-political approaches, and non-discrimination.

Governance and Structure

The CPDD Members are the core of the CPDD organization. Carrying over from the WGPD, we currently have 111 members who together constitute the highest decision-making body of CPDD as stated clearly in the CPDD’s By-law. They select governing board members of the CPDD. Our members lend their support for the future work of the CPDD and expect specific support in return.

The CPDD Governing Board consists of 5 members, all of whom are knowledgeable about and actively engaging in, the decentralization reforms in Cambodia. They provide direction, approve, participate in, and monitor the implementation of the strategic plan of the CPDD. They are also directly engaging in advocacy, learning, and knowledge-sharing efforts, which is crucial for the ongoing activities of the CPDD.

The Executive Committee is responsible for managing the day-to-day operation of the CPDD and for coordinating the implementation of the annual work plan approved by the Board. The Executive Committee consists of the Chief Executive, Administrative/Finance Officer, and Program Manager.

About Funding and Donors/Partners

CPDD, like other NGOs, in some ways depends on funding from outside to implement its activities. The annual membership fees contribute to the main budgets but not much of it³. It usually is spent on office supplies and operations. Fund from donors is mandatory with clear objectives, even though there are some adjustments based on the negotiation between donors and CPDD. In 2022 CPDD received funds through its partners to implement the activities:

No.	Projects name	Donors/Partners	Project Duration	Total Project Budget
1	Business Environment and Social Transformation for Young Women Entrepreneurs, BEST4YWE	USAID/Pact Cambodia	10.5 months	64,168.00
2	Business Environment and Social Transformation for Young Entrepreneurs, BEST-YES	EU/AeA	5 Months	33,194.80
3	Voice and Action and Young Women Leaders and Entrepreneurs	USAID/Pact Cambodia/API	8 months	58,034.61
4	Access to Information for All - A4A	EWMI/API	22 months	74,490.84
5	Strengthen Civic Engagement at DM Level	BMZ/GIZ	17 Months	57,686.24
Total:				287,574.49

³ See section no. 4: 4: Financial Status

IMPLEMENTATION OF THE STRATEGIC PRIORITIES

Strategic Goal #1: Increase capacity of the network members and the secretariat on SNDD reform practices through engaged learning initiatives.

1.1 Build capacity of the members to analyse and promote effective democratic accountability and local governance practices.

65 of CPDD members participating in the trainings indicating increased knowledge and engage members in the decision making that promote good governance and practices and increases the operational effectiveness of the CPDD that informs collective actions and influences national and sub-national policies and to learn each other's experiences, lessons learned and good practices that inform collective action, influence. **75 % of members attending** CPDD network quarterly meetings joint to learn from each other's experience, lessons learned, and good practices that inform collective actions, influence, and engage members in the decision-making process that promote good governance practices and increases the operational effectiveness of informs collective actions, and influence policies. Seek input and endorsement of the members on the revised CPDD strategic directions 2021-2023 and work plan budget. To build trust, ownership and solidarity among members, Board of Directors, and secretariat for effective partnership in democratic development. **There are 3 learning events /online platforms** that created for CPDD members to share pleasant experience, lessons learned and good practices to address the problem of CPDD members such as conducted Assessment with members, quarterly meeting, and annual meeting. **Only 1 of intern and fellows** deployed to support coalition activities and to learn about the democratic development process and contribute.

1.2 Increase organizational capacities and governance practices among the CPDD

50 % of CPDD members gained knowledge and engaged in organizational capacity assessment joint to learn from each other's experience, lessons learned, and good practices that inform collective actions, influence, and engage members in the decision-making process that promote good governance practices and increases the operational effectiveness of informs collective actions, and influence policies.

1.3 Improve the internal policies and governance practices of the CPDD secretariat, including organizational structure, staff skills and work environment.

There are 9 of new and/or improved CPDD policies endorsed by the board and put into use such as Personnel Manual, Financial Guideline and Accounting Procedure Procurement Policy and Procedure, Administration Policy Fixed Asset and Property Management Policy, Child Safeguarding Policy (CSP), Policy on Protection from Sexual Harassment, Exploitation and Abuse (PSEA), Monitoring, Evaluation Accountability and Learning Policy, INFORMATION TECHNOLOGY AND INFORMATION COMMUNICATION TECHNOLOGY POLICY (IT & ICT POLOICY), MECHANISM FOR RECEIVING AND HANDING COMPLANTS (COMPLAINT MECHANISM), Coalition for Partnership in Democratic Development (CPDD) Project Management Manual, Minimum Sub-Grantee Management Guideline, etc. **70% of staff** who undertake skills development in line with them appraisal and professional development plan.

1.4 Increase the sustainability of funding support for the CPDD and its members.

10% of the CPDD budget funded through self-support incomes/fees that get from the project implementation fee based on to build the existing members engagement of IDEA in coastal areas (Sihanoukville, Kamport, and Kep) to build the confidence, strong representative system, share common concerns and establish collective actions for their policy engagement efforts and conducted round table discussions between councils and their members in coastal areas to bring their prioritize issues and concerns for responsive action from councils and government. **Only 1 of network members** received new funds or grants as result of CPDD on the project to share progress, exchange good practices and tools, and strengthen coordination in promoting the social and economic rights of YWEs and enhanced the capacity and common voice among CSOs, Networks, including IDEA and CISA and others WE-Act Partners at national and sub-national to strengthen coordination in promoting the social and economic rights of YWEs with the existing government engagement platforms.

Strategic Goal #2: Enhance democratic accountability for responsive public services through utilization of CPDD-knowledge database, partnership building, and effective networking.

2.1 Establish and utilize CPDD-knowledge database on the situation of democratic accountability, include tools and resources to realize civic engagement, accountability mechanisms, and governance practices

CPDD-knowledge database (or information hub) established and regularly updated on the CPDD website to enhance democratic accountability for responsive public services and supported the development of the collective intelligence platform for monitoring NP2 and SNA activities and included the design, testing, and delivery of a digital platform that enables Cambodian residents to provide feedback data on the performance of sub-national administrations. It aims to complement the governance survey, and other activities that are part of the wider programme “Project for Strengthening Transparency and accountability in Local Governance through Civic Engagement”. Not too long after planned, we held a discovery phase by conducting research with key stakeholders, including citizens and CSOs. As the results, we understood better on, how citizens currently use, or feedback on SNA services, existing behaviours and attitudes of citizen towards SNA accountability and CSOs, the types of digital tools and platforms citizen groups currently use, the digital literacy and technical capacities of the populations we wish to support, the data reporting needs of CSOs and other key identified stakeholders (e.g SNAs), the digital literacy and technical capacities of the CSOs, with a view of long-term maintenance of the final platform, how CSOs currently interact with citizens and SNAs to improve accountability, and identification of opportunities where the platform could enhance or extend their advocacy activities. In late 2022, it had come to the Alpha stage, where the platform prototyping took place. The future owner of the platform, CPDD, coordinated with the donor UNDP to test it in a specific demographic area, Phnom Penh. We tested out different prototypes of the solution from the problem we have defined during the discovery phase.

There are 200 people increase in visitors to the CPDD website to engagement on to enhance democratic accountability for responsive public services and supported the development of the collective intelligence platform for monitoring NP2 and SNA activities and included the design, testing, and delivery of a digital platform that enables Cambodian residents to provide feedback data on the performance of sub-national administrations.

2.2 Conduct regular partnership dialogues and roll out joint efforts to nurture civic engagement, SNA transparent and accountable public services.

There are 3 of private sector entities that have participated in the partnership events such as YEAC, CWEA and FASMEC that conducted regular partnership dialogues and roll out joint efforts to nurture civic engagement, SNA transparent and accountable public services.

2.3 Build strong coalition-level coordination and networking to increase enabling environment and civil society space in democratic development process.

There are 70% of CPDD membership build strong coalition level coordination and networking to increase enabling environment and civil society space in democratic development process that members engaged with consultative meeting/stakeholder policy/national workshop and join advocacy meeting with influence the national policy and decisions that inform SNA transparent, responsive, and accountable public services that prepared by CPDD.

To build strong coalition level coordination and networking to increase enabling environment and civil society space in democratic development process that members engaged with consultative meeting/stakeholder policy/national workshop and join advocacy meeting with influence the national policy and decisions that inform SNA transparent, responsive, and accountable public services that prepared by CPDD that worked of across coalition network established and functioned with engagement or facilitation with Pact's Partner and Cooperation Committee for Cambodia (CCC).

There are 7 activities of cross-coalition efforts are implemented to promote civic engagement/ space by conducted the consultative meeting/stakeholder policy/national workshop and join advocacy meeting with influence the national policy and decisions.

Strategic Goal #3: Influence the national policies and decisions that inform SNA transparent, responsive, and accountable public services.

3.1 Promote effective stakeholder policy dialogues and joint policy advocacy efforts at the sub-national levels.

There are **around 50 CPDD members engaged with** consultative meeting/stakeholder policy/national workshop and joint advocacy meeting with influence the national policy and decisions that inform SNA transparent, responsive, and accountable public services that prepared by CPDD. There are **around 10 of CPDD members** who shared the good practices with CPDD members that conducted 3 quarterly meetings and annual CPDD members meeting such as Village Support Group (VSG), Independent Democracy of Informal Economy Association (IDEA), Hagar (HG), Silika (SK), Star Kampuchea (SKC), Youth Representative Development Program (YRDP), Advocacy and Policy Institute (API), NAK AKPHIVATH SAHAKUM (NAS)etc based on resulted of participants can share about the good practices on implemented of decentralization and deco-centralization reforms, shared about the needs and respond from citizen when get commune service/ health canter service/ school service and public service. Moreover, CPDD members can learn more about the improving the decision-making process to DMAs and to promote the citizen participants with any project actives. **There are around 6 of joint reports** or advocacy recommendations at provincial level developed and used to influence policy decisions at sub-national levels such as 3 Partnership Forum Between Government and Private Sector and CBOs at Battambang, Siam Reap and Sihanoukville that joint list recommendations to provincial level Strengthen the partnership between the provincial administration and the provincial civil society organizations in resolving joint issues raised by civil society organizations, citizens, and street vendors. To help and solve their problems that happened during the Covid-19, therefore, to address their issue problem that street vendors raised at the previous year (2021) to achieve these two objectives, the project will hold a meeting with policy makers from relevant institutions in Battambang to address solutions. There are 3 Half-day policy consultation meetings with government provincial level at Battambang, Siam Reap and SHV that joint the list recommendations to provincial level and strengthen the partnership between the provincial administration and the provincial civil society organizations in resolving joint issues raised by civil society organizations, citizens, and street vendors. Address solves common problems of people, street vendors and provincial civil society organizations.

3.2 Coordinate stakeholder dialogues on reform challenges, lessons learned and good practices to inform national policies.

50% of CPDD members engaged/contributed in the joint CSOs recommendations or Statements based on conducted the national consultative, dialogue with CPDD members, Street vendor, Pact's partners, stakeholder, and government that promoted to access information, to help and solve their problems that happened during the Covid-19 and influence policy development and implementation for the interests of YWEs (street vendors) and address the Social Protection Law, Public Order Law, NSSF Law, MSME related law and business enabling environment and other skills related to their business. There are 8 of joint CSO recommendations or statements raised at national policy meetings, as results of CPDD that issues-based briefings and recommendations to national level to enhance ongoing advocacy efforts to influence policy development and implementation for the interests of YWEs (street

vendors) and address the Social Protection Law, Public Order Law, NSSF Law, MSME related law and business enabling environment and other skills related to their business and promoted about the access of information.

3.3 Reach out for regional advocacy and networking, on effective democratic development and governance practices.

3 of good practices and learnings shared back to coalition and members share with annual CPDD meeting with CPDD members to engage members in the decision making that promote good governance practices and increase operational effectiveness of the CPDD that inform collective actions, influence national and sub-national policies. **1 joint country statements/recommendations** raised at the regional forums that to select priority street vendors' issue and recommendations for engagement in concerned ASEAN platforms through the ASEAN Monitoring Resource Center (AMRC), including the ASEAN People Forum (APF) and the ASEAN Civil Society Forum (ACSF), and reviewed and decided on common goals, objectives and priority issues. The meeting was also used to share with and learn from each other about the informal economic sector and good practices for street vendors.

ORGANIZATIONAL DEVELOPMENT

4. Governance and Management

4.1 Internal Policies

CPDD takes as mandatory for its internal policies, manuals and procedures to ensure the fund received from donors and its core funding are spent in transparency, accuracy and reach the result at scale to the beneficiary. In 2022 we amended the By-law where the number of Board of Directors was reduced from 8 to 5 and we also revived the composition of the BODs. CPDD takes as mandatory for its internal policies, manuals and procedures to ensure the fund received from donors and its core funding are spent in transparency, accuracy and reach the result at scale to the beneficiary. We also changed the address of the CPDD office and acknowledged the Executive Director. CPDD adapted API Policy and Endorsed by Board of Director in February 2022 to improve our internal governance and professional practices.

4.2 Member Assembly and Meetings

CPDD has also contributed to increasing organizational capacities and governance of the members through developing and implementing an institutional capacity development plan for members based on identified training needs of the members, coordinating ongoing capacity building to members. More specifically, CPDD provides support and mentoring to members to develop internal policies and guidelines to improve their governance and financial and human resource management and provide training support and mentoring to individual members to access funding opportunities, including guidance to develop and implement a fundraising strategy. On December 21, 2022, CPDD held its annual congress aimed at engaging members in the decision-making that promote good governance practices and increase the operational effectiveness of the CPDD that informs collective actions and influences national and sub-national policies. The presentation of CCC about the New GPP Standard and Certificate System to promote good governance and professionalism, accountability, and transparency within NGOs gives a blueprint for the recognition of good governance and best practices of one organization. GPP has 3 principles (Good Governance, Good Resource Management, and Dynamic Program Practices), 20 standards, and 60 indicators⁴. It's the minimum requirement for obtaining the GPP certificate. CCC would conduct periodic reviews and classify the certificate into three different categories: namely silver, brown, and gold. Receiving standard GPP is not permanent. It is a comprehensive and periodic bulk check on the policies and legal documents, functions of the BoDs, and management team. It's clear that GPP also embeds a follow-up mechanism for its eligible awardees. With the institutional principles, the standard GPP reflects internal democratic development and nurtures decentralization and de-concentration. It then contributes greatly to the members, counterparts, and beneficiaries. The GPP is a solid ground for decentralization and deconcentration; where it contributes to a strong institution, transparency, and justice. Transparency and accountability promote good governance, professionalism, right-based approaches, and rule of law, a precondition to peace, and lead to economic development and sustainability. During the fiscal year 2022, at least 3 Quarter members meetings have also organized in the purposes to promote of learning and sharing among civil society networks on transparent for local development, accountability, and the efficient and equitable provision of public services. To share in relation to the success of the implementation of the member organization's project or activity and present the action plan for the next year. Sharing and contributing from CPDD's members on the draft first five-year implementation plan 2021-2025 (ip5-I) of NP2 to strengthen the system of democratic participation through the activities of partnerships among those working on democratic development.

⁴ Details from her slide presentation.



“We discovered from the above presentation that GPP is not mandatory. However, the application for the GPP is an important baseline to check one organization’s standards. We can use those criteria to reflect on our good governance and best practices in a handful way.”

– **Son Penh**, Executive Director of CPDD

“The network approaches the authority in three different ways: 1.) Invite the authority to join with us, 2.) Ask them to allow us to join, and 3.) Co-design the project with them.”

– **Reoun Reth**, Head of NGO Provincial Network of Kampot



“I think it’s good if we can update members' information, including the activities in the target areas and funding mobilization strategy. Both factors lead to working actively in the local areas and sustaining” – raised by **Ms. Prak Sokhany**, Head of CCSP/CPDD member.

4.3 Board of Directors Meeting

Four of board of Directors meetings were organized to present and update the situation of CPDD within 2022 included funding status, organizational development, staff capacity, policies update and seek approval new members who has been applied to be part of CPDD. One new member has been approved by members of board and 15 members has been terminated while there is no actively engaged with CPDD and there is no project to support their involvement with CPDD. The meetings have conducted a full board review and make decisions, a Board of Directors can evaluate its

understanding and development of policies and strategy, the quality of board meeting discussions, the level of condor and use of conflict, and the credibility of reports.

4.4 Management Team (MT) Meetings

Twelve of Executive Committee (EC) meetings were organized to reflect the organizational performance and address the key challenges happened in the operation field to address the quality performance, compliances and program direction to sharp CPDD in line with country and global context. CPDD also noticed that the funding and staffs has been increased in 2022 while CPDD can effort to employ 8 full-time staff and one advisor.

4.5 Staff Meetings and Reflection

The Secretariat of CPDD conduct regularly staff meetings and reflection on a monthly bases to allow all department staff to share the key achievements, challenges, way forward and solution from the relevant staff and the EC. The meeting is always routine set up of each department to acknowledge and get the relevant information and especially for staff capacity building purpose. The main agenda of the staff monthly meeting are: Review on the previous minute meeting and action point; Update key achievements, challenges, way forward and solution; Team building or team spirit; Sharing key information and notice from EC; Officially inform to all staff relate any changed or amendment (if any); and Other related business.

4.6 Staff Capacity Building

Staffs are at the heart of CPDD and to ensure all staffs are well understood with highly productivities for the organization, the staff capacity building plan is set. CPDD took a mandatory for staff capacity building and it was also required all staffs to raise / indicate the area for improvement in the Performance Development Management-PDM while they set the objective at early of the fiscal year and included the first three months of their starting with CPDD. Beside this, we also conducted Staff Capacity Assessment (SCA) from each staff and level both offline and online to ensure that the CPDD could address staff capacity plan and capture it into budget proposal in relate to outsource training. Human Resource focal person is responding and ensure the staff capacity building is effectively applied and reached the concerning or addressed to the area for improvement of each staff.

4.7 Newly Recruited Staff

In 2022 we recruited 5 more staff, adding to the 3 existing staff. They were three project officers and two assistants. We had a total of 8 staff. This resulted from CPDD's growth which requires more labour to handle. In 2023 CPDD has another project funded by UNDP on which it might need more staff to work on dealing with technical issues and handing over the digital platform of SNA's accountabilities.

4.8 Departing Staff

The departure of staff is always happened at every entity. Since staffs are at the heart of CPDD and to prevent the high rate of staff departure/turnover, CPDD takes a mandatory thinking and method; revisit the staff pay policy, staff benefit, work conditions, systematic and staff performance development management. In the fiscal year, there are 2 staff were resigned and 1 are females (50%) program team are departure from CPDD.

4.9 Intern and volunteer

Intern and Volunteers are the part of human resource in an entity like CPDD, the intern and volunteers are take place. CPDD, allowed the person who wished to learn, practice their work to get the experiences and working approach by complied to the human resource procedure and base on the skills or majors they studied at school. CPDD's staff will provide/sharding the skills, experiences and

technical support to them on the gap or missing to reach the purpose of the volunteers and interns. In the fiscal year 2022, there are 2 volunteers; they are males (100%) are volunteered at CPDD.

5. FINANCIAL STATUS

5.1 Contribution and Funding

During the fiscal year 2022, CPDD has received funding support from GIZ in amounting to USD 21,366.98, PACT Cambodia (BEST4YWE Project) in amounting to USD 41,684.00, USAID/Pact Cambodia/API in amounting to USD 58,035.00, USDOS-EWMI-API in amounting to USD 51,664.09, AeA in amounting to USD 33,194.80. The total annual funding is USD 205,944.87.

5.2 Expenditure

During the fiscal year 2022, CPDD has spent USD 18,455.27 on the project supported by GIZ, USD 35,878.83 on the project supported by Pact Cambodia (BEST4YWEs) Project, USD 58,446.96 on the project supported by Pact Cambodia (WE Act) Project, USD 5,091.93 on the project supported by AeA Project, USD 45,604.29 on the project supported by USDOS-EWMI-API Project A4A , USD 1,064.78 on the project supported by CPDD Other Income. So, the total annual spending is USD 164,542.06

5.3 Balance

Therefore, In 2022 CPDD received a total of USD 177,059.02, including bank interest, other contributions, and receivables. The budget was funded by USAID, USDOS and channelled through API, PACT Cambodia, and AIDE ET ACTION. CPDD received funds directly from GIZ. And its expense reached USD 164,542.06.

Table: 1.1

No.	Fund received	Amount (USD)
1	Donors	173,014.54
2	Bank Interest /Exc. Rate Gain	30.48
3	Other Contributions	3,014.00
4	Other Receivable	1,000
	Total income	177,059.02
	Total expense	164,542.06
	Balance in 2022	12,516.96

6. CHALLENGES

A number of challenges have presented themselves regarding project partnerships this year. Many of CPDD members and network partners are organizations that face financial and human resources challenges, as well as competing priorities from various projects and donors. As a result, the timely submission of reports to CPDD, and the completeness and quality of data submitted occasionally requires follow-up from CPDD. Additionally, attendance at training sessions and monthly meetings is members. The capacity of provincial coordinators is not always in line with national and international standards.

The legal compliance for NGOs is also one of the challenge. The enforcement of the Law on Associations and Non-Governmental Organizations (LANGO), taxation law and labour law, relevant ministries have issued a reminding letter to all NGOs and association to fulfil its obligation such as submit the narrative and financial reports to Ministry of Interior (MoI) and Ministry of Economic and Finance (MEF). In addition, MEF encourage NGOs to make Tax declaration and registration.

7. LESSON LEARNED

There are still some mistrusts between SNA and CSOs, and uncertainty about the appropriate framework for CSO engagement. Created space for dialogue/interact between Sub-national Administration (SNA) and CSOs, including CBOs to build trust each other's and develop joint actions to implement the priority joint list of recommendations in promoting citizen participation in Civic Engagement Mechanisms for Sub-national Administration (SNA).

The project has been also engaged in 4 meetings between CSOs and Government at Provincial level including i-"2 Partnership Meeting between Provincial Government and CSOs"; ii-"DO Working Group meeting between Provincial Government and CSOs" and iii-"Partnership meeting between CSOs and SNAs" in BTB to develop operational plan to implement the joint list of recommendation at DM level. with approximately 330 participants (156 female). This initiative can be continue to conduct regularly to create space for dialogue/interact between Sub-national Administration (SNA) and CSOs, including CBOs to build trust amongst each other and develop joint actions to promote citizen participation in Civic Engagement Mechanisms for Sub-national Administration (SNA).

CSOs strengthening is somehow limited in terms of space and freedom in raising their voices raise voices and mechanism of monitoring and following up the recommendation that submitted to decision maker also lately responsive. So CSOs should be increased the level of collaboration and one voice to push the accountability of duty bearer. The mechanism of responsive of duty bearer needs to be improved; and in this regard, CSOs should focus and strengthen the responsive mechanism of duty bearer in the timely manner. As potential coalition in Cambodia, CPDD committed to improving the effective of work of the CPDD members and their functionality as well as develop the collective voice mechanism to monitor and advocate with policy makers and relevant stakeholders.

8. STORY OF CHANGES

Street vendors trained on policy advocacy

Ms. Thoeun Sophea is the street vendor who sell coffee and other drinks at Sunsky market nearby garment and textile factory at Sangkat Chomchao 3, Khan Posenchey, PhnomPenh. As the widow, Sophea has two son one is 14 years old who live with Platin decorator and the other one is 2 years old who is currently stay with her at her rent room with 4mx3m at above location. As the 2nd daughter in her family with 4 brothers and sisters in which she was cheat by members of family through she trying to earn money for paying dept for her parent and buying a plot of land with her brothers and sisters. Sophea met many challenges in her life and become poor and at end her husband was left.

However, in August 2021 API, CPDD and Independent Democracy of Informal Economy Association (IDEA) partner in implementing the Voice and Action of Young Women Leaders and Entrepreneurs Funded by USAID through PACT Cambodia, organized “Policy Advocacy Training” to YWE street vendors via E-learning platform. The capacity building aimed to train to YWE street vendors in order to improve the knowledge and skills on policy advocacy so that they are enable to address the challenges and issues of informal economic and entrepreneurship in Cambodia. Additionally, they also able to identify the existing holders for solving the community issues and their networks, and increased skills development of advocacy message and one minute on issues.

As a result of policy advocacy training program, Sophea increased knowledges on socio-economic rights, facilitation skill, how to advocate for issues of herself and her community, and she became one of ToT member who responsible to facilitate the echo training to other street vendors. Since, Sophea had opportunity to join the above-mentioned activities, she become stronger and more warmly, so she feels more confident in dealing with current and future challenges.

Working with partners to improve the administrative services at DM level

The decentralization process started nearly 20 years ago, with the elected commune councils existing since 2002. In December 2019, the Royal Government of Cambodia (RGC) approved Sub-Decrees 182 and 184 on the transfer of functions and structure to District and Municipality Administrations in order to transfer functions and integrate line offices to be under the management of District and Municipality Administrations. Secondly, SD 193, also approved in the end of 2019 provided for the transfer of function in health sector to Capital and Provincial Administrations. NGOs are rich with knowledge and experiences both in term of sectoral De-concentration and Decentralization, CSOs/NGOs members, operating free from the constraints imposed under hierarchic systems, have ample space to test new innovative ideas resulting in evidence-based policy proposals.

Following those commitments, CPDD has jointed force with VSG to mobilize CBOs and NGOs for regular meetings to coordinate and prepare their interventions in Local Governance and to identify key issues of citizens to be raised with DM-level and Provincial Administrations, including coordination of the Network Partnerships Development in Battambang Province (NPDP) representatives from 66 institutions who have common goal and mission to regular coordination meetings and document contact list among them with name, address and contact number of the institution under the network, build communication between NGOs and Provincial Administration itself is better through the formation of a telegram group called "NGOs in Battambang". This group makes it easy to contact, invite, provide information, and share experiences in a partnership between civil society and civil society itself, and connection between civil society and the provincial administration Due to the project, civil society and civil society met and discussed only on December 13, 2022 during the Partnership Forum Between between Battambang Provincial Administration and Civil Society

Organizations operated in Battambang Krong supported Village Support Groups (VSG), representatives of network leaders to cooperate with the Provincial Administration to invite all sectors of Civil Society Organizations to participate in this forum as well, establish a telegram group called "Network of Organizations, Associations and Administration of Battambang Province" is the result of the implementation of the above project.

The joint actions have been resulted in Partnership Meeting between Provincial Government and CSOs had regularly conducted with approximately 330 participants (156 female). The meetings were enhanced the Partnership Between Civil Society Organizations and Governments at all levels, to strengthen people's participation in Local Democratic Development, and to strengthen the voice of civil society organizations in policy-making and development-related development. The meetings were also gathered the problems of the people and civil society organizations to solve and discuss some issues that the city/district has not yet resolved and to participate in discussing the plans for the future. Approximately 218 (153 men and 65 women) of CSOs have been regularly participated four quarterly network meetings amongst NGOs networks at Provincial Level to discuss the advocacy and reform the structure and functionality of Provincial NGOs network in BTB. The meetings were enhanced the partnership between Civil Society Organizations and Governments and all level, to strengthen people's participation in local democratic development, and voice of CSOs in policy-making and development-related development understood the challenges and recommendations to increase the effectiveness of the implementation of civil society development programs in response to the contribution with the Royal Government and presentation of the results of the survey on the participated of civil society engagement mechanism at District Level and conducted the CSOs Annual Meeting at Battambang. At least 7 network meetings at DM-level have conducted with CBOs and NGOs participated (19 CBOs, and 5 females NGOs) on civic engagement mechanisms at DM-level at four Districts and Krong Battambang as such Thmar Koul, Bavel and Moug Russei and krong Battambang. The reflection and consultation meeting is on the implementation of mechanism on the civil engagement at DM Level, there is a technical documents from NCDD on the Civil engagement ; verified good practices, challenges, and opportunities for improvement, and common recommendations for the further development of civil engagement mechanisms and join the District 3-Year Rolling Investment Program Integration with Workshop Program and conducted the small advocacy meetings with RCG policy-makers and DPs.

Promote joint actions amongst Subnational Administration (SNA)

The Cambodian government's Decentralization and Deconcentration (D&D) reform has the objective of strengthening sub-national democratic development in Cambodia. In this regard, a decisive role is played by the councils and their sub-national administrations in the capital, provinces, municipalities, districts, khans and communes/sangkats in order to make decisions to respond to the needs of the citizens. According to the Law of the Management of Commune/Sangkat, the Law on the Election of Commune/Sangkat, the Law on the Management of Capital, Province, Municipality, District and Khan and the Law on the Election of Capital, Province, Municipality, District and Khan Councils, the council acts as a representative for the benefit of the citizens in their jurisdiction. Both female and male citizens are entitled to participate in decision-making processes in order for their needs to be better met. To date and in broad terms: very limited civic engagement at district and municipality level, due to limited opportunities provided by district and municipality administration and lack of



Figure 1. FGD with CBOs and Citizens to gather their views and perspectives



Figure 2. Half-day Joint Consultation Meeting between SNA and

or gaps in implementation of civic engagement mechanisms on the supply-side of district/municipality administration, limited scope of decision-making and budget at district-level which has just started to change, lack of citizens and CBOs awareness and understanding of decision-making processes at DM level and opportunities for engagement, and lack of citizen and Community-based Organizations (CBOs), and Civil Society Organizations (CSOs) capacity to make use of existing engagement opportunities, especially at the district-level.

To address those issues and concerns, the Coalition for Partnership in Democratic Development (CPDD) secretariat compiled 7 case studies of Civic Engagement at DM level in Battambang Province's Battambang krong, Banan, Thma Kuol, Bavel, Moug Russei, Kamrieng and Ratanak Mondol district based on our members' experiences of Community Training Organization for Development (CTOD) and Aphivat Strey (AS). The process of citizens/CBOs/CSOs engagement with district and municipality administrations in existing mechanisms was documented through field interviews with CBOs/CSOs/citizens in order to gather perceptions from them. The process of case study development was carried out in 7 partner target districts of Battambang Province. The full study report and 7 list of the recommendations were finalized based on the factual findings from 7 case studies, consultation meetings (SDG) at DM level and field interview with 367 respondents (209 females). The joint list of recommendations between 7 District Administrations and CSOs were developed and endorsed from 7 District Administrations and joint consultation meetings held between Nov and Dec 2021. The joint lists of recommendations were presented to Provincial and National Level during the partnership technical meeting at Provincial and National Workshop on the joint lists of recommendations to priority recommendations for further actions for both levels. The list of joint recommendations between SNAs and CSOs for further implementation to promote the citizen participation mechanisms in all 7 districts were developed and accepted by SNAs in target DM in Battambang.



Figure 3. One-day technical partnership meeting between SNA and

9. UPCOMING FISCAL YEAR 2023 PRIORITIES AND BUDGET

Key Intervention Logic	Budget Required
Strategic Goal #1: Increase capacity of the network members and the secretariat on SNDD reform practices through engaged learning initiatives.	\$ 75,500.00
Strategic Objective 1.1: Build capacity of the members to analyze and promote effective democratic accountability and local governance practices. Performance Indicators: % and # of CPDD members participating in the trainings indicating increased knowledge. <ul style="list-style-type: none"> - % of members attending CPDD network quarterly meetings. - # of forums or learning events/ online learning platforms created for members. - # of interns and fellows deployed to support coalition activities. 	\$ 28,000.00
Activity 1.1.1 Coordinate regular learning events at the national and provincial levels to exchange field challenges, lessons and further document good practices.	\$ 8,000.00
Activity 1.1.2 Facilitate the quarterly member meetings to share progress, exchange good practices and tools, and strengthen network coordination.	\$ 6,000.00
Activity 1.1.3 Facilitate the development and dissemination of SNDD reform knowledge sharing materials to members and interested stakeholders.	\$ 9,000.00
Activity 1.1.4 Partner with the NCDD-S and relevant stakeholders to increase knowledge and build capacity of CPDD members around SNDD decisions and policies.	\$ 5,000.00
Strategic Objective 1.2 Increase organizational capacities and governance practices among the CPDD members. Performance Indicators: <ul style="list-style-type: none"> - % of CPDD members gained knowledge and engaged in organizational capacity assessment. - % of CPDD members implementing their improved organizational capacity action plans. 	\$ 10,000.00
Activity 1.2.1 Coordinate the orientation training and implementation the organizational capacity assessments to the participated network members.	\$ 5,000.00
Activity 1.2.2 Members develop and implement improved institutional capacity development plans based on organizational capacity development assessment results.	\$ 5,000.00

<p>Strategic Objective 1.3 Improve the internal policies and governance practices of the CPDD secretariat, including organizational structure, staff skills and work environment.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - # of new and/or improved CPDD policies endorsed by the board and put into use. - % of staff who undertake skills development in line with their performance appraisal and professional development plan. - % of improvement in staff retention. 	\$ 11,500.00
Activity 1.3.2 Implement organizational improvement plans (e.g. revise/update policies and procedures).	\$ 3,000.00
Activity 1.3.4 Build staff capacities as identified in performance appraisals and professional development plans.	\$ 6,000.00
Activity 1.3.5 Review and update the staffing structure and responsibilities to improve productivity, clarify roles, ensure workload balance and effective performances.	\$ 2,500.00
<p>Strategic Objective 1.4 Increase the sustainability of funding support for the CPDD and its members.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - % of the CPDD budget funded through self-support incomes/fees. - # of network members received new funds or grants as result of CPDD. 	\$ 26,000.00
Activity 1.4.1 Develop a fundraising policy and strategy, draft generic funding proposals, and actively engage in communication with potential donors.	\$ 12,250.00
Activity 1.4.2 Establish funding coordination platforms for consortiums and proposal development with the members.	\$ 8,750.00
Activity 1.4.4 Provide training and mentoring support to individual members to access funding opportunities, including guidance to develop and implement a fundraising strategy.	\$ 5,000.00
Strategic Goal #2: Enhance democratic accountability for responsive public services through utilization of CPDD-knowledge database , partnership building, and effective networking.	\$ 95,750.00

<p>Strategic Objective 2.1 Establish and utilize CPDD-knowledge database on the situation of democratic accountability, include tools and resources to realize civic engagement, accountability mechanisms, and governance practices.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - CPDD-knowledge database (or information hub) established and regularly updated on the CPDD website. - # of data clusters produced by the CPDD and its members. - % and # increase in visitors to the CPDD website. - # of quarterly bulletins distributed each year. 	\$ 15,250.00
<p>Activity 2.1.1 Coordinate annual data mapping of network members' interventions (expertise, resources, research findings, field practices and reports) on civic engagement, networking and partnership efforts.</p>	\$ 10,000.00
<p>Activity 2.1.2 Analyze data findings, verify and consolidate into the CPDD-knowledge database.</p>	\$ 5,250.00
<p>Strategic Objective 2.2 Conduct regular partnership dialogues and roll out joint efforts to nurture civic engagement, SNA transparent and accountable public services.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - # of partnership agreements established, and put into actions, with CPDD engagement. - # of CSO/citizen monitoring tools produced and used, as results of CPDD. - % and # of members contributing data to the online monitoring systems. - # of private sector entities that have participated in the partnership events. 	\$ 77,500.00
<p>Activity 2.2.1 Coordinate stakeholders' dialogues (include NCDDS, ASAC, private sector, etc.) to establish common goals/ partnership to further the reform efforts e.g. communication strategy, policy development process, and building trust in SNAs.</p>	\$ 27,500.00
<p>Activity 2.2.2 Coordinate joint efforts to establish and roll out CSO/citizen monitoring/ online systems to track the reform progress and utilization of accountability tools (e.g. ISAF, IPs, public budget, functional transfer, and more.).</p>	\$ 25,000.00
<p>Activity 2.2.3 Provide technical support to members on their joint effort within or cross network to utilize the online and field monitoring systems and tools.</p>	\$ 12,500.00
<p>Activity 2.2.4 Facilitate the formulation of annual partnership action research analysis on key reform topics, prioritized by members/CSO stakeholders.</p>	\$ 12,500.00

<p>Strategic Objective 2.3 Build strong coalition-level coordination and networking to increase enabling environment and civil society space in democratic development process.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - % and # of increase in CPDD membership. - # of cross-coalition network established and functioned with engagement or facilitation of CPDD. - # of cross-coalition efforts are implemented to promote civic engagement/space. 	\$ 3,000.00
<p>Activity 2.3.3 Coordinate regular cross-civil society networking dialogues (such as CCC, NEP, NGO Forum, etc.) to promote increased civil society space and further cross-cutting themes in democratic development process.</p>	\$ 3,000.00
<p>Strategic Goal #3: Influence the national policies and decisions that inform SNA transparent, responsive and accountable public services.</p>	\$ 114,500.00
<p>Strategic Objective 3.1 Promote effective stakeholder policy dialogues and joint policy advocacy efforts at the sub-national levels.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - # of provincial NGO/CPDD networking structures functioned. - # of CPDD members who share at least one good practice at CPDD meeting. - # of joint reports or advocacy recommendations at provincial level developed and used to influence policy decisions at sub-national levels. - # of sub-national policies or decisions influenced by provincial NGO networks. 	\$ 62,500.00
<p>Activity 3.1.2 Coordinate regular provincial dialogues between the SNAs and CPDD members; establish joint evidence, stronger voices to influence provincial policies and decisions.</p>	\$ 30,000.00
<p>Activity 3.1.4 Facilitate the annual reflection between SNAs, ASAC and CPDD members to discuss field challenges, establish evidence and good practices to influence higher policy decisions.</p>	\$ 32,500.00
<p>Strategic Objective 3.2 Coordinate stakeholder dialogues on reform challenges, lessons learned and good practices to inform national policies.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> - % of CPDD members engaged/ contributed in the joint CSO recommendations or statements. - # of joint CSO recommendations or statements raised at national policy meetings, as results of CPDD. - # of joint CSO/SNA/ASAC recommendation or statements raised at national as results of CPDD. 	\$ 47,500.00
<p>Activity 3.2.1 Coordinate regular dialogues between the NCDD-S and CPDD members on field challenges and civic engagement issues.</p>	\$ 6,000.00

Activity 3.2.2 Work with members to voice their interests and influence national policy on civic engagement and SNA transparency/accountability services.	\$ 17,500.00
Activity 3.2.3 Produce CSO consolidated recommendations and joint statements to inform/advocacy national policies; e.g. national level policy events include at NCDD level, National Assembly or key ministries.	\$ 18,000.00
Activity 3.2.4 Expand engagement efforts at government dialogue platforms; including partnership forums, DPs- government dialogue platforms.	\$ 6,000.00
Strategic Objective 3.3 Reach out for regional advocacy and networking, on effective democratic development and governance practices. Performance Indicators: - # of members participating in regional trainings and networking events. - # of good practices and learnings shared back to coalition and members. - # joint country statements/ recommendations raised at the regional forums.	\$ 4,500.00
Activity 3.3.1 Conduct a joint mapping with the members and/or NCDD-S on potential regional engagement pathways.	\$ 1,500.00
Activity 3.3.2 Mobilize joint engagement of CPDD members/NCDDS in regional platforms to exchange and learn good reform practices at the regional level.	\$ 1,500.00
Activity 3.3.3 Contribute to advocacy statements and joint initiatives in the ASEAN region through engaging with the Local Governance Initiative and Network (LOGIN Asia) and ASEAN people forums.	\$ 1,500.00
Activity Cost	\$ 285,750.00
Staffing Cost	\$ 57,150.00
Overhead and Operations Cost	\$ 14,287.50
Grant Total:	\$ 357,187.50



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